



LABOUR INCENTIVE SCHEMES IN SSI SECTOR: A CASE STUDY

BASAVARAJ B. PATIL

Guest Lecturer in Commerce, Government First Grade College for Women's,
JAMKHANDI, BAGALKOT DISTRICT (KARNATAKA STATE)

Abstract:

Incentive schemes act as external stimuli. They induce workers to excel and earn more than the normal wages. Therefore, well-drafted incentive schemes bring gains to all, i.e., both to the employers and employees. These schemes have universal application, in the sense that they can be applied in all forms of business organizations, be it big or small, high-tech or labour-intensive, etc., though the structure and complexities of the schemes may vary from a small enterprise to a big enterprise.

The present research paper aims to evaluate the labour incentive plans of SSI sector in a selected area. The SSI units are labour-intensive and provide gainful employment to lakhs of low-educated, unskilled and semi-skilled workers. The operational efficiency of these units depend on the efficiency rate of their employees. In view of this, incentive schemes become essential. The study looks at the existence, structure and cost of incentive schemes in Hubli-Dharwad area of Karnataka State. The study finds that incentives schemes are yet to make serious inroads into SSI sector and only 68 percent of surveyed units employ them. The schemes employed are simple, monetary and individual-oriented in nature. The cost of incentive schemes does not exceed 5 percent of total labour cost in majority of units employing such schemes. The study also finds that there is no statistical relationship between educational qualification level of entrepreneurs and the adoption of incentive schemes but the educational level becomes important in deciding the structure of incentive schemes. The study concludes by providing some useful suggestions for the adoption and operation of incentive schemes in SSI sector.

INTRODUCTION:

Labour is perhaps the most important factor in any institution, more so in an industrial concern. It is only labour who make or mar an organisation. The resource is again considered to be complex because it is difficult to understand its motivational factors. What drives or motivates a labour to work question has always eluded an exact answer. The human resource management is the discipline developed to understand the science of labour. Many theories, concepts, principles, etc., have been developed over the period of time to understand the complex phenomenon of human resources. One such principle is 'incentives policy' of a firm.

Does labour require incentives? Is attaining excellence in a work not an urge of every employee? A suitable answer to these questions is that incentives provide external stimuli. Being an economic man, a labour looks at his own personal gain on account of extra work. If personal gain is not assured, the labour would have less motivation to excel. The role of incentives is just extracting that extra bit of better performance by providing a share in entrepreneurs' gains.

The main objective of incentive plan is to induce workers to produce more to earn higher wages. Producing more in the same period of time should result in higher pay for the worker. It would also result in lower cost per unit as larger number of units produced absorbs the fixed labour cost and many fixed

manufacturing cost. The entire matrix that decides the division of productivity gains between manufacturers and employees is known as 'incentive plan'.

SECTION-I

NEED AND SIGNIFICANCE OF THE STUDY:

The SSI sector constitutes an important sector in India's economy. The sector provides employment to millions of people who are unemployed or underemployed. The governments both at Central and State levels, therefore, are attaching higher significance to the growth of SSI sector. The growth of SSI directly or indirectly depends on the management of human resources employed. The human resource of SSI must be properly planned, directed, motivated and controlled to achieve an overall development of the sector and the economy. In this context, it can be generalized that 'incentive schemes' play a vital role.

It has to be remembered that every unit, big or small, technical or non-technical can employ incentive schemes. Incentive Schemes provide the just-needed motivational level to employees irrespective of the form of organization. The only difference between SSI and non-SSI as far as incentive schemes is that the latter can use the more advanced incentive schemes or can design a whole complex scheme and can also minimize the cost of operating scheme but not the former. The SSI, being small unit in nature, has to think of adopting simple and less expensive methods of incentive schemes. The sum conclusion of all this is that incentive scheme can work in any form of organization.

With this intention in mind, the present paper reviews on random basis, the use of incentive schemes by SSI units, in an area identified as an "area of small scale units" i.e. Hubli-Dharwad twin city in Karnataka state.

