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A Study on Employee Welfare Facilities and Its Impact on Employee Satisfaction at JOCKEY Industry with Special Reference to Mysuru city

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ABSTRACT

'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 prevention of destitution and poverty. It aims at social development by such means as social legislation, social reform, social service, social work, and social action. The goal of social welfare is to fulfil 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" According to him, "the economic welfare of a community of a given size is likely to be greater, the larger is the share that accrues to the poor," he admitted that economic welfare was not the index of total welfare. Labour welfare is a part of social welfare, conceptually and operationally. It covers a broad field and connotes a state of well-being happiness, satisfaction, conservation and development of human resources.

Keywords: Industrial Relation, Employee Relation, Working Condition.

INTRODUCTION

In the era of globalization, market economy, hyper competition and rapid changing environment, the success of an organization depends on the employees' performance. Employees' performance is an essential requirement if an organization is to maintain its efforts towards the realization of pre-designed goals (Dessler, 2008). According to Human Resource Philosophy employees are an important business resource that must be managed carefully in order to maximize return on investment and achieve business objectives. Organizations have to provide various benefits to ensure employees welfare is taken care of. In fact in this age and era it is almost impossible to operate an organization without offering a basic set of benefits for employees' welfare. Organizations should understand that a healthy and stress free worker is a major asset to the organization and should therefore provide welfare services and programmes. The economic development of a country depends upon the production of commodities and services. The production is the result of five factors of production viz; land, labour, capital, organization or management and entrepreneurship. Out of these five factors, the labour is the active factor of production. The productivity of labour has gained the greatest attention of industrial psychologists and researchers in the field of economics and management. The productivity of labour depends upon its efficiency. Quality of labour depends primarily upon its health and nutrition, literacy and social values and customs. Poor diets, unhygienic conditions, inadequate disease preventive measures and lack of medicines and medical care have an adverse bearing on their efficiency. The happiness and the efficiency of workers are the mirror of the prosperity of an industry. This prosperity of an industry is the end result of productivity. To neglect the labour class is to neglect the productivity. So labour welfare measures become crucial because of the reasons like low level of wages, irregular working hours, inability of trade union to undertake welfare work, to build up a stable labour force for creating a genuine welfare state, to create good psychological feelings and to create good moral habits. Under such conditions labour welfare can be only relief to labouring class.

Literature Review

Rajni Pathania (2012) examines the Industrial relation in India in the Era of liberalization. The focus of this study is trends in Intensity of industrial disputes, its causes and the growth of TU in India during the year 1992 - 2011. Results indicates that there is acceptable IR in India, due to the growth of TU and continuous decline in industrial strikes and lockout during the said study period.

Apoorva Ghosh (2012) —A Contemporary Model for Industrial Relations Relook from Global Perspective || attempts to query what IR is and analyzes the ways in which it has been defined and understand since its beginning. This paper attempts to suggest a model for IR, so that it can involve all the addressed as well as unaddressed issues. Afterward, this model tested with what have been the academic opinions of how IR should change & respond to the existing realities. The article concludes by proposing empirical testing of this model in the service economy of post-industrial era when we have knowledge workers instead of blue-collar workers, flat team-based structures instead of hierarchy and participative control rather than bureaucracy.

Abhishek Gupta (2014) in his study entitled, —Trade Unions & Industrial Relations ||, has described that, over the last 20 years, there has been considerable debate about the impact of TU on Productivity, and the implications of different types of labor-market arrangements for economic performance. The most effective way of improving competitiveness is to weaken TU and remove the regulatory structures & rules that restrict managerial decision-making. This research has reviewed a key point to come into view is the importance of the IR climate in improving organizational performance. A positive and cooperative labor management relationship, with extensive joint decision-making, appears to be advantageous to greater organizational efficiency.

Sian Moore & Stephanie Tailby (2015) expressed their views in his research paper under title heading —The changing face of employment relations: equality and diversity ||. The principle of this paper is to explore what has happened to the concept & reality of equal pay over the past 50 years in the UK. It does so in the context of women employment levels based on labor market participation though their continued overrepresentation in part-time employment, locating the narrowed but persistent overall gender pay gap in the UK. Finally, this paper suggests the need of a legal framework in order to establish wages equality. Priya Shrivastava (2015), The New Age Path of Industrial Relations, she has described that the main architecture of the Indian IRS was established prior to Independence and leftovers mostly untouched. The nature of this system is highly centralized and the Govt. is the main arbitrator between capital & labor. This article provides a broad overview IR and the labor market reform debate that has arisen in the context of economic changes in India. The structure of the Indian labor market, the overwhelming size of the informal or 'unorganized' workforce, and its location outside the industrial system is the fundamental challenge facing Indian IRS.

