

Recent Trends in Development of Workplace Policies and Procedure in Leather Goods Manufacturing Companies Chennai

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ABSTRACT

The primary objective of the study is to identify the workplace policies and procedures that are adopted in leather goods manufacturing companies at Chennai. The focal point of the study is to gather data from 50 numbers of employees who belong to various manufacturing and leather export companies in Chennai. The required data is gathered through a set of structured questionnaire. It is analyzed by using simple percentage, t-test, factor analysis and multiple regression in order to determine the effectiveness of the existing implemented policies and procedure among the employees' and employers. Based on the findings, the positive and significant relationship with the organization was established. It is found that most of the respondents were aware of workplace policies and procedures followed by the company. As far as the small business units are concerned, they frame the policies and procedures and they are not completely followed by both employees and employers. The conclusions, as well as implications, were discussed suitably.

Keywords: Workplace policies and procedures, Employee opinion, Employer opinion, leather goods manufacturing company.

INTRODUCTION:

The constant changes in today's market are urging the small business to work harder on developing various strategies. At this juncture, changes occur quickly and these are present in every category of services and products, driven in most part by shifting customer needs. Small business owners and managers often have difficulties to keep the quality relationships with their employees, customers, suppliers, and distributors when they deal with rapid changes. Staying committed to quality, employees' satisfaction is crucial for a small company to keep its competitive edge. Small business owners need to make sure on its both on product and customer management.

This study aims to find out the opinions of the employee's – regarding the appropriate policies that a company follows. It also tries to find out the significance of the policies and procedures developed by the organization. This study is entitled "workplace policies and procedures" and centers on the leather goods manufacturing companies. This study helps to improve the performance of operational procedures of the organization and establishes new business plans.

METHODOLOGY OF THE STUDY:

To facilitate our analysis, we selected some of the suitable statistical techniques analysis the various research objectives for this study. The descriptive analyze was used to identify the individual /employee performances are considered based on the existing policies and procedures of the organization. The t-test analyses were used to

identify the relationship between the employees' designation and the importance of hiring policies followed by the organization. Through the factor analysis, the existing workplace policies were determined by two aspects, i) The factors associated with organization and ii) The factors associated with employees, which that the important factor has been showed on the rotated component matrix. Finally, the multiple regression analyses were used to explore the business plans and the technological improvements of the organization.

OBJECTIVES OF THE STUDY:

- To analyze the existing workplace policies of the organization.
- To analyze proper framework for business planning is provided
- To analyze the importance of the employment hiring policies of the organization
- To study the functions and responsibilities of the organization are clearly articulated.
- To determine the uniformity in decision making and operational procedures.

LITERATURE REVIEW:

A policy is a guiding principle used to set direction in an organization. A procedure is a series of steps to be followed as a consistent and repetitive approach to accomplish an end result. Organization policies refer to documented guidelines or rules of conduct within an organization. These policies and schemes outline the responsibilities of both employers and employees. Organization policies help protect the rights of workers and the business interests of organizations.

The clear policies and procedures support effective decision making and delegation because they provide guidelines on what people can and cannot do what decisions they can make and what activities are appropriate. A workplace policy is a set of rules and principles that aim to guide managers and workers in how to behave in the workplace, and you can have them in place for numerous different issues – bullying, harassment, internet use, health and safety and social media etc.

According to Raj (1986); Chandrasekhar, (1988); and Ahluwalia, (1991) states that the Indian's industrial policy framework from the late 1970s included deregulation and relicensing in certain industries, according to greater role of the private sector, and a gradual shift from direct physical controls to indirect controls.

According to Fallon and Lucas, (1993) states on his research that in 1980's is often called the decade of "Jobless growth" in Indian manufacturing, for the revival of output growth in this period was not accompanied by adequate generation of employment and also provides several explanations on the labour retrenching, it was difficult after the introduction of job security regulations and this forced the employers to adopt capital-intensive production techniques.

According to Panzaru, (2009) states that the Management is defined as the art of getting things done in organizations. Managers obtain, allocate and use physical and human resources to achieve goals. The definition does not include a provision on how to realize these goals. Each management style is effective in certain situations. The modern world is characterized by an increase in the diversity of values, behaviors, and lifestyles. To the extent that managers will be able to understand more deeply the people, they will be able to make better policies and procedures in areas such as recruitment, assignment of tasks, job performance evaluation, training and qualification, compensation and promotion of staff, coordinating and motivating employees, teamwork, communication within the organization, etc. Most experts in management, tried to find the right way to lead an organization in order to achieve organizational goals.

