

## **A Study of impact of labour welfare measures on job motivation**

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### **Abstract**

Labour welfare is a comprehensive term including various services, benefits and facilities offered to employees by the employer. Through such generous fringe benefits the employer makes the life worth living for employees and motivation is force which keep person moving so this primary data based study examined the impact of various labour welfare measures on job motivation. The data were collected from respondents on a specially structured questionnaire. The data were analyzed by applying simple tools like frequencies, percentages and averages as well as advanced statistical techniques like t-test, chi-square test, Analysis of Variance (ANOVA), Factor analysis and Multiple Backward Step Regression Analysis. The result revealed that in order to enhance the job motivation among the employees the labour welfare practices like housing facilities and transportation & training facilities should be encouraged in bicycle and textile industry.

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#### **Keywords:**

Labour Welfare;  
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### **1. Introduction**

One may inquire as to why there is a requirement for employer to invest energy in motivating their employees, yet the appropriate response is to expand their reality. Employee make up an organization and on the off chance that they don't have organizational commitment, at that point there is no motivating force to exceed expectations at their job. A 1988 investigation demonstrated that eighty-six percent of associations battled with drawing in new workers and fifty-eight percent of those associations communicated challenges concerning holding current workers. In spite of the fact that this investigation is more established, the data is still applicable today. Studies demonstrate that when ten expert workers of an association leave, that association loses approximately one million dollars (Ramlall, 52). Notwithstanding the money related misfortune, they additionally endure the loss of learning and experience the individual(s) may have, which is one of the most esteemed representative resources. This cost could be kept away from or reduced by motivating workers by keeping them included and focused on the association. Just like any other word, there are variations of definitions to describe a concept. Motivation too has many different definitions, but it is important to focus on those that are related to the workplace. Understanding exactly what motivation is will help managers decide what actions to take to encourage their employees. The definition of

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motivation starts with the root word, motive. Webster's Dictionary defines motive as, something that causes a person to act. Therefore, motivation can be defined as, the act of providing motive that causes someone to act. In other words, according to Nancy Shanks, motivation causes someone to act and someone else cannot make someone motivated. It is the discretion of the person to decide if they are going to be motivated or not. Motivated and unmotivated are not opposites, but instead, there are determining factors that could cause someone to be unmotivated, such as life events and attitudes towards a specific job. With relation to the workplace, Ray Williams, who writes for Psychology Today, defines motivation as, "predisposition to behave in a purposeful manner to achieve specific, unmet needs and the will to achieve, and the inner force that drives individuals to accomplish personal organizational goals" (Williams). A person becomes motivated in order to achieve their own personal goals as well as the organizational goals. The more motivated an employee is, the more likely they are to have organizational commitment and identify themselves with the organization. This will meet some of the unmet needs, and connect them with the organization. If willing, the manager is able to give the employee incentives to meet their own goals and the goals set by the organization [1].

Labour welfare is a comprehensive term including various services, benefits and facilities offered to employees by the employer. Through such generous fringe benefits the employer makes the life worth living for employees. Labour welfare activities benefit not only the workers but also the management in terms of greater industrial efficiency [2]. Labour is a crucial factor of production. Healthy and congenial labour management relations are the prerequisite for efficient production. Labour Welfare measures are very important since they have strong impact on workers' willingness to work and their productive capacity. In other words, it is the worker who really delivers the goods. It is absolutely true that a machine should be kept in good condition for proper functioning. Likewise, a machine operator too should be maintained in satisfactory physical, emotional, mental and moral conditions for uninterrupted and more production. Thus Welfare programmes are the means of securing, preserving and increasing the efficiency of workers [3].

Labour welfare plays an important role in motivating the workforce but researchers have not devoted enough time to do research on this topic so I have chosen this topic so that I can collect some evidence which shows the relationship between labour welfare and job motivation.

### 1.1 Textile Industry and Bicycle Industry

In India, Ludhiana is the hub for bicycle manufacturing. More than 25,000 cycles per day are manufactured in Ludhiana alone. The city is home to over 1,500 factories making bicycles and components providing employment to 0.25 million people. Punjab accounts for 15 percent bicycle production and 80 percent of bicycle parts production in India [4].