REVIEW OF EARLIER LITERATURE:

There are very few studies done on appraisal of labour incentive schemes in SSI sector in India. The studies done so far gave only a passing reference to the role of incentives in SSI sector. A brief overview of a few of the important studies is provided here:

K.S.Negi, R.S.Pandey, A.K.Pokhriyal and Sunil Panwar-(2001) have stressed on the importance of employee motivation and its objectives for achieving the entrepreneurs' desired goals. The study found that, monetary motivation does not always help to contain absenteeism and the need for social motivation is gaining more importance. M. Zathik Ali-(2004) undertook a study on units based in the Vellore district of Tamil Nadu, with the help of the data collected from 240 sample workers working in different small-scale industries. The author suggests that to control labour absenteeism in the SSI sector improved working condition must be provided. Further, the study recommends an incentive bonus scheme linked with the attendance in the study area.

P. Jyothi - (2004) based on SSI units in Pharma sector in twin cities of Hyderabad and Secunderabad, the author found linkage between performance and rewards. The incentive was a fixed 8 per cent commission on sales irrespective of actual performance. The study recommends for a flexible benefit scheme that provides a menu of rewards from which employees can choose. Vinoj Abraham and R.K.Sharma-(2005) have presented a detailed analysis of emoluments, benefits, and incentives of the workers. The authors found that the current wage structure in software industry represents more the lack of required specific skills than worker productivity. The study recommends for adoption of productivity-linked incentive schemes. M. Srimannarayan-(2006) in his study author found that the salary of the professionals in the hotel varied to a great extent based on their performance, skill, etc. and the organization provided various allowances like dress allowance, medical allowance, attendance incentive and flexible working hours for female employees.

The review of earlier literature clearly shows that no attempt so far has been made to identify the usefulness of incentive schemes to SSI units. The present study fills this gap. The study is organized into four sections. Section-I gives the need and significance of the study followed by review of literature. Section-II presents the objectives and methodology. Analysis of data is given by Section-III while Section-IV concludes.

SECTION-II

OBJECTIVES OF THE STUDY

The following are the objectives of the study:

- To study the types of labour incentive schemes adopted by sample SSIs units in the study area.
- To analyse the cost of operating incentive scheme by SSI sample units.
- To study the accounting treatment of incentive schemes employed by sample units.
- To analyse the relationship between educational qualification of entrepreneurs and types of incentive scheme adopted.

HYPOTHESES FORMULATED

It is hypothesized that an educated entrepreneur understands the significance of incentive schemes and adopts them also. The higher the educational level, the higher would be the motivational level. The distinction between incentive schemes is also important. An educated entrepreneur could rely more on non-monetary and group plans of bonus than an uneducated entrepreneur. Therefore, the hypotheses formulated are:

- H1: There is no relationship between educational level of entrepreneurs and provision of incentive schemes.
- H2: There is no significant relationship between the educational level of entrepreneurs and the individual and group bonus schemes.
- H3: There is no association between educational qualification of sample entrepreneurs and monetary and non-monetary systems.

These hypotheses have been tested with the help of statistical tool namely, Chi-square both at 1% and 5% significant levels.

RESEARCH METHODOLOGY

The study is based on survey method. A random sample size of 100 SSI units based in Hubli-Dharwad was selected to achieve the objectives of the study and the information was collected by administering interview schedule among sample entrepreneurs. The data so collected was properly analysed to achieve the objectives. The study uses statistical tool, i.e., Chi-square for the purpose of analysis.

SECTION-III - Analysis of data:

EMPLOYMENT PATTERN

The SSI units are expected to generate not only self-employment but also employment to others. The number of persons employed in a unit is an indicator of its size. Initially there may be no employees or only a few. With the growth and expansion, the employment opportunities increase. Table 1 reveals the number of workers employed in the sample units under study.

Table 1 reveals that 19 per cent units employ less than 10 workers, where as 81 per cent units employ workers above 10, of which 65 per cent units employ workers ranging from 10 to 20.

TABLE – 1

Distribution of units on the basis of number of workers appointed

Range of Workers	No. of sample units			Total units	(%)
	Manufact-uring	Business / trading	Service/ Job work		
Below - 10	03	05	11	19	19
	(06)	(28)	(34)		
10 to 20	42	07	16	65	65
	(84)	(39)	(50)		
20 to 50	03	04	03	10	10
	(06)	(22)	(10)		
Above 50	02	02	02	06	06
	(04)	(11)	(06)		
Total	50	18	32	100	100
	(100)	(100)	(100)		

Source: Field survey.

Figures in the parenthesis show the percentages.

