AFTER-WORK FACILITIES OR INFRASTRUCTURE FOR THE NEW EMPLOYEE ADAPTATION IN THE INDUSTRIAL SECTOR OF KERALA & ITS IMPLICATIONS

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Abstract

Industrial growth is vital for the rapid economic development of any state, yet Kerala indicates a low industrial growth and performance, despite showing pre-eminence in all other aspects. Hence, it is essential to accelerate its industrial growth by investing strategically in the human resource potential along with stream lining the available infrastructure. The work place enthusiasm that creates an ambience for employees meet each other in the organisation plays a very important role to lessen work stress, to reduce employee absenteeism, to increase employee satisfaction, to improve commitment of employees to the organization and also to increase productivity. This paper aims to analyse and compare the after work amenities or social infrastructure facilities provided for the new employees in the manufacturing and service sector industries in Kerala. Primary and secondary data were used for the study. The sample size of 405 new employees selected from the manufacturing and service sector industries in Kerala by using the Cochran's formula. For analysing the data, the inferential statistics like one sample t-Test, Independent sample t-Test and Confirmatory Factor Analysis were used. The major findings of the study identified that most of the service sector industries were providing all the after-work facilities when compared with that of the manufacturing sector industries, which provides a significant insight that the manufacturing industries were backward in providing after work facilities for their employees and this might be having a direct impact on the high turnover rate.

Key words:- Social Adaptation, After-Work Infrastructure Facilities, Industrial Sector social infrastructure facilities, employee turnover rate.

United States Department of Labour, defined as the "Enthusiasm can mean the difference in not just getting a job but succeeding in a job and even advancing in job career." The ways to work interaction space and the positive work environment can influence the workday performance of employees.

"The work ambiance refers to all facilities and infrastructure, the environment around employees, and work procedures that affect the work of individual employees and work teams". (Sulastri, L. & Uriawan, W., 2020). A good work environment facilitates the best possible workplace for employees, where employees can work safely, healthily and

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comfortably. The major benefits identified by many studies from providing opportunities for after-work activities are that, the employees get enough time to relax from work, the employees get opportunities for self-development by enhancing their skill-sets and knowledge, the employees can pursue their passions and engage themselves in new experiences. Moreover, sufficient after- work facilities should be provided by the organization to the new-hires for effectively enhancing their inter-personal communication skills and to develop inter personal relationship among the employees as part of informal socialization. Therefore, this paper aims to study and understand the after work facilities provided for the new employee socialization in the industrial sector of Kerala, and also to compare and highlight the impact of the After Work Facilities provided for the new employee socialization in the manufacturing and service sector industries in Kerala.

1.2 Review of Literature:

Kamalan & Sutha (2017) made a study entitled 'Influence of Fun/ Entertainment at Workplace on Employee Performance in Sri Lankan IT sector' in which they discuss the influence of workplace entertainment helping to reduce job stress in the service sector and how it had positive implications on the employee performance i.e., a relaxing and positive work place experience has a direct impact on their work performance and in them, as well as in the inter personal relationships. It will also lead to the new employee feeling more at ease with the newly joined work environment.

Soedarso, (2015), defined work enthusiasm as a condition that reflects how an employee feels in the new work atmosphere, and also finds that positive employee-work enthusiasm has a direct connection to the good benefits the company makes. This result arises from reduced absenteeism and employee turnover rate, which also positively impacts the employee productivity.

Another significant study by Joy Titi Agada1 & Isaac Zeb-Obipi, (2018) was on whether the various aspects of workplace social infrastructure which include the members of staff, the guest house/club, or other such facilities involved have any influence on the employee commitment. It was assessed by them that the presence of amenities such as the staff guest house/club had a positively improved their commitment factor and also that an adequate workplace & social infrastructure enhances to sustain employee-commitment. Hence they recommend that all the organizations should establish well equipped staff guest houses as well as sports clubs to satisfy the recreational needs of their employees that leads to improved job satisfaction and may positively impact their intention to continue in the organization.