Punjab's textile sector mainly consists of small and medium units with considerable noteworthy textile units consisting of stand-alone spinning and fabric manufacturing units. Total textile output of Punjab is estimated at Rs 10,500 crores, including Rs. 3,250 crores exports of knitwear, shawls, made-ups and yarns. The direct and indirect employment of the textile industry in Punjab is estimated at 2 million people [5]. The textile mills are located at Abohar, Malout, Phagwara, Amritsar, Kharar, Mohali and Ludhiana. Malerkotla, Abohar, Malout and Bhatinda are important for cotton ginning and pressing and nearly 25.3 million (25,300,000) bales of cotton are pressed annually over here. [6]

### 1.2 Review of Literature

**A.M Sharma (2003)** wrote a book entitled "Aspect of Labour Welfare and Social Security" this study is an attempt to scrutinize the labour welfare in an easy and interesting manner. Since independence, India has taken to the path of rapid industrialization and economic growth. Consequently, giving rise to a great number of industries, a large workforce and a new industrial society. All these factors have considerable bearing on the growth of the labour welfare movement in our country. The ideal of a welfare state has added a new dimension to the labour welfare philosophy. An attempt has been made in this book to place before the reader a systematic body of knowledge over the years, with particular emphasis on its vast scope, variety and concepts, principles and practices of labour welfare and personnel services [7].

**Jagdish (2004)** wrote a book entitled "Labour Welfare Administration: Theories and Legal Provisions" Labour welfare is a generic concept, subsuming several fields of development that fall under economic development, industrial growth, social justice and democratic growth. This book encompasses twelve chapters pertaining to labour welfare administration. The material is based on authoritative secondary sources. The employers, administrators, organizers and field activists, teaching and training community, concerned with and working in the field of labour welfare administration will find this book useful and informative [8].

Punekar, S. D, Deodhar, S. B, Mrs. SaraswatiSanskaran (2004) a book entitled “Labour Welfare, Trade Unionism and Industrial Relation”; this book is an attempted to investigate the labour welfare in simple and fascinating mode. This book has more concerned on compilation on facts of industrial labour, labour problems and labour welfare movement [9].

Binoy Joseph; Joseph Injodey; Raju Varghese (2009)50 “Labour Welfare in India”, India's labour force ranges from large numbers of illiterate workers to a sizeable pool of highly educated and skilled professionals. Labour welfare activities in India originated in 1837. They underwent notable changes during the ensuing years. This article is a description of these changes and the additions, which were included over this period. On the whole, it paints a picture of the Indian Labour welfare scène[ 10].

Abraham Maslow (1943) expressed that individuals are inspired to accomplish certain requirements. When one need is satisfied a man tries to satisfy the following one, et cetera. Each person there exits progressive system of five needs. These requirements are: Physiological (Hunger, thirst, shield), Safety, Social (acknowledgment, companionship), Esteem (Self-regard, status, and accomplishment), and Self-completion (development accomplishing one's potential and self-fulfillment).From the point of view of inspiration, the hypothesis would state that albeit no need is ever completely delighted, a generously fulfilled need never again propels. So in the event that you need to rouse somebody you need to comprehend what level of the chain of importance that individual is as of now on and center on fulfilling the requirements at or over that level [11].

Frederick Herzberg (1959) in his book express that the factor prompting work fulfillment is particular and unmistakable from those that prompt employment disappointment where satisfiers are called motivational factor and the dissatisfiers are called cleanliness. The term Hygiene is utilized as a part of the feeling that they are upkeep factor that are critical to evade disappointment however they don't give fulfillment. Herzberg's 'cleanliness' (or support) factors include: approach, association with chief, work conditions ,compensation, organization auto, status ,security, association with subordinates, individual life Herzberg's exploration recognized that genuine helpers were other totally unique variables, quite: accomplishment, acknowledgment, work itself, duty, headway. Creator says that activity improvement is required to interior inspiration and it ought to be ceaseless process. It implies occupation ought to challenge, worker who exhibits more prominent capacity ought to be given greater duty and individual ought to be completely used generally there will be an issue in inspiration [11].

Vroom's hypothesis depends on the conviction that workers efforts will lead to performance and performance will prompt rewards (Vroom, 1964).Reward may be might be either positive or negative. The more positive the reward, the more probable the worker will be profoundly energetic. On the other hand, the more negative the reward, the more outlandish the worker will be inspired. Propounded by Victor Vroom, the Expectancy Theory contends that the quality of a propensity to act particularly relies upon the quality of a desire that the demonstration will be trailed by a given result and on the allure of that result to the person to make this straightforward, hope hypothesis says that a worker can be propelled to perform better when their is a conviction that the better performance will prompt great performance evaluation and this will come about into acknowledgment of individual objective in type of some reward[11].

