EMPLOYEE PERCEPTION OF SHOES INDUSTRIES IN TAMIL NADU - THE EMPIRICAL STUDY

Dr B N Sivakumar
Professor in MBA, Adhiyamaan College of Engg., (Autonomous), Hosur, Tamil Nadu.
Dr K R Kumar
Associate Professor in MBA, Adhiyamaan College of Engg., (Autonomous), Hosur, Tamil Nadu.
S Jagadeesan
Assistant Professor in MBA, Adhiyamaan College of Engg., (Autonomous), Hosur, Tamil Nadu.

ABSTRACT
Perception is a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment. However, what one perceives can be substantially different from objective reality. Primary data was obtained through questionnaire and interview. A sample size of 150 was chosen using simple random sampling. Appropriate statistical tools were employed to analyze the data viz; regression and percentage analysis. From this study it was found that the employees had a positive favourable perception in the aspects of working conditions, absence of gender bias, clear reporting structure and their value as an employee in the organization. However the employees had a negative perception in the aspects of salary structure and appreciation of individual initiative.

Keywords: Employees' Perception, Working Conditions, Interpersonal Relationships, and Organizational Culture.

INTRODUCTION
The leather industry is spread in different segments, namely, tanning & finishing, footwear & footwear components, leather garments, leather goods including saddlery & harness, etc. The estimated production capacity in different segments is as under Footwear & Footwear Components as follows; a) Shoes 100 million pairs, b) Leather shoe uppers 78 million pairs and c) Non-leather shoes/chappals etc 125 million pairs. The major production centres for leather and leather products are located at Chennai, Ambur, Ranipet, Vaniyambadi, Trichi, Dindigul in Tamil Nadu, Calcutta in West Bengal, Kanpur in Uttar Pradesh, Jalandhar in Punjab, Bangalore in Karnataka, Delhi and Hyderabad in Andhra Pradesh. There exists a large raw material base. This is on account of population of 194 million cattle, 70 million buffaloes, 95 million goats. According to the latest census, India ranks first among the major livestock holding countries in the world. In respect of sheep with 48 million sheeps, it claims the sixth position. These four species provide the basic raw material for the leather industry. With tanning and finishing capacity for processing 1192 million pieces of hides and skins per annum spread over different parts of the country, most of which is organized along modern lives, the capability of India to sustain a much larger industry with its raw material resource is evident. In order to augment the domestic raw material availability, the Government of India has allowed duty free import of hides and skins from anywhere in the world. It is an attraction for any foreign manufacturer who intends to shift his production base from a high cost location to low cost base.

The leather industry, one of the major foreign exchange earners of the country recorded significant growth since the beginning of the decade. Today the share of the value added finished products in the total exports from leather sector are 80% as against 20% in 1970s. Top ten Indian leather exporters: Tata International Ltd, Florind Shoes Ltd, Punihani International, Farida Shoes Ltd., Mirza Tanners Ltd, T. Abdul Wahid & Company, Hindustan Lever Ltd, Super House Leather Ltd, RSL Industries Ltd and Presidency Kid Leather Ltd.

Employees who aren't satisfied with their jobs are very likely to leave. If they don't leave they can become a source of bad morale and do a great deal of harm to the organization. In many cases employers without proper data will assume the wrong reasons for employee dissatisfaction. Many bosses will automatically think that money is the top reason for leaving a job. Surveying employees on a regular basis is important to stay in touch with the pulse of the business and to have real data and react accordingly. The actions of the employees like

absenteeism and turnover are based on how they perceive things. The main objective of this study was to study the level of employees' perception about the various factors like working conditions, management, interpersonal relationships, pay and organizational culture. Employee opinion surveys deliver a successful means of measuring and acting upon, employees' current beliefs on many job-related subjects. Through this the managers could understand what the employees feel about the organization .Necessary remedial measures could be adopted by the organization in the negative areas. Through this the company would achieve better results in terms of profit and quality.