In those organizations that maintains well managed staff cafeteria where employees can enjoy meals at subsidized rates have a positive impact on the employees. Everyone crave for quality food that maintains good health and mental satisfaction if it is provided an employee remains productive. Another type of staff facility service organizations provide is the sports clubs. Many firms are envisaging sports clubs into their organizational culture. Exercise centers or Gyms, football clubs, tennis clubs, golf

clubs, and basketball clubs are some of the staff club activities for employee socialization. When an organization utilizes a formally organized team-sport for their employees it can build trust, helps to cultivate mutual respect, commitment, enhance friendships and work relations, enhance communication channels among its workforce. The opportunity and experience gained would encourage employees to recognize their similarities rather than thinking about their differences (Bennett, 2009).

In the opinion of Bassett-Jones (2005), interacting with other employees in their workplace is essential because weak social relations in the workplace may cause boredom at work and create dissatisfaction. Nieman and Bennett, (2002) think that any organization that provides fully equipped staff activities hub for its members means, they are successful in providing a healthy and wholesome social working environment for their employees. After work facilities and activities such as sports and games enhances interpersonal relationships and reduce comparison, stereotyping people and prejudices and bias among the employees.

1.3 Objectives of the Study

1. To identify the after work facilities for the new employee adaptation in the industrial sector of Kerala.

2. To compare the after work facilities for the new employee adaptation in the manufacturing and service sector industries in Kerala.

3. To analyse the significance of after-work facilities for the enhancement

of interpersonal communication and relationships in the Industrial sector of Kerala.

1.4 Research Questions

The following research questions were formulated.

1. Do after Work facilities for the new employee adaptation exist in the industrial sector of Kerala?

2. Is there a need to compare the after work facilities for the new employee adaptation existing in the two industrial sectors (manufacturing and service sector) in Kerala?

3. Do you think the after-work facilities are significant and it enhances the interpersonal communication and relationships in the Industrial sector of Kerala?

1.5. Hypotheses

Hypothesis One H_0: The after-work facilities do not exist for the new employee adaptation in the industrial sector of Kerala H_1: The after-work facilities do exist for the new employee adaptation in the industrial sector of Kerala

Hypothesis Two H_0: The after-work facilities are similar in the manufacturing and service sector industries in Kerala H_1: The after-work facilities different in the manufacturing and service sector industries in Kerala

Hypothesis Three H_0:The after-work facilities are insignificant for the enhancement of interpersonal communication and relationships in

the industrial sector of Kerala H_1: *The after-work facilities are significant for the enhancement of interpersonal communication and relationships in the industrial sector of Kerala*

1.6. Methodology of the Study

The study was analytical and descriptive in nature. Both primary and secondary data were used for the study. The Population of the study consists of new employees of both the manufacturing and service sector industries registered Under Directorate of Industries and Commerce of Kerala. A total of 405 new employees were identified by using Cochran's formula. Out of which, 230 new employees from the manufacturing and 175 from the service sector industries were selected based on the proportion of employment. Multi stage sampling technique was used for data sampling. The structured interview schedule was used for the collection of data from the new employees. Likert's five-point scale was used for measuring the opinions.

Secondary data were collected from the e-books, e-journals, dissertations, websites etc.

The data so collected were tabulated, analysed and presented with the help of appropriate statistical tools. For analysing the data, both Descriptive and Inferential Statistics were applied. The descriptive statistics like mean, percentage, standard deviation, etc., and inferential statistics like One Sample t-Test, Independent sample t-Test, and Confirmatory Factor analysis were used.

1.7 Reliability of Data

For analysing the reliability of the data, Cronbach's Alpha test was applied. All the independent variables are reliable as per Cronbach's alpha test as the values were more than 0.7 (>0.7), which shows a high reliability.

1.8 Normality of Data

Normality of data was checked by using Kolmogorov-Smirnov test and the data was distributed normally as the ($p>0.05$).