Jon-Chao Hong Et.al (1995 state everyone works in expectation of some rewards, and welfare is one of them. In order to understand the impact of employee benefits on employees' work-motivation and productivity, questionnaires were sent to corporations which had undertaken employee benefit programmes. Some of the significant results of this study are: employee benefit programmes have greater impact on work-motivation than on productivity; monetary benefit programmes are most highly valued by both executives and workers; there is a cognitive gap between management and worker on the importance of employee benefit programmes; different genders have different benefit demands; unmarried employees, more than married employees, perceive that employee benefits have a greater impact on job performance. Employees with different education levels and positions perceive different employee benefit impacts; and employee benefit programmes have greater influence on younger employees' job performance [12].

## 2. Research Method

The main objective to examine the level of job motivation among employees of bicycle and textile industry in Punjab; andTo examine the impact of labour welfare practices on job motivation among employees.The sample of the study was based on convenience sampling technique. The industry provided the first stage of sampling unit, while the respondents (workers) came to be at the second stage. A sample of study came to be 483 respondents from each industry. The study was based on primary data. The data were collected from

respondents on a specially structured questionnaire. The data were analyzed by applying simple tools like frequencies, percentages and averages as well as advanced statistical techniques like t-test, chi-square test, Analysis of Variance (ANOVA), Factor analysis and Multiple Backward Step Regression Analysis.

### 3. Results and Analysis

#### 3.1 Level of Job Motivation in Bicycle and Textile Industry

Table 1 contained information regarding the level of job motivation among employees of bicycle and textile industry. According to response given by workers on structured questionnaire they are classified into low, medium and high level of motivation. In cycle industry the highest proportion i.e. 40.58 percent of respondents reported that the level of job motivation was high, followed by 32.71 percent reporting medium level of job motivation. There was only 26.71 percent of them who was of the opinion that the level of job motivation was low in cycle industry.

Table 1: Distribution of respondents according to the level of job motivation in bicycle and textile industry

Level	Cycle Industry		Textile Industry	
	No.	%age	No.	%age
Low	129	26.71	122	25.26
Medium	158	32.71	153	31.68
High	196	40.58	208	43.06
chi-square		0.63	2	

In textile industry the highest proportion i.e. 43.06 percent of respondents reported that level of job motivation was high, followed by 31.68 percent reporting medium level of job motivation and 25.26 responded that the level of job motivation was low.

The analysis revealed that there was no significantly difference between the respondents of both cycle industry and textile industry on the level of job motivation. Chi-square value of 0.63 conveyed the same.

#### 3.2 Level of Job Motivation in different Sizes of Bicycle Industry

Table 2 contained information regarding the level of job motivation in different sizes of bicycle industry. In large sized bicycle industry the highest proportion i.e. 40.43 percent of respondents reported that the level of job motivation was high, followed by 29.96 percent and 29.6 percent reporting low and medium level of job motivation respectively in large sized bicycle industry. The pattern of job motivation was somewhat different in medium and small sized bicycle industry

Table 2.: Distribution of respondents according to level of job motivation in different sizes of bicycle industry

Level	Large		Medium		Small	
	No.	%age	No.	%age	No.	%age
Low	83	29.96	43	28.29	3	5.56
Medium	82	29.60	50	32.89	26	48.15
High	112	40.43	59	38.82	25	46.3
chi-square			16.40**	d.f.=4		

Significantly higher proportion of respondents in small sized bicycle industry (48.15%) responded that the level of job motivation was medium as compared to that in large (29.60%) and medium sized textile industry (32.89%). On the other hand, significantly higher proportion of large (29.96%) and medium (28.29%) sized

bicycle industry opined that the level of job motivation was low as compared to that in small size bicycle industry (5.56%). This was also conveyed by the chi-square value of 16.40.

### 3.3 Level of Job Motivation in different Sizes of Textile Industry

Table 3 contained information regarding the level of job motivation in different sizes of textile industry as per the employees' opinion. In large sized textile industry the highest proportion i.e. 41.00 percent of respondents reported that the level of job motivation was high, followed by 30.00 percent and 29.00 percent reporting medium and low level of job motivation respectively in large sized textile industry. The pattern of job motivation was similar in medium and small sized textile industry.