Rajesh H & Dr. P.K. Manoj, (2013), Industrial Relations in the State || has concluded that to avoid conflicts or disputes, an organization should ensure Code of Conduct that each individual organism must follow the Code of Discipline in the organization formulated by the Govt. and made applicable to management and employees. Encourage the mutual trust between the two main actors of IRS should help to manage cooperation, confidence and respect, between the employees and management. The authors suggest establishing the followings in order to minimize the ID: (1) Works Committees (2) Process of CB (3) Wage Boards (4) Grievances Procedures (5) Standing Orders (6) Joint Management Councils, and (7) Suggestion System. Archana Bhat & Ravikant Swami (2014) described that the tendency of industrial conflicts in our country, right from the economic reforms due to changes in composition & structure base. This study found that number of work disputes, mandays lost, and workers' involvement in disputes showed a gradual decline over the recent years. The numbers of workers involved in strikes were more than the number of workers involved in lockouts and the man-days lost in lockouts were more than the man-days lost in strikes. Intolerance, indiscipline & violence were found to be the prime causes of industrial disputes. Production losses due to disputes were higher in the private sector than the public sector. The study concluded that economic reforms certainly have shifted the power in the hands of the employees.

Sushmita Srivastava (2011) under the topic —Commitment & Loyalty to Trade Unions: revisiting Gordon's & Hirschman's Theories ||. This article presents an integrated model of the process by which union commitment & loyalty are developed & retained by TU. She argues on the need to view commitment & loyalty as two distinct constructs. The objective is to start re-conceptualization of the differences between union loyalty & union commitment by revisiting Gordon's Four Factor Theory of Commitment and Hirschman's Exit Voice Loyalty Theory. The paper finds that TU participation is better induced through union loyalty than union commitment.

J. S. Sodhi, (2013) —Trade Unions in India: Changing Role and Perspective || reflects the TU economic contribution in the context of the strong past legacy. The thrust of TU activities has been to engage in the traditional functions of welfare & economic improvement of workers. TU, working in tandem with the Govt. in the first three decades after independence, ensured that workers were well protected and given all the benefits. In view of the globalization challenges, there is a steady change and the managements & unions are entering into CB contracts for improvements in productivity of the organization.

Santosh Govind Gangurde (2014), —The Indian Trade Union Movement: New Challenges || put forward his research paper on has illustrated that the Labor market regulations and CB have emerged as crucially important issues in a globalized economy. Given that globalization without doubt involves economic restructuring, the promoter of globalization - World Bank & IMF - increasingly argue that employment has to be sufficiently adaptable to assist adjustment & stress on flexibility in labor markets. Undoubtedly, this has led to reduced job - security and in formalization of labor markets. In this picture today TU face a multitude of challenges from various quarters. The factors like diversity of interests of the working class, the new management techniques that blunt union tactics, the forces of globalization etc., all constitute challenges to the effective working of TU today. In the view of the changing concerns, TU will have to reorient their strategies if they want to successfully meet the new challenges.

Paul Nowak (2015), —The Past and Future of Trade Unionism || expressed his views in his research paper under title heading. This paper concludes that the last past five decades has been a period of change and turbulence for the movement, and suggests that this trend will likely be remaining in the decades to come. Although external political & economic aspects will have an important bearing on unions' scenario, he finally argues that unions remain powerful agents of change in their own right and that a revival of organized labor is not beyond question.

STATEMENT OF THE PROBLEM

Human resources are the most important resources of any organization. Here it is the duty of the management to look after the welfare measures of the employees. If the employees are satisfied with the provided welfare measures, the production will increase. The welfare measures of the employee are essential because of the nature of the industrial system. Today workers are an essential element contributing to the growth of the organization. If we make an overall survey of the living and working condition of industrial workers, the necessity of labour welfare measures would be apparent. In case of NEYCER INDIA LIMITED there are more than 640 workers employed and the company is responsible for the welfare of these workers. Hence the present study is conducted to learn the level of satisfaction of the employees regarding the welfare measures.

OBJECTIVE OF THE STUDY

1 . To study and understand employees satisfaction levels towards the welfare measures at JOCKEY Industry with Special Reference to Mysuru city

2 .To ascertain whether the welfare measures are being implemented effectively.

3 .,To analyse the effect of welfare measures in improving productivity of the employees.

