



Research Article

**WELLBEING PROCEDURE AUGMENTS THE GRATIFICATION LEVEL OF SUPERVISORS
IN TEA INDUSTRY, WITH SPECIAL REFERENCE TO IDUKKI DISTRICT, KERALA**

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ABSTRACT

This research paper examines the effect on employee welfare measures in tea industries with reference to Idukki District, Kerala. The primary data collected from the 100 supervisors from different tea manufacturing industry in Idukki District, Kerala. Percentage method is used to represent the data for easy and better analysis of supervisor's welfare. This paper found the supervisor's senses that employee welfare is the modest benefit for the tea manufacturing industry, they believe that the fast changes happening in the demography and social systems thereof have given chance for various HR practices enhancing the supervisors performance and tea Industry growth. One of the most commonly used HR practice is employee welfare for development of the supervisor's in Tea Industry. Identifying and development of the welfare in organization enable better performance leading to career and job satisfaction.

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INTRODUCTION

Present Scenario of business world is characterized by a growing competitiveness, market globalization and technological advances in organization. The survival of an organization implies the prosecution of sustainable competitive advantages. The knowledge and skills of an organization's employees have become increasingly important to its performance, competitiveness and advancement. Theories placing the origin of these advantages outside the company are now losing validity in favor of those centered on internal elements, especially the theory of resources and capacities. Among the internal resources which can be considered sources of competitive advantage is the human element, mainly due to its intangible characteristics: knowledge, skills and attitude and organizational are being given more and more significance. Although all practices of human resource are implied in the development of these resources, training is one of the main activity in order to have qualified, flexible, and proactive employees and to achieve the correct running of each stage of the process of knowledge management Organizations spend an enormous amount of time and money on training in order to assist employee's learning of job-related competencies.

The revenue cycle is driven by knowledge, innovation, and creativity – all of which come from employees as shown in relationship cycle. 'Welfare' is a broad concept referring to a state of living of an individual or a group, in a desirable

relationship with the total environment-ecological, economic and social. The term 'welfare' includes both the social and economic contents of welfare. Social welfare is primarily concerned with the solution of various problems of the weaker sections of society like poverty. The goal of social welfare is to fulfill the social, financial, health, and recreational requirements of all individuals in a society. Friedlander defines social welfare as "the organized system of social services and institutions designed to aid individuals and groups to attain satisfying standards of life and health, and personal and social relationships which permit them to develop their full capacities and to promote their well-being in harmony with the needs of their families and the community". The object of economic welfare is to promote economic development by increasing production and productivity and through equitable distribution. Pigou defined economic welfare as "that part of social welfare that can be brought directly or indirectly into relation with the measuring rod of money". Welfare occupies a place of significance in the industrial development and economy. It is an important facet of industrial relations, the extra dimension, giving satisfaction to the worker in a way which even a good wage cannot with the growth of industrialization and mechanization, it has acquired added importance.

Welfare work aims at providing such service facilities and amenities which enable the employees employed in an organization to perform their work in healthy congenial surrounding conducive to good health and high morale. Welfare is a comprehensive term including various services, benefits and facilities offered by the employer. Through such generous fringe benefits the employer makes life worth living

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for employees. The welfare amenities are extended in additional to normal wages and other economic rewards available to employees as per the legal provisions. Welfare of employee and his family members is an effective advertising and also a method of buying the gratitude and loyalty of employees. Welfare means improving, faring or doing well. It is a comprehensive term, and refers to the physical, mental, moral and emotional well-being of an individual. Further, the term welfare is a relative concept, relative in time and space. It therefore, varies from time to time, region to region and from country to country. Labour welfare is an important aspect in every organization with some added incentives which enable the workers to lead a decent life. The welfare measures have more relevance in the context of poor standard of livings of the Indian working class. It is, therefore, one major aspect of national programs towards the promotion of the welfare of people and is as such designed to create a life and work environment of decent comfort for working class.

REVIEW OF LITERATURE

VirpiSillanpää (2015) stated that the framework proposed in the research may serve as a practical tool for decision-makers for assessing the impacts of different services and service innovations in the welfare service sector. This type of assessment is needed, for example, when new service innovations are designed and budgeted for.