Table 1.1
Reliability of the Data

Variables	Opinion of New Employees	
	Cronbach's Alpha	Number of Items
After work facilities	0.781*	8

Source: Primary data
*Denotes interview schedule items are reliable

Table 1.2
Normality of the Data

Variables	Mean	SD	Kolmogorov-Smirnov Z	p-value
After work facilities	38.358	9.342	1.291	0.074*

Source: Primary data
*Denotes test distribution is normal

1.9. Analysis and Discussion

The after-work facilities include recreation rooms, fitness centres & health clubs, gathering spots, recreation clubs, indoor & outdoor sports court, food stations & cool bars, leisure park and resting lobby or lounge for the employees for their overall entertainment after the working time. The section was done purely on the basis of the opinions of 405 newly recruited employees from the selected industrial sectors of Kerala by using a Likert's five-point scale (5 for Strongly Agree, 4 for Agree, 3 for Neutral, 2 for Disagree and 1 for Strongly Disagree).The after-work facilities provided by the organization are analysed under different dimensions are as follows:

Testing of First Hypothesis

H_0 : The after-work facilities do not exist for the new employee adaptation in the industrial sector of KeralaH_1 : The after-work facilities do exist for the new employee adaptation in the industrial sector of Kerala

The study here, analyses whether the after work facilities for the new employee adaptation exist in the industrial sector of Kerala. Here the one sample t Test had been applied to test the hypothesis regarding the after work facilities for the new employee adaptation.

Majority of the new employees highly agreed that the resting lobby or lounge, the mean score is (x=4.084) facility exists in their organization. The mean value of other variable, food stations & cool bars (x=3.121) shows that the most of the new employees are agreed that this facility also exist in their organization, and as the p

values of the above two variables are less than 0.05; the result gives the indication that these variables are highly significant (Table 1.3).

The mean scores of three variables such as gathering spots (x=2.464), fitness centre & health club (x=2.123), recreation clubs (x=2.123), show that a majority of the new employees have given a neutral response but as the p values are less than 0.05, the result is highly significant. For the other variables such as indoor & outdoor sports courts (x=1.879) and leisure park (x=1.975), their respective mean values show that majority of the new employees have disagreed to whether these facilities are existing or not existing in their organization, and as the p value is less than 0.05, this result is significant to the study (Table 1.3).

The variable, recreation room (x=3.054) shows that the most of the new employees are agreed that this facility exist in their organization, and as the p value of this variable is more than 0.05, the result gives the indication that this is insignificant to the study (Table 1.3).

Based on the analysis of opinion of new employees, the overall after work facilities provided for new employee adaptation was found to be significantly different from the hypothesised mean score (p<0.05). **Hence the null hypothesis has failed to accept i.e., the after-work facilities does exist for the new employee adaptation in the industrial sector of Kerala. (Table 1.3).**

Testing of Second Hypothesis

H_0 : The after-work facilities are similar in the manufacturing and service sector industries in Kerala H_1:

The after-work facilities different in the manufacturing and service sector industries in Kerala

The study here, compares whether the after work facilities provided by the organization for the new employee adaptation existing in the two industrial sectors, manufacturing & service sector of Kerala are the same or different. The attempt was to assess whether the after work facilities were identical or varied in the two industrial sectors of Kerala. In order to test the hypothesis regarding the after work facilities provided in the manufacturing and service sector industries in Kerala, the Independent Sample t-Test had been used.

On analysing the opinion of the new employees working in the industrial sector, both the manufacturing and the service sector, regarding the after-work facilities provided to the new employees, facilitates for inter personal communications, the t-test indicates that there is a significant difference prevailing in terms of recreation room ($p<0.05$), fitness centre &health club ($p<0.05$), gathering spots ($p<0.05$), recreation clubs ($p<0.05$), indoor & outdoor sports courts ($p<0.05$), food stations& cool bars ($p<0.05$), leisure park ($p<0.05$), resting lobby or lounge ($p<0.05$) (Table 1.4).

While analysing the mean score received of 'resting lobby or lounge' indicates that this is the most significant after work facility provided by both the manufacturing ($x=3.836$) and the service sector industries ($x=4.783$). And the t-score of all the variables, except for resting lobby or lounge, shows that there are high significant differences between the opinions of new employees working in both the industries (Table 1.4).

Moreover, an analysis of the new employees' data, on the overall 'after work facilities' was found to be significantly different from the manufacturing and service sector industries in Kerala ($p<0.05$)(Table 1.4), **Hence, the null hypothesis has failed to accept i.e., after work facilities are different in the manufacturing and service sector industries in Kerala.**

Testing of Third Hypothesis

H_0:The after-work facilities are insignificant for the enhancement of interpersonal communication and relationships in the industrial sector of KeralaH_1:The after-work facilities are significant for the enhancement of interpersonal communication and relationships in the industrial sector of Kerala

The Confirmatory Factor Analysis (CFA) Model has been applied here to construct the validation for examining the relationship between the eight observed variables (recreation room, fitness centre& health club, gathering spots, recreation clubs, indoor & outdoor sports courts, food stations& cool bars, leisure park, resting lobby or lounge) and the unobserved variable namely after work facilities provided to new hires for effectively enhance the inter-personal communication and relationship among the employees in the industrial sector of Kerala (Table 1.5).