4 . To suggest appropriate welfare measures to improve the employee productivity at JOCKEY
Labour welfare work can be broadly into two categories:

Hypothesis:

Ho: Employee welfare facilities do not have significant impact on employee satisfaction.

Ha: Employee welfare facility has significant impact on employee satisfaction

METHODOLOGY:

The first and foremost step in the research process consists of problem identification. Once the problem is defined, the next step is the research design becomes easier. The research design is the basic framework, which provides guide line for the rest of the research process. The research designs the methods of collection of data collection and analysis Data collection Method: Primary data: The primary data is collected through Questionnaires meeting respondents personally and internet. The primary data is collected through asking the questions consisting of following categories. Dichotomous questions. Multiple choice questions. Secondary data: The major source of secondary website, bank magazines, report in newspaper about hotels, the data and information will be collected from various sources. Factual data will be collected from the annual reports of hotels, housing magazines, and other records.

SCOPE OF THE STUDY

The Scope of the study is to find out how far the existing welfare schemes cater to the requirement of the employees of JOCKEY Industries limited. The study will be able to throw light on the dark spots where it need some sort of improvement in the welfare scheme that has been implemented. The purpose of the study is to measure the employee's attitude regarding the welfare measures provide in the compian

LIMITATIONS OF THE STUDY:

The study is limited to only some employees of JOCKEY Industries limited, therefore the result cannot be generalized to whole organization.

As time was constraint, and the size of the population of JOCKEY Industries limited is large, it is not possible together full information.

The data has been collected during general shift i.e. between 9:00 Am to 5:30 PM hence it is not possible to gather full information

The data is collected only from the permanent employees and hence the opinion of casual and contract employee is not collected.

The Company is not ready to expose full information about welfare activities.

Statutory, and Non-statutory or voluntary.**Statutory measures:**

This refers to those provisions which are desired from the coercive power of the government and their observance in any industry is binding on the employer by law (factories act of 1948)

canteen facilities (sec 46)

working facilities (sec 42)

first aid appliances (sec 45)

facilities for sitting (sec 44)

shelters rest rooms and lunch rooms (sec 47)

crèches (sec 18)

drinking water facilities (sec 18)

lighting (sec 19)

urinals (sec 19)

spittoons (sec 20)

welfare officers (maternity benefit) (sec 49)

Family pension schemes

Gratuity

Provident fund schemes

E.S.I scheme

Non-statutory measures:

There are activities which are undertaken by the employees for their workers. are philanthropic. Such welfare activities are philanthropic but in the long run they increase efficiency of worker and reduce of conflict between employees and worker.

Housing Facilities•

Transport Facilities•

Medical facilities•

Cultural activities•

Recreation•

Consumer co-operation•

Loan and various advances•

Leave Traveling Concession•

Worker education•

School for the employees children•

Uniform•

Labor welfare fund•

Libraries Vehicles stand for parking

ANALYSIS OF DATA

CORPORATE INFORMATION

Industries Limited located in Bangalore, India is the exclusive licensee of JOCKEY International Inc. (USA) for manufacture, distribution and marketing of the JOCKEY® brand in India, Sri Lanka, Bangladesh, Nepal and the UAE. Page Industries is also the exclusive licensee of Speedo International Ltd. for the manufacture, marketing and distribution of the Speedo brand in India.

JOCKEY is the company's flagship brand and a market leader in the innerwear category. Page Industries and Brand Jockey have pioneered the innerwear industry on many fronts. The company has established the premium segment in the innerwear category in India through brand Jockey. The introduction of high quality products coupled with an organized and extensive network of distributors pan India has created a paradigm shift in the way consumers perceive innerwear in our country.

JOCKEY took the bold stance of changing the rules of retailing innerwear two decades ago. Modules and Fixtures for product display, attractive Box Packaging and Lifestyle Point-of-Sale imagery ensured the category was brought 'out of the closet' using first of its kind international brand communication.

JOCKEY was also the first innerwear brand in India to set up Exclusive Brand Outlets across the country. As of September 2017, the brand has 384 Exclusive Brand Outlets across India with 286 stores on high streets and 98 stores in shopping malls with heavy footfalls. These stores reinforce the legacy of brand Jockey and allow us to showcase our complete range of products in Innerwear, Athleisure and Sportswear for men, women and kids.

Page Industries has also opened four Jockey Exclusive Brand Outlets in the UAE and two in Sri Lanka. The response from these stores have been overwhelming, encouraging us to take rapid strides in opening more stores in these emerging markets.