Zacharaiah(2014) based on a sample survey of manufacturing undertakings in Bombay, covered welfare services and working conditions while surveying the factors affecting industrial relations. It was observed that better working conditions and adequate provision of welfare services would contribute to harmonious industrial relations.

Saiyaddin(2013) examined the purpose and cost of non-statutory welfare activities for the organizations. Five public and six private sector organizations were selected for the study. The study brought out an important conclusion that the most predominant theme in the minds of organizations when they think of the voluntary welfare measures was not only the output and efficiency but also increasing loyalty and morale. In respect of cost, the study revealed, that the public sector organizations spend more on welfare activities, as compared to private sector. While public sector spends more on transportation and recreation, private sector was found to be spending more on housing according to the study.

Satheeskumar L and Selvaraj V (2012) have found out that the objectives of the labour policy reforms seem to be only partially achieved and further developments in these areas will be of interest and concern to industrial relations academics throughout the world. In pursuing them we should be mindful of the suggestion from Watson that the core disciplines of the social sciences should be used to examine the employment relationship rather than trying to raise Human Resource Management or Industrial Relations to the status of separate discipline.

Ann Davis, Lucy Gibson, (2010) Describes a process through which organizations might seek to implement interventions relating to employee wellbeing. Emphasizes the importance of a comprehensive needs assessment both in obtaining the breadth of information needed to design appropriate interventions and also in providing baseline information against which to evaluate programme effectiveness. Discusses

factors which influence the type of intervention appropriate for a particular situation and highlights their design implications. Finally, provides guidance on programme implementation and evaluation, and discusses some of the advantages and disadvantages of different approaches to tertiary welfare provision

Table 1 Weary of employee measures

Variables for the Study	Variables for the Study
Leadership	Training and development
Organizational Justice	Job performance
Compensation and benefits	Organizational commitment
Work policies and procedures	Performance management
Career Development	Motivation
counseling	Communication

Source: Secondary Data

Objectives of the Study

- To study the welfare of supervisorsatTea Industry.
- To study the existing welfare facilities provided to the supervisors.
- To know the supervisors satisfaction level in tea Industry.
- To collect the opinion and suggestion from supervisors in the enhancement of the welfare activities.

METHODOLOGY

This study is containing both primary and secondary data. The sampling size of this study is 100. The data collected from the supervisors in tea Manufacturing IndustryIdukkidistrict kerala. Descriptive research has been used for the study, because the aims of the descriptive research are to describe accurately the characteristics of particular individual situation or group and to determine the frequency of occurrence of such events. The method of data collection used primary data and secondary data. The statistical tools (descriptive and Mann Whitney U Test) are used to obtain findings and information in logical sequence from the data collected.

Null Hypothesis (H0):- Supervisors are not satisfied by the facilities and health care facilities the provided in the tea Industry

Alternative Hypothesis (H1): supervisors are satisfied by the facilities and health care facilities the provided in the organization

RESULT AND MANAGERIAL DISCUSSION

The present study is based on the responses to a structured questionnaire.

Table 2 Descriptive Statistics

	Descriptive Statistics		
	N	Mean	SD
Leadership	100	7.21	1.033
Organizational Justice	100	7.24	1.332
Compensation and benefits	100	8.22	1.242
Work policies and procedures	100	8.23	1.565
Training and development	100	8.92	1.179
Job performance	100	8.69	7.104
Organizational commitment	100	7.9	1.457
Performance management	100	7.70	1.366
Training and development	100	7.62	1.451
Job performance	100	8.42	1.775
Career Development	100	7.51	1.555
Counseling	100	8.22	1.258
Employee motivation	100	7.58	1.876
Communication	100	7.52	1.215
Industrial Relation	100	7.31	1.367

Source: Primay data

A structured questionnaire was designed that contained a list of 12 variables that help in determining the supervisors welfare and satisfaction level in Tea industry.