POLICIES & PROCEDURES - IMPORTANT FOR SUCCESSION PLANNING:

In business the policy and procedures or documentations were more essential and that forms the organizational and operational structure of a company. They are particularly significant when conducting succession planning, the process in which a successor is identified for a key position. Policies and procedures were not identifying the successors, they also lay out for the long-term goals and processes by creating the structure through rules and guidelines, thereby making a succession transition easier.

Bringing Structure:

Well-written policies and procedures to bring structure to any business, no matter what the size it will be.

Levering Human Capital:

An assessment of current employees' skills and knowledge must be conducted.

Operational Success:

The small businesses get helps in creating policies and procures that prepare them for operational success during a succession process.

Risk Management:

External benchmarking can assess the risk of losing a key individual in a critical role, and can mitigate the damage caused by turnover.

Compliance and Control:

The compliance and control ensuring the policies and procedures are in place for succession planning, businesses can also ensure they are in compliance with regulatory rules and guidelines.

All organizations must achieve some aims or goals for clients or customers. Indeed, the role of the client or customer is so important that we have developed a separate scale to measure customer orientation. Having a clear focus on explicit goals has been proven repeatedly to have a very strong relationship to actual success and achievement. Goal achievement is simplified when the goals of the organization's members are "in line" or "line up" with one another and with the overall goals of the organization. What values or beliefs, then, can help an organization to achieve its goals? In terms of values, organizational achievement is supported by the basic value or need to achieve. The organization members were sharing their belief, which is important to achieving its goals. Quite a lot of basic and applied research has shown that performance is greater when people have a "need" to achieve and that this need or belief can actually be learned as an adult. Another positive value is to improving the quality as well as performance that is called as "Kaizen" in Japanese, the belief in a constant and never-ending search for improvement.

POLICY AND PROCEDURES MANUAL:

What are the areas covered in a policy and procedure manual? This can vary depending on the nature of the organization, but may include:

- Personnel practices (staff recruitment, training, holiday/leave arrangements, promotions, performance appraisals, supervision)
- Complaints and disputes procedures
- Case management procedures (how the agency determines eligibility for the service, assesses client need and individual goal setting to address needs identified)
- Occupational health and safety procedures
- Conflict resolution processes
- Communication
- Delegations
- Notification of child abuse procedures
- Critical incident procedures
- Confidentiality
- Referral
- Duty of care
- Coordination/Networking with external agencies.

DESIGN OF QUESTIONNAIRE:

The questionnaire was designed to find out the organization policy and procedures followed in the workplace. It includes fifteen questions about the organization policies and procedures and has three point scaling (right, somewhat and wrong) to establish the opinion of the employees. This study consisted with 50 employees' opinion as a sample size, particularly from leather goods manufacturing companies in Chennai.

DATA ANALYSIS AND INTERPRETATIONS:

Simple Percentage:

The Table – 1, shows the simple percentage of the employees' age and related to their performance was assessed through the organizational policies and procedures. From the above table, it is clear the 64% of the respondents are agreed the performance is assessed as per the organizational policies and procedures, 12% of the respondents are somewhat agreed and 24% of the respondents are dissatisfied with the performance assessment.

T-Test:

H₀: There is a no relationship between the Employees' designation and organization provides value for its employment hiring policies.

H₁: There is a relationship between Employees' designation and organization provides value for its employment hiring policies.

The table – 2, output for the Paired Sample T-Test. This output consists of two major parts: Group Statistics and Paired Samples Test. With respect to group statistics the organization provides value on its hiring policies and independent samples consist the designation of the employees', as a result the (Sig. 2 tailed) of T-Test for equality of means the significance level is less than .05, H₀ argues that there is no relationship between the designation and the organization provide value for its hiring policies.

Factor Analysis:

The table -3, represents the Eigenvalue of the total variance explained by each factor. The percentage of the total variance attributed to each factor. One of the popular methods used in Exploratory Factor Analysis is Principal Component Analysis, Where the total variance in the data is considered to determine the minimum number of factors that will account for maximum variance of data.

In the table – 4, the interpretation of factors is facilitated by identifying the statements that have large loadings by the same factor. The factor can be interpreted in terms of the statement that loads high on it. Out of 50 individual statements having 11 factors, 7 individual factors influence the employees'.

Multiple Regressions:

The table – 5 and 6, represent the Multiple Regressions by means of the dependent variable and constant variable on organization having clear business plans and comparing with the organization have adopted technological improvements on the workplace. As the result shows that the value of Sig 0.775 and the mean square residual value are 0.669 the level of significance at 0.5 as the results should that significance at 0.775, so 95% of the employees are accepting the implementation of technological improvements and clear business plans.