The CFA Model involves boxes and circles, which are connected by arrows. Boxes represent observed variables and

Table 1.3

After Work Facilities -One-Sample t-Test

Variable	Mean	SD	t-value	p-value
Recreation room	3.054	1.207	0.906	0.366
Fitness centre & health club	2.123	1.375	12.829	<0.001**
Gathering spots	2.081	0.912	20.260	<0.001**
Recreation clubs	2.464	1.413	7.631	<0.001**
Indoor & outdoor sports courts	1.879	0.905	24.921	<0.001**
Food Stations & cool bars	3.121	1.218	1.999	0.046*
Leisure Park	1.975	0.817	25.236	<0.001**
Resting lobby or lounge	4.084	1.006	21.676	<0.001**
Overall After Work Facilities	**20.783**	**7.009**	**51.061**	**<0.001****

Source: Primary data

** Significant at 1% level

* Significant at 5% level

Table 1.4

After Work Facilities - Independent Sample t-Test

Variable	Type of Industry				t-value	p-value
	Manufacturing		Service			
	Mean	SD	Mean	SD		
Recreation room	2.552	0.959	4.472	0.502	19.673	<0.001**
Fitness centre & health club	1.505	0.821	3.868	1.096	23.209	<0.001**
Gathering spots	1.692	0.618	3.179	0.687	20.665	<0.001**
Recreation clubs	1.699	0.616	4.623	0.487	44.227	<0.001**
Indoor & outdoor sports courts	1.525	0.625	2.877	0.825	17.516	<0.001**
Food stations & cool bars	2.662	1.057	4.415	0.495	16.438	<0.001**
Leisure Park	1.676	0.633	2.821	0.673	15.731	<0.001**
Rest room	3.836	1.038	4.783	0.414	9.133	<0.001**
Overall After Work Facilities	**17.147**	**3.868**	**31.038**	**1.650**	**35.810**	**<0.001****

Source: Primary data

** Significant at 1% level

circle represent unobserved variable, single headed arrows represent regression line and double headed arrows represent correlation between variables and circle with an arrow represent error term associated with each variable.

Here, the CFA model for the after work facilities provided by the organization exposed that out of eight observed variables, all of the them are significantly loaded on the latent construct after work facilities for inter personal communication between the employees due to the recommended standardized regression coefficient value being more than 0.4. The p-values are also significant at 1% level.

The CFA model is also checked with the model fit indices such as Chi-square (2.109), Goodness of Fit Index (0.990), Adjusted Goodness of Fit Index (0.954), Normal Fit Index (0.993), Tucker Lewis

Table 1.5

After Work Facilities -Construct Validation with CFA

	Variables	Regression Coefficient	Critical Ratio (CR)	p	Variance Explained
After Work Facilities	← Recreation room	0.768	12.841	<0.001	0.596
	← Fitness centre &health club	0.800	12.944	<0.001	0.675
	← Gathering spots	0.825	12.010	<0.001	0.265
	← Recreation clubs	0.942	7.419	<0.001	0.226
	← Indoor & outdoor sports courts	0.772	12.597	<0.001	0.328
	← Food stations & cool bars	0.788	11.752	<0.001	0.560
	← Leisure Park	0.715	13.379	<0.001	0.329
	← Resting lobby or lounge	0.438	13.892	<0.001	0.813

Source: Primary data

Table 1.6

After Work Facilities -Model Fit Indices for CFA

| Indices	Value	Suggested value
Chi-square value	16.873	-
DF	8	-
p-value	0.056	> 0.05 (Hair et al., 1998)
Chi-square value/DF	2.109	< 5.00 (Hair et al., 1998)
GFI	0.990	> 0.90 (Hu and Bentler, 1999)
AGFI	0.954	> 0.90 (Hair et al. 2006)
NFI	0.993	> 0.90 (Hu and Bentler, 1999)
TLI	0.987	> 0.90 (Hu and Bentler, 1999)
CFI	0.996	> 0.90 (Daire et al., 2008)
RMR	0.020	< 0.08 (Hair et al. 2006)
RMSEA	0.052	< 0.08 (Hair et al. 2006)

Source: Primary data

Index (0.987), Comparative Fit Index (0.996), Root Mean Square Residual (0.020) and Root Mean Square Error of Approximation (0.052). All the model fit values were favourable with their respective standards (Table 1.6).