Figure 1: Factors Influencing Perception
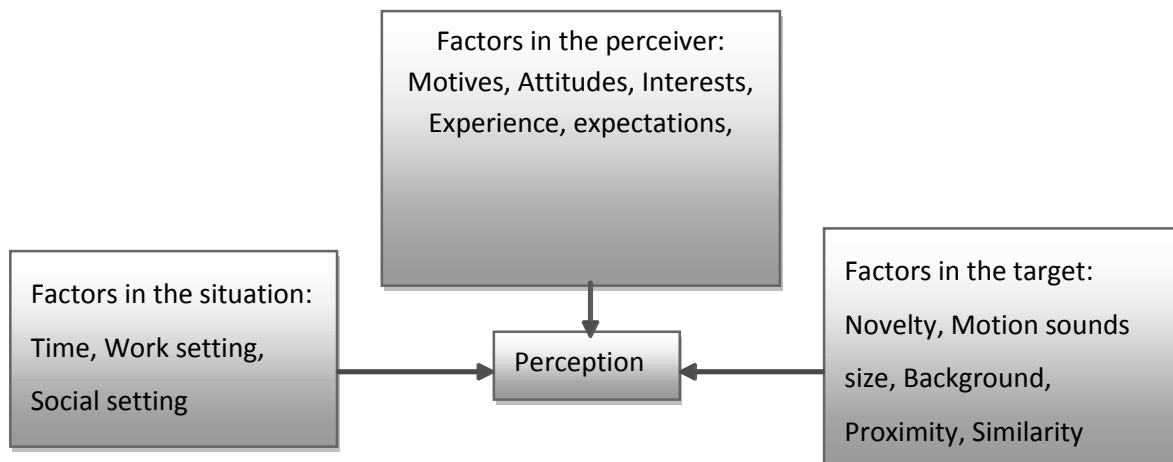
Savvy companies know that they need to stay in tune with the satisfaction rate of their employees. Managers understand that finding and training new employees is a very expensive process. Surveying employees on a regular basis is a great way to stay in touch with the pulse of the business. Hence it is very much essential to know what the employees perceive about the organization. Employees who aren't satisfied with their jobs are very likely to leave. If they don't leave they can become a source of bad morale and do a great deal of harm to the organization. In many cases employers without proper data will assume the wrong reasons for employee dissatisfaction. Many bosses will automatically think that money is the top reason for leaving a job. Surveying employees on a regular basis is important to stay in touch with the pulse of the business and to have real data and react accordingly.

When an individual looks at a target and attempts to interpret what he or she sees that interpretation is heavily influenced by the personal characteristics of the individual perceiver. Personal characteristics that affect perception include a person's attitudes, personality, motives, interests, past experience and expectations. Characteristics of the target being observed can affect what is perceived. The context in which we see objects or events is also important. "Perception is a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment". However, what one perceives can be substantially different from objective reality.

REVIEW OF LITERATURE
James et al., (2006) the study explored whether emotional display rules are perceived by part-time employees and their supervisors as formal job requirements. Results showed that display-related behaviors were thought to be required activities (i.e. in-role) by the majority of the sample, and that employees and supervisors generally agreed in this perception. Job-based differences in interpersonal requirements predicted the extent to which employees and supervisors categorized display-related behaviors as required, with more interpersonal requirements being associated with greater in-role categorization. Job-based differences in interpersonal requirements also predicted the level of agreement between employees and supervisors in categorizing display-related behaviors as in-role or extra-role. Finally, job satisfaction and job involvement predicted the extent to which employees categorized emotional display behaviors as being required in their jobs, with more satisfied and

more involved individuals rating emotional display behaviors as in-role at a higher rate than less satisfied and less involved individuals.

Lisa et al., (2008) the authors construct of human resource (HR) attributions is introduced. We argue that the attributions that employees make about the reasons why management adopts the HR practices that it does have consequences for their attitudes and behaviors, and ultimately, unit performance. Drawing on the strategic HR literature, we propose a typology of 5 HR-attribution dimensions. Utilizing data collected from a service firm, we show that employees make varying attributions for the same HR practices, and that these attributions are differentially associated with commitment and satisfaction. In turn, we show that these attitudes become shared within units and that they are related to unit-level organizational citizenship behaviors and customer satisfaction. Findings and implications are discussed.