Table 3.: Distribution of respondents according to level of job motivation in different sizes of textile industry

Level	Large		Medium		Small	
	No.	%age	No.	%age	No.	%age
Low	87	29.00	31	27.68	4	5.63
Medium	90	30.00	35	31.25	28	39.44
High	123	41.00	46	41.07	39	54.93
chi-square			17.88**	d.f.=4		

But, significantly higher proportion of respondents in small sized textile industry (54.93%) responded that the level of job motivation was high as compared to that in large (41.00%) and medium sized textile industry (41.07%). On the other hand, significantly higher proportion of large (29.00%) and medium (27.68%) sized textile industry opined that the level of job motivation was low as compared to that in small size textile industry (5.63%) This was also conveyed by the chi-square value of 17.88.

### 3.4 Factor Analysis of Job Motivation in Bicycle and Textile industry

#### KMO-MSA and Bartlett's Test of Sphericity

The dimensions of extent of agreement regarding job motivation in bicycle and textile industry were identified through factor analysis with the help of Principal Component Technique. In order to get better picture of motivational level researcher identified five factor from items contained in questionnaire. moreover it become easy to compare two variable namely labour welfare and motivation. The magnitude of KMO-MSA came to be 0.922, which was found to be highly significant (Table 4). This proved that the data set is adequate for the factor analysis.

Table 4: KMO-MSA and Bartlett's Test of Sphericity in factor analysis of job motivation

Particular	Coefficient
KMO-MSA	0.922
Bartlett's Test of Sphericity	9194.12
d.f.	300
Significance	0.000

#### Eigen Values and Variance Explained in Factor analysis of Job Motivation

Eigen values and variance explained by 5 factors of job motivation has been given in Table 5.

**Table 5: Eigen values and contribution of different factors**

Particular	Factor-1	Factor-2	Factor-3	Factor-4	Factor-5
Eigen Value	17.18	3.59	2.12	1.78	1.24
Variance Explained (%)	68.74	14.35	2.87	2.18	1.89
% Cumulative Variance	68.74	83.09	85.96	88.14	90.03

The Eigen value came to be 17.18 for factor-1, 3.59 for factor-2, 2.12 for factor-3, 1.78 for factor-4 and 1.24 for factor-5. As much as 68.74 percent of variance was explained by factor-1, 14.35 percent by factor-2, 2.87 percent by factor-3, 2.18 percent by factor-4 and 1.89 percent by factor-5. Total variance explained by the 5 factors was 90.03 percent.

### 3.5 Naming of Factors

The factors discussed above were named as ‘social status seeking’, ‘facilities seeking’, ‘good policies and administrative procedure’, ‘career and security’ and ‘success in the organisation’.

**Table 6: Naming of Factors**

Factor-No.	Factor Name
F-1	Social status seeking
F-2	Facilities seeking
F-3	Good policies & administrative procedure
F-4	Career & security
F-5	Success in the organization

**Social Status Seeking:** These aspects of job motivation included the experiencing satisfying social interaction with one’s subordinates, to experience social status through job, experiencing satisfying social interaction with one’s boss, experiencing satisfying social interaction with one’s co-workers, good physical surrounding at job, having one’s personal affected for good, occurring on the job.

**Facilities Seeking:** These aspects of job motivation included the housing facility, transportation facility, good health for job, medical facility and mobility with regard to work.

**Good Policies and Administrative procedure:** These dimensions of job motivation included that the policies and procedures of organization. These aspects are good earnings, good policies and procedures, good leave policies, no feeling of castism and participation in decision making process.

**Career and Security:** The aspects of career and security included change status through promotion, change in job for future growth, to have objective as indication of security and having more opportunities for promotion for deserving employees.

**Success in the Organization:** These dimensions of job motivation included completion of job successfully, liking of actual task involved in getting the job done, gain responsibility for own and other’s work in job and to have a competent supervisor.

### 3.6 Effect of Labour Welfare Practices on Job Motivation among Employees of Bicycle and Textile Industry

The effect of labour welfare practices on job motivation of employees in bicycle and textile industry was identified through multiple step regression analysis. The results have been presented in Table 4.4.8(a) for bicycle industry and Table 4.4.8(b) for textile industry.