EDUCATIONAL LEVEL OF THE EMPLOYEES

The number of highly educated workers is relatively less in small scale industries. This is because of smallness of the unit, less complex operations and owners themselves carrying out the work with a low number of less educated people who are not highly paid. Table 2 reveals data regarding educational level of employees in sample SSI units.

TABLE – 2

Analysis of workers' educational level

Level of Education	Percentage of Employees			Total units	Percentage
	10%-40%	40%-70%	Above 70%		
a. Up to matriculation	04	07	53	64	64
b. Graduation	03	15	05	23	23
c. Post-graduation	02	--	--	02	02
d. Technically qualified	--	09	02	11	11
Total	09	31	60	100	100

Source: Field survey

Table 2 reveals that 64 per cent of sample units are having up to-matriculation-education workers. Only 11 per cent units employ technically qualified above 40 per cent.

INCENTIVES TO THE EMPLOYEES

Table 3 reveals data regarding provision of incentive schemes to the employees by the entrepreneurs in sample SSI units.

TABLE – 3

Provision of incentive schemes to employees

Response	No. of Sample units			Total units	(%)
	Manufacturing	Business / trading	Service / Job work		
Yes	39	18	11	68	68
	(78)	(100)	(34)		
No	11	-	21	32	32
	(22)	-	(66)		
Total	50	18	32	100	100
	(100)	(100)	(100)		

Source: Field survey.

Figures in the parenthesis show the percentages.

A perusal of Table 3 reveals that only 68 sample units use incentive schemes and the rest do not. Of these 68 units, 39 units belong to manufacturing sector while 18 to business/trading sector.

CLASSIFICATION OF INCENTIVE SCHEMES

There are umpteen number of incentive schemes available. As already pointed out at the beginning the size and scale of the unit and the composition of workforce determine the type of incentive scheme to be used. Broadly speaking, incentive schemes may be individual-based and group-based. Another useful classification is monetary and non-monetary. Generally, in SSI units one is expected to observe only simple schemes. Table 4 reveals data on various types of incentive schemes offered to employees in sample SSI units.

TABLE – 4

Classification of incentive schemes offered

Types of SSI Units	Classification of incentive schemes								
	Individual Bonus	Group Bonus	Profit Sharing	All the three	Total	Monetary Schemes	Non-monetary Schemes	Both	Total
Manufacturing	23	09	04	03	39	26	13	--	39
	(59)	(23)	(10)	(08)	(100)	(67)	(33)	--	(100)
Business/ Trading	07	04	03	04	18	14	04	--	18
	(39)	(22)	(17)	(22)	(100)	(78)	(22)	--	(100)
Service/ Job work	06	03	02	--	11	07	04	--	11
	(55)	(27)	(18)		(100)	(64)	(36)		(100)
Total	36	16	09	07	68	47	21		68
	(53)	(24)	(13)	(10)	(100)	(69)	(31)		(100)

Source: Field survey.

Figures in the parenthesis show the percentages.

Table 4 depicts that 53 per cent of incentive-employing units' use individual bonus schemes followed by 24 per cent entrepreneurs adopting group bonus schemes. The profit sharing scheme is not very popular and only 10 per cent units are employing all the three incentive schemes. Further, Table 4 shows that "Monetary Incentive Schemes" are more in vogue in all 68 SSI units of Hubli-Dharwad area. 69 per cent of them employ such schemes followed by 31 per cent using non-monetary.

PERCENT OF COST OF INCENTIVE SCHEMES TO TOTAL COST OF LABOUR

Though incentive schemes reduce the unit cost of the output on account of production of more number of units in given time, the total cost of labour will, however, increase on account of provision of incentives. Table 5 shows data on the per cent of cost of incentive schemes to total cost of labour in sample SSI units.

TABLE – 5

Per cent of cost of incentive schemes to total cost of labour

% of cost of incentive schemes to total cost of labour	No. of Sample Units			Total units	(%)
	Manufacturing	Business / trading	Service / Job work		
Up to 5%	35 (90)	15 (83)	07 (64)	57	84
05 % to 10%	02 (05)	03 (17)	04 (36)	09	13
10% to 15%	02 (07)	--	--	02	03
Above 15%	--	--	--	--	--
Total	39 (100)	18 (100)	11 (100)	68	100

Source: Field survey.

Figures in the parenthesis show the percentages.