James et al., (2010) the authors expressed the study explored whether emotional display rules are perceived by part-time employees and their supervisors as formal job requirements. Results showed that display-related behaviours were thought to be required activities (i.e. in-role) by the majority of the sample, and that employees and supervisors generally agreed in this perception. Job-based differences in interpersonal requirements predicted the extent to which employees and supervisors categorized display-related behaviours as required, with more interpersonal requirements being associated with greater in-role categorization. Job-based differences in interpersonal requirements also predicted the level of agreement between employees and supervisors in categorizing display-related behaviours as in-role or extra-role. Finally, job satisfaction and job involvement predicted the extent to which employees categorized emotional display behaviours as being required in their jobs, with more satisfied and more involved individuals rating emotional display behaviours as in-role at a higher rate than less satisfied and less involved individuals.

Jacqueline et al., (2010) examined asymmetry in perceptions of trustworthiness among members of temporary teams. Participants completed a team decision-making exercise and rated the extent to which they perceived each teammate as trustworthy. Social relations modeling (Kenny, 1994) was used to analyze the ratings and results indicated significant asymmetry in perceptions. The majority of the variance in trustworthiness ratings was attributable to the trustor and to the unique relationship between trustor and trustee. Only a nonsignificant amount of variance was attributable to the trustee. These findings suggest asymmetry in perceptions, as trustors differed in the extent to which they perceived the same individuals as trustworthy. Analyses indicated that trustors high in propensity to trust, extraversion, and emotional stability perceived others as more trustworthy than did trustors low in these characteristics. Results further indicated that team-level asymmetry in trustworthiness perceptions was detrimental in terms of increased conflict and decreased team performance.

Bard and Anders (2010) said that the purpose of this study was to explore alternative relationships between perceived investment in employee development (PIED), perceived supervisor support (PSS), and employee outcomes in the form of attitudes (affective commitment and turnover intention) and work performance (work effort, work quality and organizational citizenship behavior). A cross-sectional survey among 331 employees from a Norwegian telecommunications organization showed that the relationship between PSS and employee attitudes was partially mediated by PIED. In addition, PSS was found to moderate the relationship between PIED and three self-report measures of work performance. The form of the moderation revealed a positive relationship only for high levels of PSS.

Nicola et al., (2012) expressed on theories of emotional contagion and goal setting, they propose two mechanisms as to how employees' perceptions of entrepreneurial passion influence their commitment to entrepreneurial ventures. Testing these mechanisms with data from a survey of 124 employees, the author found that employees perceptions of their supervisors' passion for inventing, founding, and developing differentially impact commitment. While perceptions of entrepreneurs' passion for inventing and developing enhance commitment, passion for founding reduces it. Employees' experiences of positive affect at work and their goal clarity mediate

these effects. The results have implications for the literature on entrepreneurial passion and leadership in entrepreneurial firms.

Kerstin et al., (2012) stated that interaction between perceived HRM practices and trust in the employer on employee performance and well-being. Specifically, the study tests whether trust in the employer moderates the relationships between perceptions of HRM practices and task performance (as rated by employees' supervisors), organizational citizenship behavior, turnover intentions and employee well-being. Support was found for the majority of the hypotheses using data from 613 employees and their line managers in a service sector organization in the UK. Trust in the employer moderates the relationships between perceived HRM practices and task performance, turnover intentions and individual well-being, but not organizational citizenship behavior. Implications of the findings for organizations and future research are discussed.

Eric (2013) the author examines influences on public servant perceptions of ethical climate in the public sector. The array of beneficial outcomes produced by perceptions of a positive ethical climate, the existence of government programs aimed at improving ethical climate, and implications for government accountability and trustworthiness all argue for a better understanding of the sources of these perceptions. Empirical analyses of survey responses from employees of the U.S. federal executive branch show that individuals in leadership positions perceive the ethical climate more positively. Conversely, work tenure tends to worsen perceived ethical climate, although supervisory status attenuates this negative effect. Ethics training, interaction with ethics officials, and perceived knowledge about ethics topics consistently influence perceptions of ethical climate and advice-seeking behavior in a positive way. A set of results related to advice-seeking behavior serves to reinforce the important role of ethics officials.

