PERFORMANCE AFFECTING FACTORS OF UNSKILLED LABORS: A CASE STUDY FROM SELECTED MANUFACTURING SECTOR OF KHYBER PAKHTUNKHWA

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ABSTRACT

The study examines the impact of three different variables i.e., Job Security, Low Wages and Insufficient Facilities on the Job Performance in the selected manufacturing sector of Khyber Pakhtunkhwa (KP). The main purpose of the study is find out which of the considered Independent variables mostly affects the Job Performance. Data is quantitative in nature, which we collected from primary sources. We collected cross sectional data through adopted questionnaires from three different manufacturing sectors i.e., Cement, Pharmaceutical and Petroleum. The collected data than analyzed using descriptive analysis, correlation matrix, regression analysis and ANOVA. The result shows that there is a significant relationship and positive correlation of all the three Independent Variables on the considered Dependent Variable. Low Wages and Insufficient facilities provided by the organization have positive correlation with the dependent variable job performance. Among all the three independent variables low wages affect the Job performance the most, followed by Facilities provided by the organization and Job Security. Implementations of this study can give some very fruitful results and term of employee and employer relations and overall productivity

Keywords: Unskilled workers, Job Security, Low Wages, Facilities provided and Job Performance.

INTRODUCTION

Every manufacturing organization has a unique operating environment that helps to achieve its organizational goals. Contribution of manufacturing sector to GDP of Pakistan is round about 14%, and yet Several hurdles exists in an organizational setup that pushes the organizational performance off the track making organizational goals hard to achieve. It

needs no justification to increase the productivity from the limited resources whether it is in the form of human resources or other organizational resources. The outcomes of a research in Denmark concludes that an organization can enhance its effectiveness through the continuous advancement of various tangible facets of work environment (internal climate) and may have a significant and straight forward impact on firms' effectiveness clarified (Buhai *et al*., 2008). The use of organizational resources leads to the exploration of new ideas in competitive environments (Katalia *et al.,* 2005). Getting maximum productivity is always the main parameter that has a direct impact on organizational growth and market share that in return helps to improve the living standards of human beings. Employees nowadays require good working conditions to increase their productivity and take an active part in the accomplishment of organizational goals (Ali *et al*., 2013). They are one of the most important constituents for achieving the mission and vision of the organization, therefore, they need an environment which is free of constraints to work according to the best of their potential (Raziq *et al.,* 2015). Successful execution of prescribed methods in any organization relies on effective time management and the maximum usage of organizational resources. All this is dependent on the performance of skilled and unskilled workers.

Developing countries like Pakistan are heavily dependent on the manufacturing sector for growth and employment. According to Statista (2017), the distribution of employment in manufacturing sector until 2017 was about 23.74 %. Which means the sector is absorbing almost quarter of the total employment of the country.

There are multi factors that affect the performance and productivity of skilled and unskilled labours. Wages of employees vary depending on their skill level, employees with high skill gets more payment in comparison to employees with low skills or unskilled labour (M.noman. et al.2021) The factors may be economic, social, physical or psychological (Zannah *et al*., 2017). Strict labour laws and tough economic challenges affect the unskilled labours much more than the skilled labours. Therefore, problems faced by the unskilled labours are not entertained too much in the higher offices because of which either they move to other organization or their dedication level decreases which in return affects their performance. This research provides an overview of the factors that affect the performance of low skilled workers or unskilled workers especially in the manufacturing sector.

The significance of developing constraint free environment recognized by all organizations but there are still some constraints that needs more attention and must be identified and managed properly. One of the key constraints affecting the organization's performance is the decreasing performance of low skilled / unskilled workers. The factors and sub factors that affects the performance of the employees are the main concerns that needs proper attention and proper analyzation to achieve organizational goals within the prescribed period.

Previously a study conducted by (Zannah *et al*., 2017) in construction sector for finding the causes of low skilled workers' performance. No one has worked before in the manufacturing sector of Khyber Pakhtunkhwa for finding the causes that affects the performance of the

unskilled labours. The study will help in finding out some of the main causes and factors that are affecting the performance of unskilled labours.

This research will be highly beneficial in helping us to find out the root causes of the factors negatively affecting the performance. After the study, we will be able to recommend policy implication about the factors to the key stakeholders of the manufacturing sector to redesign or reconsider their policy about the unskilled labors so as to the increase the productivity and organizational growth.

LITERATURE REVIEW

Empirical Literature

A preliminary literature review and past studies regarding the same problem show that they primarily focused on the performance parameters of the skilled workers. Very limited amount of work addresses the problems faced by the unskilled workers.