#### Bicycle Industry

The analysis given in Table 7 showed that the magnitude of multiple determination came to be 0.074 in the 1<sup>st</sup> run model and 3 factors were significant. The magnitude of multiple determination declined to 0.065 in the final run model and 4 factors turned to be significant. This showed that the contribution of 5

non-significant factors was just 0.9 percent. The 4 significant factors explained 6.5 percent of the variation in job motivation among the employees.

Table 7: Effect of different factors of labour welfare practices on job motivation in bicycle industry

Factor	1st run model		Final run model	
	$\beta$	t-value	$\beta$	t-value
Constant	3.469	10.83	3.380	12.99
Firm Size	-0.065	0.79		
Recreational environment	0.038	0.38		
Adequate medical facilities	0.136	1.70		
Safety measures at workplace	-0.097	1.32	-0.127	2.70**
Benefits during & after job	-0.100	0.85		
Housing facilities	0.191	3.10**	0.165	2.73**
Transportation & training facilities	0.307	2.85**	0.340	3.26**
Educational facilities	-0.472	4.79**	-0.465	4.87**
Job time facilities	-0.086	1.00		
R-square	0.074		0.065	
F-ratio	4.21**		8.24**	

In the final run model, the regression coefficient of housing facilities (0.165) and transportation & training facilities (0.340) was significantly positive. This indicated that an increase in the agreement on these factors of labour welfare practices in bicycle industry would lead to an increase in the job motivation of the employees. On the other hand, the regression coefficient of safety measures at workplace (-0.127) and educational facilities (-0.465) came to be significantly negative. This indicated that an increase in the agreement on safety measures at workplace and educational facilities would lead to a decline in the job motivation of the employees. This revealed that safety measures at workplace and educational facilities in bicycle industry were up to the mark.

### Textile Industry

The analysis given in Table 8 showed that the magnitude of multiple determination came to be 0.112 in the 1<sup>st</sup> run model and 6 factors were significant. The magnitude of multiple determination declined to 0.101 in the final run model and the same 5 factors were significant. This showed that the contribution of 3 non-significant factors was 1.1 percent. The 6 significant factors explained 10.1 percent of the variation in job motivation among the employees.

Table 8: Effect of different factors of labour welfare practices on job motivation in textile industry

Factor	1st run model		Final run model	
	$\beta$	t-value	$\beta$	t-value
Constant	3.581	10.87	3.365	11.70
Firm Size	-0.131	1.81		
Recreational environment	0.008	0.08		
Adequate medical facilities	0.124	1.53		
Safety measures at workplace	0.164	2.09*	0.164	2.11*
Benefits during & after job	-0.272	2.35*	-0.188	2.17*
Housing facilities	0.289	4.68**	0.270	4.42**
Transportation & training facilities	0.337	3.12**	0.399	3.81**
Educational facilities	-0.516	5.04**	-0.537	5.32**

Job time facilities	-0.227	2.78**	-0.225	2.76**
R-square	0.112		0.101	
F-ratio	6.60**		8.95**	

In the final run model, the regression coefficient of safety measures at workplace (0.164), housing facilities (0.270) and transportation & training facilities (0.399) was significantly positive. This indicated that an increase in the agreement on these factors of labour welfare practices in textile industry would lead to an increase in the job motivation among employees. On the other hand, the regression coefficient of benefits during & after the job (-0.188), educational facilities (-0.537) and job time facilities (-0.225) came to be significantly negative. This indicated that an increase in the in agreement on these factors of labour welfare practices would lead to a decline in the job motivation among the employees. This revealed that textile firms provide benefits during & after the job, educational facilities and job-time facilities up to the mark. The role of these facilities has been exhausted towards enhancing the job motivation among employees.

#### 4. Conclusion

The analysis revealed that in order to enhance the job motivation among the employees the labour welfare practices like housing facilities and transportation & training facilities should be encouraged in bicycle industry and at the same time the safety measures at workplace and educational facilities need to be rationalized. In order to raise the level of job motivation among the employees in textile industry, the labour welfare practices like safety measures at workplace, housing facilities and transportation & training facilities should be enhanced and at the same time the labour welfare practices like benefits during & after the job, educational facilities and job time facilities need to be rationalized.

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