It can be seen from the Table 5 that for majority of units the incentive schemes costs just 5% of labour cost where as for 13 per cent of units the cost varies in the range of 5% to 10%.

REASONS FOR PROVIDING THE INCENTIVE SCHEMES

Labour incentive schemes help in achieving higher output at lower costs. This will improve the profitability of units. Especially in the SSI sector labour incentive schemes help to narrow the gap between management and workers and bring them together with a commonality of goals and targets. Table 6 shows reasons for providing incentive schemes to workers by sample units.

TABLE – 6

Reasons for providing incentive schemes by sample SSI units

Different reasons	No. of sample units			Total units	(%)
	Manufacturing	Business / trading	Service / Job work		
a. To improve labour efficiency	--	--	--	--	--
b. To reduce cost per unit	--	--	--	--	--
c. To motivate employees to produce more	02	05	04	11	16
	(05)	(28)	(36)		
d. All the above	37	13	07	57	84
	(95)	(72)	(64)		
Total	39	18	11	68	100
	(100)	(100)	(100)		

Source: Field survey.

Figures in the parenthesis show the percentages.

Table 6 summarises that 57 out of 68 incentive employing units are providing incentive schemes for the purpose of achieving benefits of higher motivation, lower costs, etc. Only 11 units provide the incentives for the reason of motivating the employees to produce more. On enquiry with the sample units, the study found that majority of units do not achieve the stated goals of incentive schemes.

SALIENT FEATURES OF GOOD INCENTIVE SCHEMES

In order to make the incentive schemes effective and useful, the general features have to be considered while designing a sound system of wage incentives. The reward for a job should be linked with the effort involved in that job and the scheme should be just and fair to both employers and employees. The study aims to analyze the opinion of the entrepreneurs regarding the important features to be taken into consideration while adopting the labour incentive schemes using 4-point Likert's Scale. Table 7 provides opinion of the entrepreneurs regarding the importance of different features in labour incentive schemes.

TABLE – 7

Features of the incentive schemes

Importance of the features	Opinion of the entrepreneurs				Total units
	Very – important (04)	Important (03)	Not – important (02)	Cannot say (01)	
a. Scheme should be easy, simple and understandable	23	27	11	07	68
b. It should differentiate between efficient and inefficient workers	19	25	16	08	68
c. It must be fair to both employees and employers	27	29	07	05	68
d. It must be based on standards of performance	32	28	03	05	68
e. It should lead to reduced labour cost per unit	19	37	02	10	68
f. Scheme should be based on the nature of work, group / individual	24	33	04	07	68

Source: Field survey.

It can be seen from the Table 7 that all the incentive providers (i.e. 68 entrepreneurs) regard features highlighted as either 'very important' or 'important' as significant characteristics of good incentive schemes. This basic understanding of sound incentive schemes will help units in drafting acceptable plans.

ACCOUNTING TREATMENT OF INCENTIVE BENEFITS

It is very important on the part of entrepreneurs of the SSI units to treat properly the incentive benefits in accounts. From cost accounting point of view, a firm may treat incentive cost as direct cost or as an indirect cost or may charge directly to specific jobs or orders. On the other hand, from the point of view of financial accounts incentives paid are always treated as allowable expenses or debited to profit and loss account in the year of their incurrence. Table 8 reveals information on cost accounting treatment of incentive benefits.

TABLE – 8

Cost accounting treatment of incentive benefits

Accounting treatment	No. of sample units			Total units	(%)
	Manufac-turing	Business / trading	Service / Job work		
Included in direct labour cost	20	07	04	31	45
	(51)	(39)	(36)		
Included in indirect labour cost	11	06	05	22	32
	(28)	(33)	(45)		
Charged to specific product / job/ order	08	05	02	15	23
	(21)	(28)	(19)		
Total	39	18	11	68	100
	(100)	(100)	(100)		

Source: Field survey.

Figures in the parenthesis show the percentages.

45 per cent of incentives employing units treat incentives as part of direct cost, while 32 per cent account it as indirect or overhead cost. Majority of manufacturing and business units treat as direct cost, while majority of service units treat as indirect cost.

ENTREPRENEURS' EDUCATIONAL QUALIFICATION AND PROVISION OF INCENTIVE SCHEMES

SSI units are generally promoted by individuals with low educational background. As a result, it can be hypothesized that such individuals do not understand the importance of incentive schemes. Therefore, an attempt has been made here to study the linkage between educational qualification of entrepreneurs and provision of incentive schemes. Table 9 provides details about entrepreneurs' educational qualification and provision of incentive schemes in SSI units.