Lack of enough vocational institutes and skills enhancing centres produce huge number of unskilled labour force in the market. In addition, it is very much difficult for every graduate to get job because of the worse condition of labour market and hence increases the unemployed force. This huge number is now very much difficult to accommodate in any set up. The advancement in technology like computers and artificial intelligence is slowly displacing the unskilled labours. Apart from this, the non-healthy organizational culture also affects the performance of existing labour force.

Manufacturing development started round about 200 years ago in the United States. The basic difference between developed and underdeveloped countries is the technique and technology usage in the manufacturing sector. Countries with strong employment protection the process of labour (skilled and unskilled) entry has become more difficult and complex and as a result youth face lack of opportunities than in the past (Blossfeld *et al*.,2008). Due to the advance mechanism, the productivity of the developed countries and the quality of the products are the main parameters under consideration in the developing countries. Terrorism and inflation are the two causes that have pushed the unemployment to the new heights (Qazi *et al*., 2017). The rapid transformations of the global economic situations also have a deeper impact on the performance of both skilled and unskilled labours.

Pakistan is among those countries, where large population in terms of employment is dependent upon manufacturing sector. According to Federal Bureau of Statistics, the manufacturing sector contributes about 14% of the total employment and 13.45% (2016-2017) of the Gross Domestic Product (GDP). This may not be a very good result when compared to the developed countries. Where the manufacturing sector is progresses with leaps and bounds. This factor need and keen and thorough examination to fill that gap we conducted this research find the factors that affects the productivity and growth of manufacturing sector. We are among those the countries that are spending less than 3% of

GDP on education. This is also a reason why we are creating uneducated and unskilled force much more than other countries. According to a survey conducted by concerned government department in 2016-2017i.e. about 92% of the total unemployed force is unskilled. Concerned technical institutions like TUSDEC (Technical Up gradation and Skill Development Company) and TEVTA (Technical Education and Vocational Authority) should work more to overcome this problem discussed above.

Productivity of labours is dependent upon various factors. According to (Chrisman *et al*., 2017) incentives have a deeper effect in the productivity in both the family and non-family firms. The firms with incentives programs will have higher productivity than the one that has no such programs. Organizations that have importance of their talented employees, they keep them for long to continue their smooth operation (Khanin *et al*., 2012). Job Security also has a deeper impact on the loyalty of the employees and organizations and is a set of psychological, physiological and environmental conditions that encourages employees to admit that they are happy in their current positions which has a significant correspondence with the occurrences provided by the organization (Kinzel *et al*., 2005). Motivation of employees by giving rewards and regular counselling can also help to increase the productivity of labours. Motivational factors like nature of work, job description and opportunities for personal growth help the employees to find their worth and importance with respect to value given to them by organization. (Baah *et al*., 2011)

According to Safe Work Australia report (2015), the majority of labours in industrial sector, work in health and safety activities such as using personal protective equipment (PPE), identifying health and safety risks (HSR) and removing hazards are undertaken 'most of the time' or 'always'. Over 80% of industrial employers' report that they provide health and safety training has a proper work health and safety policy, have procedures for reporting work-related injuries and ill health and procedures for controlling hazards. Generally, a higher proportion of industrial employers have reported undertaking these activities compared to employers in other priority industries. However, employees working in smaller organizations do not take much care of their working environment as compared to those who are working in larger organization but all these are lay upon the availability of the needed items.

Tough economic challenges, incompetent supervision, bad organizational culture, lack of motivation, insecurity of job, low wages, less facilitation and many more other factors are affecting the performance of both skilled and unskilled workers (Zannah *et al*, 2017). The resources available also play a vital role in the grooming and productivity of labors. The various studies that consider resource constraints as predictors of innovative outcomes are either descriptive (Freel, 2000; Hewitt Dundas, 2006), exploratory factorizations (Baldwin *et al*., 2002); (Galia *et al*., 2004), Tourigny *et al*., 2004), conceptual (Hoegl *et al*., 2008), or qualitative (Gibbert *et al*., 2009), (Nonaka *et al*., 1991).

There are various causes for the decrease in performance of the unskilled labors. Insufficient employees' onsite, poor site management, insufficient safety equipment, overcrowding and

lack of updated machineries are some of the causes that affects the performance of the unskilled labors negatively (Odesola *et al*., 2015). According to the theory of motivation, there are four important factors affects the performance of the unskilled labors i.e. factors related to internal organization, factors influenced by economy of the organization, physical factors and socio-psychological factors (Kazaz *et al*, 2008). According to a study by Odesola, there are five factors which are affecting the performance of the unskilled labors i.e. factors that are related to management, labor related factors, environmental factors and project related factors (Odesola *et al*., 2015).