Speedo International Limited appointed Page Industries as their sole licensee for the manufacturing, marketing and distribution of the Speedo brand in India. The vision of Speedo is to "inspire people to swim; with Speedo." The mission of Page Industries is to be the number one swimwear brand in the country in terms of both market share and profitability.

Within just six years of its operations, the brand is present in over 1286 stores in 86 cities and towns across the country. With 18 Exclusive Brand Stores in Delhi, Gurgaon, Noida, Mumbai, Bangalore, Chennai, Pune and Ahmedabad, Page Industries is geared to take brand Speedo to the next level of consumer connect and make it the most sought-after swimwear brand in the country. Page Industries Limited has a crafted a robust growth strategy that involves:

	Hiring, retaining, developing, empowering and motivating the best people in the organization, Ensuring complete alignment of all employees to the company's value system, Ensuring both brand Jockey and Speedo have products that are 'best in the market' in terms of comfort, quality, style and value, and Maintaining a culture of 'Total Quality Management' across all functions.
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1. Table showing the opinion of the Employees regarding working conditions:a. Table showing the opinion of the Employees regarding space and ventilation.

s.no	OPINION	PERCENTAGE
1	Highly	20%
2	Satisfied	10%
3	Neutral	20%
4	Dissatisfied	20%
5	Highly Dissatisfied	30%
total	Total	100

source : case study

Interpretation:

The satisfaction levels of the employees are responding positively towards welfare amenities in the organization. It is observed that the majority of respondents are highly satisfied and the above analysis shows 18% employees are neutral and 2 percent are highly dissatisfied

Table. 2 showing employees opinion regarding Lighting facilities in the organization

S.NO	OPINION		PERCENTAGE
1	Highly	20	20%
2	Satisfied	20	20%
3	Neutral	20	20%
4	Dissatisfied	20	20%
5	Highly Dissatisfied	20	20%
6	TOTAL	100	100%

source : case study

Interpretation:

In total responds 12% of the employees are not satisfied with lighting facilities. And 20% are fully satisfied. the satisfaction level of the employees responding positively towards lighting facilities in the organisation

Table showing employees opinion regarding cleanliness facilities.

Table. 3 showing employees opinion regarding cleanliness facilities

S.NO	OPINION		PERCENTAGE
1	Highly	20	20%
2	Satisfied	20	20%
3	Neutral	20	20%
4	Dissatisfied	20	20%
5	Highly Dissatisfied	20	20%
6	TOTAL	100	100

source : case study

Interpretation:

The satisfaction levels of the employees are responding negatively towards cleanliness facilities in the organization. It is observed that the majority of respondents are not satisfied. And the above analysis shows 20% employees are neutral and 20% employees are satisfied.

Table .4 showing employees opinion regarding Toilet facilities

S NO	OPINION		PERCENTAGE
1	Highly	30	30%
2	Satisfied	20	20%
3	Neutral	20	20%
4	Dissatisfied	20	20%
5	Highly Dissatisfied	10	10%
6	TOTAL	100	100%

source : case study

Interpretation

Maximum employees are satisfied with Toilet facilities in the organisation. 30% of the people respond satisfied and 20% of the people respond neutral, 28% of people respond Not satisfied.

Table. 5 showing the opinion of the employees regarding Welfare measures. Table showing the opinion of the employees regarding canteen facilities

S.NO	OPINION		PERCENTAGE
1	Highly	30	30%
2	Satisfied	20	20%
3	Neutral	20	20%
4	Dissatisfied	20	20%
5	Highly Dissatisfied	10	10%
6	TOTAL	100	100%

source : case study

Interpretation:

The satisfaction levels of the employees are responding positively towards Canteen facilities in the organization. It is observed that the majority of respondents are highly satisfied and the above analysis shows 20% employees are neutral and 20% are not satisfied with the canteen facilities provided by the organization.

Table .6 showing the opinion of the employees regarding Drinking facilities.

s.no	OPINION		PERCENTAGE
1	Highly	25	25%
2	Satisfied	20	20%
3	Neutral	20	20%
4	Dissatisfied	20	20%
5	Highly Dissatisfied	10	10%
6	TOTAL	100	100%

source : case study.

Interpretation:

The satisfaction levels of the employees are responding positively towards drinking water facilities in the organization. It is observed that the majority of respondents are highly satisfied and the above analysis shows 10% employees are neutral and 20% are not dissatisfied.