TABLE – 9

Entrepreneurs' educational qualification and provision of incentive schemes

Education qualification	No. of Sample SSI units									Total units
	Manufacturing			Business/ trading			Service/ job work			
	Yes	No	Total	Yes	No	Total	Yes	No	Total	
a. Up to matriculation	11	03	14	06	--	06	05	03	08	28
	(79)	(21)	(100)	(100)	--	(100)	(63)	(37)	(100)	
b. Graduation	07	01	08	02	--	02	02	08	10	20
	(88)	(12)	(100)	(100)	--	(100)	(20)	(80)	(100)	
c. Post –graduation	04	03	07	03	--	03	01	05	06	16
	(57)	(43)	(100)	(100)	--	(100)	(17)	(83)	(100)	
d. Technically qualified	17	04	21	07	--	07	03	05	08	36
	(81)	(19)	(100)	(100)	--	(100)	(38)	(62)	(100)	
Total	39	11	50	18		18	11	21	32	100
	(78)	(22)	(100)	(100)	--	(100)	(34)	(66)	(100)	
Chi-square Calculated value: 1.89, Chi-square Table value : @ 1% 16.938, @5% 18.3 Remarks : Not significant.										

Source: Field survey.

Figures in the parenthesis show the percentages.

It can be seen from the Table 9 that 21 service sector units do not employ any incentive schemes and only in this sector the per cent of 'no' in all types of qualification level considered by the study is high as compared to the other sectors. Further, all business/trading units considered by the study employ incentive schemes and in all categories of educational level.

The calculation of Chi-square value shows that educational qualification of entrepreneurs is an insignificant variable in determining the adoption of incentive schemes in SSI units. In other words, the adoption of incentive schemes among SSI units does not in any way depend upon the educational qualifications of the entrepreneurs. Therefore, H1 is accepted.

ENTREPRENEURS' EDUCATIONAL QUALIFICATION AND TYPES OF INCENTIVE SCHEMES

Can there be any relationship between education level and types of incentive schemes? It can be hypothesized that a learned entrepreneur can use a more complicated incentive schemes in the form of non-monetary and group bonus schemes. Table 10 shows linkage between entrepreneurs' educational qualification and Individual & Group incentive schemes.

A close perusal of Table 10 reveals that individual bonus schemes are more popular among technically-qualified and matriculated entrepreneurs in manufacturing and service sectors. No such perceptible trend is emerging among business/trading sector entrepreneurs. The Chi-square results indicate that the educational qualification is significant only in manufacturing sector than in business and service sectors. Therefore, H2 is rejected for manufacturing sector and accepted for remaining sectors.

Incentive schemes can have a characteristic of both monetary and non-monetary. A worker requires a combination of both monetary and non-monetary incentive schemes to motivate for better performance. It is hypothesized that entrepreneurs with higher educational background understand money as a big motivator of employees especially in small scale business units than an entrepreneur with lower educational background.

Table 11 reveals the relationship between entrepreneurs' educational qualification level and monetary and non-monetary incentive schemes.

It can be seen that monetary schemes are more popular than non-monetary schemes in the study area. The use of monetary schemes is made by majority of both matriculate and technically qualified entrepreneurs. Only in case of post-graduates non-monetary schemes are popular among manufacturing units. Since Table value of Chi-square at 1 per cent and 5 per cent is less than the calculated value, the relationship between qualification of entrepreneurs and division of schemes into monetary and non-monetary is insignificant. In other words, there is no relationship between the two variables. Therefore, even H3 is also accepted.

TABLE – 10
Entrepreneurs' educational qualification and individual & group incentive schemes