Mann-Whitney U Test

An independent group Mann-Whitney U Test was conducted to evaluate the null hypothesis (H0)

Table 3 Output for Mann-Whitney U Test

	Mann-Whitney U	Wilcoxon W	Asymp.Sig.(2tailed)
Leadership	762.000	1458.000	0.661
Organizational Justice	666.500	1113.500	0.637
Compensation and benefits	539.500	1424.500	0.441
Work policies and procedures	563.500	1479.500	0.562
Training and development	527.500	1462.500	0.754
Job performance	539.000	1418.000	0.419
Organizational commitment	695.500	1457.500	0.347
Performance management	587.000	1368.000	0.711
Training and development	544.000	1482.000	0.657
Job performance	594.500	1522.000	0.327
Career Development	657.000	1292.000	0.122
Counseling	541.000	1322.000	0.117
Employee motivation	495.500	1364.500	0.153
Communication	498.500	1322.500	0.588
Industrial Relation	479.500	1364.500	0.688

Source: Primary data

Table 2 displays Mann-Whitney U value and the significance level. For all the variables the significance level is 5%. There are no significant differences in the responses of supervisors in tea Industry. Descriptive statistic test used to identify there are measurable set of factors that constitutes employee welfares. Hence H1 accept the alternate hypothesis. Mann-whitney U test used to identify there are significant differences in the responses of supervisors in tea industry with regard to a set of factors that constitutes employee welfare. For all the variables the significance level is 5% & the result as follows: There are no significant differences in the responses of supervisor’s tea industry employees with regard to a set of factors that constitutes employee welfare. Hence H02 reject the null hypothesis. Since most of the workers and supervisors in the tea Industry belongs to the local area, providing adequate compensation and benefits to the employees will leads to high level of employee welfare. Along with employee welfare organization could focus much on attaining their goal without incurring much cost. Compensation and benefits not only includes salary but also the residential quarters, free of cost, food, fuel and other benefits. This not only leads to the welfare of existing employees but also attract new employees to the Industry. The essentiality for leadership exists in organizations not only at the top level management but also at middle level even at the bottom of the pyramid. Motivation from higher authority one among the main force which keep an employee stick to the organization. Every firm is trying their level best to survive in a profitable way in a challenging and competitive global tea Industry.

Suggestions

- The Tea Industry should arrange more programs to enhance the supervisor’s awareness about the welfare measures, working conditions and social security schemes.
- The Tea Industry can take necessary steps to provide job security to supervisors. Also the Management

should consider providing welfare measures to the supervisors.

- The Management should provide uniforms to all supervisors. Hence the employees can feel their belongingness towards the organization.
- The Tea Industry can improve the recreational facilities being offered to the supervisors and provide more extra mural welfare services
- The management shall conduct regular meetings and allow the supervisors to participate in it. It will help to improve the employee employer relationship in the organization.
- The management should arrange more transport facilities to the supervisors, particularly to those are coming for night shifts.
- The company should make sure that the quality of work life of supervisors is good by ensuring that the employees are given the best benefits and rewards possible.

CONCLUSION

The purpose of this research paper is exploring and understanding the relation between job performance and well-being. The survey was conducted on the analysis was done according to the information collected by questionnaires through the selected samples. These studies show that the almost all employees are satisfied with the working event of the company. A few people say that there are some modifications for recreational facilities and career growth opportunities. Employee welfare is anything done for the comfort and improvement of employees. Employee comprises all human efforts of body and mind, which are exchanged for a consideration of cash or kind or both. This study reveals supervisors opinion in tea Industry towards employee welfare facilities offered by tea industry. Lack of awareness is noticed in certain areas such as legislation areas. The observation state that working condition is pleasant, wages is good compared to similar industry, management-employee relationship is quite descent, facilities provided for employees also satisfactory. As per the study concern superior-subordinate relationship is good; but while observed some controversy found among employees, such as superior is not disclosing right/proper information when required. Certain actions to be taken to enhance the level of awareness of welfare schemes, protect from unions and legislations. Successful implementation of these suggestions will enhance the value of service to the employees, thereby management and employees can feel pleasant.

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