Table .7 showing the opinion of employees regarding Recreational facilities in the organization

s.no	OPINION		PERCENTAGE
1	Highly	20	20%
2	Satisfied	30	30%
3	Neutral	20	20%
4	Dissatisfied	20	20%
5	Highly Dissatisfied	10	10%
6	TOTAL	100	100%

source : case study.

Interpretation:

It is observed that the 40% of respondents are satisfied and the above analysis shows 30% employees are neutral and 20% are not satisfied.

Table .8 showing the opinion of employees regarding uniform and shoes facilities

s.no	OPINION		PERCENTAGE
1	Highly	20	20%
2	Satisfied	40	40%
3	Neutral	20	20%
4	Dissatisfied	10	10%
5	Highly Dissatisfied	10	10%
6	TOTAL	100	100%

source : case study.

Interpretation:

The satisfaction levels of the employees are responding positively towards uniforms & shoes facilities provided by the organization. It is observed that the majority 10% of respondents are highly satisfied and the above analysis shows 40% employees are neutral and Satisfied.

Table .8 showing opinion of employees regarding frequency of medical checkup

s.no	OPINION		PERCENTAGE
1	Highly	20	20%
2	Satisfied	60	60%
3	Neutral	26	26%
4	Dissatisfied	10	10%
5	Highly Dissatisfied	04	04%
6	TOTAL	100	100%

source : case study

Interpretation:

The satisfaction levels of the employees are responding positively towards frequency of medical checkup provided by the organization. It is observed that the majority 60% of respondents is satisfied and the above analysis shows 16% employees are neutral and 26% are not satisfied.

Table .9 showing the opinion of employees Regarding other welfare amenities transport facilities

s.no	OPINION		PERCENTAGE
1	Highly	10	10%
2	Satisfied	60	60%
3	Neutral	20	20%
4	Dissatisfied	05	05%

5	Highly Dissatisfied	05	05%
6	TOTAL	100	100%

source : case study

Interpretation:

The satisfaction levels of the employees are responding positively towards transport facilities provided by the organization. It is observed that the majority 60% of respondents are satisfied and the above analysis shows 05% employees are neutral and 20% are not satisfied

Table.10 showing employees opinion regarding Shelters, rest rooms

s.no	OPINION		PERCENTAGE
1	Highly	10	10%
2	Satisfied	56	56%
3	Neutral	20	20%
4	Dissatisfied	05	05%
5	Highly Dissatisfied	05	05%
6	TOTAL	100	100%

source : case study.

Interpretation:

The satisfaction levels of the employees are responding positively towards shelters and rest rooms provided by the organization. It is observed that the majority 56% of respondents are satisfied and the above analysis shows 05% employees are neutral and 10% are not satisfied

Table.11 showing the opinion of employees regarding satisfaction level toward the provided leave plans.

s.no	OPINION		PERCENTAGE
1	to great event	58	58%
2	To some event	18	18%
3	Neutral	14	14%
4	Not at all	8	8%
5	Cannot say	2	2%
6	Total	100	100%

source : case study

Interpretation:

The satisfaction levels of the employees are responding positively towards leave plans provided by the organization. It is observed that the majority 58% of respondents are satisfied to great extent and 18% of respondents are satisfied to some extent and the above analysis shows 14% employees are Neutral and 8 percent are not satisfied and 2 percent are undecided.

Findings of study

- 1 .Most of the employees in the industry are male.
- 2.Most of the employees are satisfied with the preventive activities and safety measures.
- 3 .Employees have responded very positively towards the Welfare measures.
- 4 .The company has been successfully providing stitching charges for uniforms to employees.
- 5 .The company has been successfully providing levy prized sugar to employees.
- 6 .Most of the employees are responded to greater extent satisfied with the post-Retirement benefits available in industry.
- 7 Most of the employees are responded to great extent satisfied with the leave plans.

SUGGESTION:

- 1 .Company can improve the quality of work life.
- 2 .Maintenance of Urinals is comparatively not good than other statutory welfare measures provided by the company. It has to be implemented.
- 3 .Recreation is not given due priority, it can be implemented.
- 4 .The Problems in welfare facilities should be solved

5 .Maintenance of housing, education, washing and sitting facilities can be implemented.

6 New facilities should be added to existing ones by early action taken by management.

7 The management has provided the gratuity for which the employees are not fully satisfied. So gratuity must be certifiable manner

Conclusion:

The Welfare measures are more important for every employee, without welfare measure employee cannot work effectively in the organization. Majority of employees are satisfied with welfare measures. They should take necessary steps to solve problems in those measures; So that the Employee can do his job more effectively. The company can concentrate on the other Non-statutory measures to boost the Employee morale