Hence the null hypothesis has failed to accept i.e., the after-work facilities provided by the industrial sector of Kerala are significant for the enhancement of interpersonal communication and relationships.

1.10 Major Findings

This paper identified that the after work facilities meagrely exist for the new employee adaptation in the industrial sector, and these were more employed in the service sector, but it is not sufficiently provided in both the sectors. This finding provides a significant insight that the manufacturing industries were very backward or lagging behind in providing after work facilities for their employees and that this might be reflecting as a direct effect on their high turnover rate.

Fig 1.1

After Work Facilities - Construct Validation with CFA
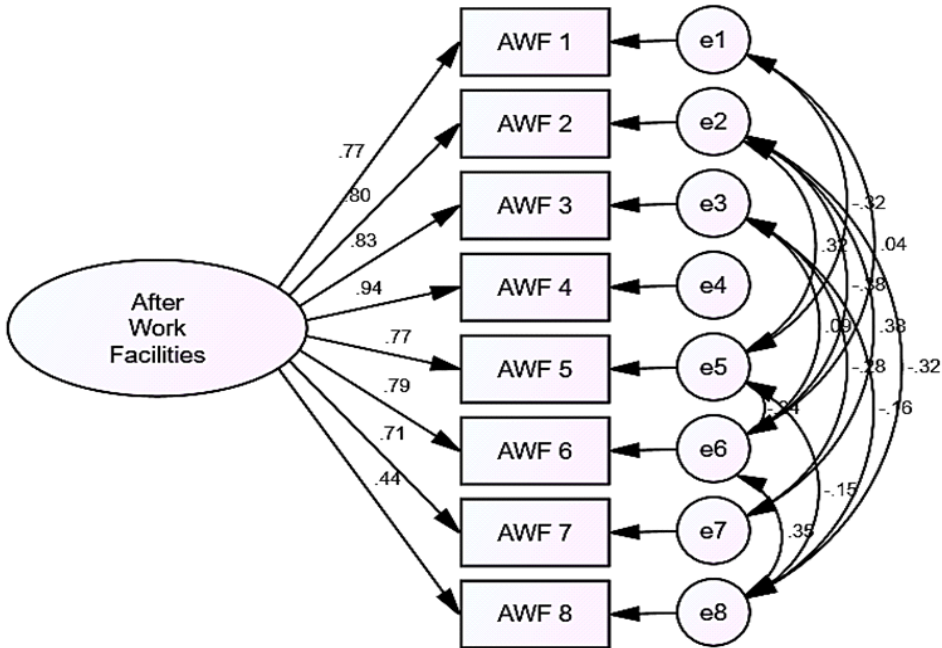
Provision of after work facilities specified in the study intended for work relaxation might be one of the factors that is luring the talented and educated youth towards the service sector more than towards the manufacturing sector. Manufacturing industries faces attrition rate which is multiplying day by day and this is one of the factors that leads to closing down of business.

1.11 Suggestion &Conclusion

Hence, it is suggested that every organization especially those in the manufacturing sector should take care to provide sufficient after work facilities so as to cater to the recreational needs and wellbeing of their employees. This will in turn boost employee - job satisfaction level and positively influence their intention to stay back in the organization. Many previous studies also have highlighted the importance and significance of after work facilities and activities on employee commitment and work performance. Such after work facilities and activities are important, because it enables the employees to spend more time for social interaction and to focus on their selves. At the time of engaging themselves in these relaxing activities, without worrying about work-related responsibilities and deadlines, helps them to reduce their work pressure and work stress. This will improve their mental and physical health and will enhance their quality of life including that of their family members. Hence it is imperative that every organization provide after work facilities and amenities for the wellbeing of their employees and this will reciprocate positively as improved productivity of the organization.

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