Education Qualification	Manufacturing					Business/Trade					Service/job work				
	Individual bonus	Group bonus	Profit Sharing	Combination of all	Total	Individual bonus	Group bonus	Profit Sharing	Combination of all	Total	Individual Bonus	Group Bonus	Profit sharing	Combination of all	Total
a. Up to Matriculation	07	03	01	--	11	03	02	--	01	06	02	01	--	--	03
	(64)	(27)	(09)		(100)	(50)	(33)	--	(17)	(100)	(67)	(33)	--	--	(100)
b. Graduation	03	02	01	--	06	01	01	--	--	02	01	01	01	--	03
	(50)	(33)	(17)		(100)	(50)	(50)	--	--	(100)	(33)	(33)	(34)	--	(100)
c. Post-graduation	02	03	--	01	06	--	--	02	01	03	01	01	--	--	02
	(33)	(50)	--	(17)	(100)	--	--	(67)	(33)	(100)	(50)	(50)	--	--	(100)
d. Technically qualified	11	01	02	02	16	03	01	01	02	07	02	--	01	--	03
	(69)	(06)	(13)	(12)	(100)	(43)	(14)	(14)	(19)	(100)	(67)	(33)			(100)
Total	23	09	04	03	39	07	04	03	04	18	06	03	02	00	11
	(59)	(23)	(10)	(08)	(100)	(32)	(22)	(17)	(22)	(100)	(55)	(27)	(18)	--	(100)
	Chi-square Calculated value : 47.05, Chi-square Table value : @ 1% 15.09, @5% 11.07. Remarks : Significant					Chi-square Calculated value: 04.90, Chi-square Table value: @ 1% 92, @ 5% 5.99. Remarks : Not significant.					Remarks : Not significant.				

Source: Field survey.

TABLE – 11
Entrepreneurs' educational qualification and monetary & non-monetary incentive schemes

Education qualification	Manufacturing				Business/Trade				Service/job work			
	Monetary Schemes	Non-monetary Schemes	Both Schemes	Total	Monetary Schemes	Non-monetary Schemes	Both Schemes	Total	Monetary Schemes	Non-monetary Schemes	Both Schemes	Total
a. Up to Matriculation	08	03	--	11	05	01	--	06	02	01	--	03
	(73)	(27)	--	(100)	(83)	(17)	--	(100)	(67)	(33)	--	(100)
b. Graduation	03	03	--	06	01	01	--	02	01	02	--	03
	(50)	(50)	--	(100)	(50)	(50)	--	(100)	(33)	(67)	--	(100)
c. Post-graduation	02	04	--	06	02	01	--	03	02	--	--	02
	(33)	(67)	--	(100)	(67)	(33)	--	(100)	(100)	--	--	(100)
d. Technically-qualified	13	03	--	16	06	01	--	07	02	01	--	03
	(81)	(19)	--	(100)	(86)	(14)	--	(100)	(67)	(33)		(100)
Total	23	09	--	39	14	04	--	18	07	04	--	11
	(59)	(23)	--	(100)	(78)	(22)	--	(100)	(64)	(36)	--	(100)
	Chi-square Calculated value : 01.73, Chi-square Table value: @ 1% 13.27, @5% 09.48. Remarks : Not significant.				Chi-square Calculated value: 0.0687, Chi-square Table value: @ 1% 06.63, @5% 03.84. Remarks : Not significant.				Chi-square Calculated value: 0.003022, Chi-square Table value: @ 1% 06.63, @5% 03.84 Remarks : Not significant.			

Source: Field survey.

SECTION-IV

CONCLUSIONS

Incentive schemes bring benefits to both employer and employees, if well-administered. The employers gain include higher output at lower cost, optimum utilization of resources, improved industrial relations, etc. on the other hand, employees gain include higher wages, reward for efficiency, continuity of work, etc. these advantageous must be brought to the notice of entrepreneurs and employees of SSI units in the sample area in particular and in other areas in general. This task of educating SSI units has to be performed either by the district industries centre or KSSIDC, or SISI or training institutions or by NGOs.

The urgency of this measure is on account of appalling low level adoption of incentive schemes. Only 68 per cent of sample units selected on various basis use incentive schemes.

The accounting part of incentive cost is not clear among sample units. The accounting policy selected for treatment must reflect the objective and purpose of incentive scheme. Though sample entrepreneurs understand the importance of conditions of sound incentive schemes but there is no general unanimity on all the salient features of schemes. The schemes of higher value bring better results for both the parties.

The service sector reveals a contrasting picture in the adoption and use of incentive schemes as compared to other sectors considered by the study. Since growth rate of service sector has been on ascending side in the nation, the role of incentive schemes and the necessity of their implementation must be understood by these units. A proper orientation for these units is a must.

Though incentive schemes are not panacea for all the problems of poor labour management but their adoption is a better part of valor at SSI units' level. This applies to SSI units of the study area also.

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