Allison et al., (2014) their view in the study assessed the longitudinal relationship between perceived fit (i.e., person organization fit, person job fit) and affect-based variables (i.e., job satisfaction, negative effect, positive effect) using momentary (i.e., within-person level) and stable (i.e., between-person level) assessments of both sets of variables. In doing so, we tested 3 theoretical models of the perceived fit and work affect relationship (i.e., fit preceding affect; affect preceding fit; reciprocal fit–affect relations) to determine (a) the antecedents and consequences of fit perceptions, (b) whether fit perceptions exhibit meaningful within-person variability, and (c) if direct fit perceptions are simply the result of affect/job satisfaction at work or can influence such work experiences. In addition, they examined whether the relationships between affect/job satisfaction and fit perceptions were homologous (i.e., similar) across the 2 levels of analysis (i.e., within-person and between-person). Results indicated that fit primarily preceded affect and job satisfaction at both levels of analysis, though some specific relationships exhibited reciprocal causality and others supported affect as an antecedent of fit perceptions. Our findings paint a complex picture of the causal relationship between perceived fit and work affect.

Bard et al., (2014) expressed that the role of line managers in the implementation of HR practices; we propose and test a model of line managers' perceptions of enabling HR practices on the one hand and employee outcomes on the other. In a field study of 89 line managers and 631 employees, they observed that the relationship between line managers' perceptions of enabling HR practices and employees' intrinsic motivation, affective organizational commitment, and turnover intention was mediated by employees' perceived supervisor support. Line managers' perceptions of enabling HR practices, in turn, were predicted by line managers' perceived quality of the HR training they received. Theoretical and practical implications and directions for future research are discussed.

METHODOLOGY
This study was designed to perform a descriptive analysis of the employee perception. The primary data was collected from the questionnaire .It had questions of both multiple choice and closed ended type. Secondary data was collected from the internet, books, journals, and company records. A comprehensive questionnaire covering all aspects of the organizational function was drawn and used in this study. The questionnaire comprised multiple choices and closed ended questions. The population can be finite or infinite.

The population is said to be finite if the elements can be counted and infinite if the population size cannot be calculated. A sampling plan is a definite design for obtaining a sample from the sampling frame. It refers to the technique or the procedure the researcher would adopt in selecting some sampling units from which inferences about the population is drawn. Sampling design is determined before any data are collected. Simple random sampling technique was adopted. In this method the researcher selects those units of the population in the sample, which appear convenient to him or to the management of the organization where he is conducting the research and 50 samples size.

RESULTS

From the study, it was found that the employees had a clear understanding about whom they should report to about their targets in their daily course of work. They also felt that their direct supervisor listened to their ideas and concern. Some of the employees felt that the workload was reasonable and the deadlines set to achieve targets were reasonable.

From the study it was found that the employees were satisfied with the working conditions. Being employed in a manufacturing company employees felt that they were able to carry out their work without much strain. Gender did not play a role in the way employees perceived their value in the organization. Their perception about being valued as an employee was based on their individual character and not on their gender. Majority of the employees felt that they were underpaid.

They felt that they were paid less when compared to the responsibility they take. Some employees felt that there was no balance between their work and personal lives. By analyzing the data it was found that there was a strong positive correlation between individual responsibility and effective group performance. It was also observed that the level of job satisfaction correlated with the challenging nature of the job.

$H_0 1$: There is no significant difference between gender and the employee's perception about being valued as an employee.

Table 1: Regression Analysis

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.282[a]	.079	.071	.44494	.079	9.227	1	107	.807

a. Predictors: (Constant), Perception of being valued as an employee.

ANOVA[a]					
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.827	1	1.827	9.227	. 807[b]
	Residual	21.182	49	.198		
	Total	23.009	50			

a. Dependent Variable: Gender
b. Predictors: (Constant Perception of being valued as an employee.