The organization has adopted technological improvements on workplace that the observed variability is ($R^2 = 0.002$) the value of R^2 denotes that nearly 20% can be significantly adopted and the remaining 80% is not being improved which means that the rest of 80% of the variation is related to other variables which are not depicted in this model. This variance is highly significant as indicated by F value ($F=0.083$ and $P=0.001^{**}$). The table indicates that most possible combination of predictor variables that could contribute to the relationship with the dependent variable. On the basis of above analysis the employer has established the clear business plans and adopts the modernization and technological improvements on the workplace in the future, that should satisfy the employees and also predict the productivity of the companies.

SUGGESTIONS AND FUTURE DISCUSSION:

This study has recognized that some of the factors do affect the employees'. It has been found that among fifteen factors, the functions and responsibility of the employees are not clearly classified it is the most important factor for retaining employees. And although the organization has lesser value on ensuring the trade regulations, workplace policies, business plan and adopt technological improvements. The organization should more concentrate on the above factors to improve that prime to the organization developments as well as their import and export processing. However, if more factors are taken into consideration, and if the questions used to measure the respondents' attitudes towards organization policies and procedures followed on the workplace are evaluated and better result can be attained. Further, this research can be conducted by adding a couple of facets to it and the study can be replicated in large sectors of leather organizations in many cities.

CONCLUSION:

This research study is limited to a few aspects. Firstly, the study has considered only limited factors while assessing the organization policies and procedures, and other perceived attitudes of the employees. Secondly, the attitudes like involvement, motivation, and satisfaction of their workforce (or perhaps lack of it) was a sensitive area and believed that it would reflect poorly on the organization. Thirdly, the working environment, health condition, and adequate salary are the major determinants of the employee productivity so employers should provide the good working environment, medical facilities and adequate pay to increase the loyal workers and productivity. As the leather industry in India is one of the largest and fastest growing markets in the world

and contributing a major source of income to the growth of the country so retention of an employee with their job is very important in today’s business. It will not only increase productivity level of them along with their increased experiences but also it will allow the organizations to accomplish their goal.

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Table 1: Descriptive Statistics

Organization Assessing The Individual / Employee Performance through its Policies and Procedures					
Age		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Right	32	64.0	64.0	64.0
	Some What	6	12.0	12.0	76.0
	Wrong	12	24.0	24.0	100.0
	Total	50	100.0	100.0	

Source: Primary data

Table 2: Paired Samples Correlations

		N	Correlation	Sig.					
Pair 1	Employees’ designation & organization provide value for its employment /hiring policies	50	.072	.619					
Paired Samples Test									
		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	Sig. (2-tailed)
					Lower	Upper			
Pair 1	Employees Designation - organization provide value for its employment/ hiring policies	.42000	1.24687	.17633	.06564	.77436	2.382	49	.021

Source: Primary data

Table 3: Factor Analysis

Factors	Total Variance Explained						
	Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
		Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
Factors associated with organization	1	3.551	32.286	32.286	3.551	32.286	32.286
	2	1.901	17.280	49.565	1.901	17.280	49.565
	3	1.359	12.352	61.917	1.359	12.352	61.917
	4	1.215	11.042	72.959	1.215	11.042	72.959
	5	1.075	9.772	82.731	1.075	9.772	82.731
	6	.642	5.836	88.567			
Factors associated with employees'	7	.438	3.981	92.548			
	8	.372	3.384	95.932			
	9	.229	2.085	98.017			
	10	.136	1.239	99.255			
	11	.082	.745	100.000			

Extraction Method: Principal Component Analysis.

Table 4: Rotated Component Matrix

Component Matrix ^a					
	Component				
	1	2	3	4	5
Policies (or) principles have reached the employees	.742	.124	-.020	-.072	.438
Ensure uniformity in its job	.743	.295	-.449	.101	.101
Consist on its decision making	.718	.257	-.508	.085	.148
Functions and responsibilities of its employees are classified	.556	-.016	-.035	-.602	-.015
Establishing new directions for future improvement	.115	.125	.708	.103	.546
Well -written vision & mission statements	.629	-.580	.168	.113	-.354
Employees are having clear objectives on its work	.720	-.536	.130	.078	-.336
Well-written workplace policies	.656	-.372	.316	.169	.249
Periodic audits / inspections	.007	.120	-.105	.877	-.042
Organization have followed the trade regulations	.415	.658	.300	-.033	-.398
Innovating new thing to the society	.310	.712	.388	.031	-.304

Extraction Method: Principal Component Analysis.
 a. 5 components extracted.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.041 ^a	.002	-.019	.81808

a. Predictors: (Constant), organization has adopted technological improvements on work place

Table 6: Multiple Regressions ^a

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	.055	1	.055	.083	.775 ^b
	Residual	32.125	48	.669		
	Total	32.180	49			

a. Dependent Variable: organization has clear business plans
 b. Predictors: (Constant), organization has adopted technological improvements on workplace