The tabulated value for 1 degree of freedom at 5% level of significance is 3.84. The calculated value is lesser than tabulated value. Therefore hypothesis is accepted. Regression showed that there was no significant difference regarding gender and how employees feel valued in the organization. Thus gender did not influence the perception of being valued as an employee.

SUGGESTIONS AND CONCLUSION

Majority of the employees were not satisfied with their present salary .The Company can take this into account while revising the pay for the employees. The company could try to provide some monetary benefits to the best

performer. Employees felt that their new ideas related to work were not encouraged. The company could encourage the employees to give their ideas related to work. This way both the company and the employees are benefited. The company could get some novel ideas and the employees would be more participative. The employees felt that the company did not respond to their grievances immediately.Hence the company can adopted some grievance handling procedure that is best suited for the company. Some employees felt that there was no balance between their work and personal lives. The company could look into this aspect and train the employees on better time management.

From this study it was found that employees had a positive perception on many areas of the organizational functioning such as working conditions of the employees, reporting structure, work process, deadlines set and gender equality. However there were areas about which the employees had a negative perception like salary benefits, scope for individual initiative and balance between work and personal life. The study would act as a reference for further in depth research on employee perception. The results of this survey can be submitted to the company .The management can look into the negative aspects in the perception of employees and initiate remedial measures to address the same. Improving the employee perception would go a long way in promoting the quality of production. Further focused research on the identified negative areas such as salary package can help the management formulate better and employee friendly pay structures.

REFERENCES

1. Allison S. Gabriel, James M. Diefendorff, Megan M. Chandler, Christina M. Moran and Gary J. Greguras (2014) The Dynamic Relationships of Work Affect and Job Satisfaction with Perceptions of Fit, Personnel Psychology, Vol 67, no 2, pp 389–420.
2. Bård Kuvaas and Anders Dysvik (2010) Exploring alternative relationships between perceived investment in employee development, perceived supervisor support and employee outcomes, Human Resource Management Journal, Vol 20, no 2, pp 138–156.
3. Bård Kuvaas, Anders Dysvik and Robert Buch (2014) Antecedents and Employee Outcomes of Line Managers' Perceptions of Enabling HR Practices, Journal of Management Studies, Vol 7, no 5, pp 471–482.
4. Eric D. Raile (2013) Building Ethical Capital: Perceptions of Ethical Climate in the Public Sector, Public Administration Review, Vol 73, no 2, pp 253–262.
5. Jacqueline Z. Bergman, Erika E. Small, Shawn M. Bergman and Joan R. Rentsch, (2010) Asymmetry in Perceptions of Trustworthiness: It's not you; It's Me, Negotiation and Conflict Management Research, Vol 3, no 4, pp 379–399.
6. James M. Diefendorff, Erin M. Richard and Meredith H. Croyle (2006) are emotional display rules formal job requirements? Examination of employee and supervisor perceptions, Journal of Occupational and Organizational Psychology , Vol 79, no 2, pp 273–298.
7. James M. Diefendorff, Erin M. Richard and Meredith H. Croyle (2010), Are emotional display rules formal job requirements? Examination of employee and supervisor perceptions, Journal of Occupational and Organizational Psychology , Vol 79, no 2, pp 273–298.
8. Kerstin Alfes, Amanda Shantz and Catherine Truss (2012), the link between perceived HRM practices, performance and well-being: the moderating effect of trust in the employer, Human Resource Management Journal, Volume 22, Issue 4, pages 409–427.
9. Lisa H. Nishii, David P. Lepak and Benjamin Schneider (2008) Personnel Psychology, Employee Attributions of the "Why" Of Hr Practices: Their Effects on Employee Attitudes and Behaviors, and Customer Satisfaction, Vol 61, no, 3, pp 503–545.
10. Nicola Breugst, Anne Domurath, Holger Patzelt and Anja Klaukien (2012), Perceptions of Entrepreneurial Passion and Employees' Commitment to Entrepreneurial Ventures, Entrepreneurship Theory and Practice Vol 36, no 1, pp 171–192.