Job security is the surety that an individual will keep his/her Job. Employees love to work in that organization which provides them Job Security. (Greenhalgh *et al*., 1984) were the first researchers to define the term job insecurity in construct as well as explicate some important organizational outcomes. According to them insecure job is the 'adjudge hostages and or helplessness to maintain continuity in an endanger job conditions. Based on this definition (Ashford *et al.*;1989) measured 57 itemed measure known as Job Insecurity Scale (JIS) which measures Job Insecurity by assessing the following parameters:

1. The range of work situation that that can be risky.
2. The valance of every such features.
3. The chances of losing each feature.
4. The quantity of source of threat.

Organizations can provide wages on daily, weekly or monthly basis to all the skilled and unskilled workers. Unfortunately, there is no such scale to define low wage but it deeply relates to the inflation rate of the particular area. Wages that do not cover or hardly cover daily expanses is termed as Low Wages. According to the notification issued by the directorate of Khyber Pakhtunkhwa, the minimum wages for the unskilled labors both in manufacturing and industrial sector should not be less than RS 17500 effective from July 1, 2019 (Directorate of Labor). The inflation rate has a deeper relation with the wages of both the skilled and unskilled workers. The following table illustrates the inflation rate compared to the previous year of Pakistan from January 2010 to March 2020.

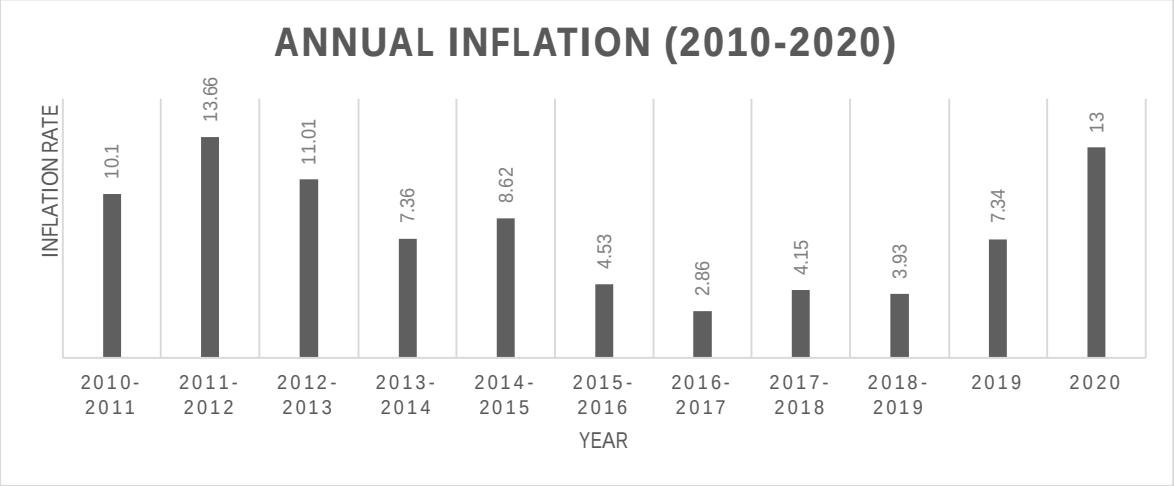


Figure 1 Annual Inflation Rate (2010-2020)

The provision of Khyber Pakhtunkhwa act 2013, and other related labour laws states that the act of minimum wages shall be applicable in general with no discrimination on the type of unskilled work equally for both the genders.

(Duasa and Nursilah 2009) stated that inflation is the central element of macroeconomic problems that needs proper and constant checkup by the authority in any economy. The main reason is that when inflation has low rate it shows positive impact on the economy. On other hand, rise in the inflation paid negative signal to the health of economy.

(Catao and Terrones 2003) stated that inflation and fiscal deficit has a strong relationship with each other. The statement concludes at experimental level and it provides quantitative responses that clearly prove that fiscal deficit has a strong relationship with the inflation. It is that unemployment is a result of high inflation and it distracts the economic zone.
(Katria *et al.* 2011) who studied the South Asian Association for Regional Cooperation (SAARC) countries (Pakistan, India, Srilanka, Maldives, Bhutan, Bangladesh, Afghanistan, Nepal) and concluded from the study that there exists a significant relationship between inflation and unemployment which directly affects the labor force. The result further indicates that the collaboration between fiscal and monetary policies manages to stabilize the business cycle. (Soloman and Wet 2004) studied the Tanzania country. He argues that high fiscal deficit causes high inflation.

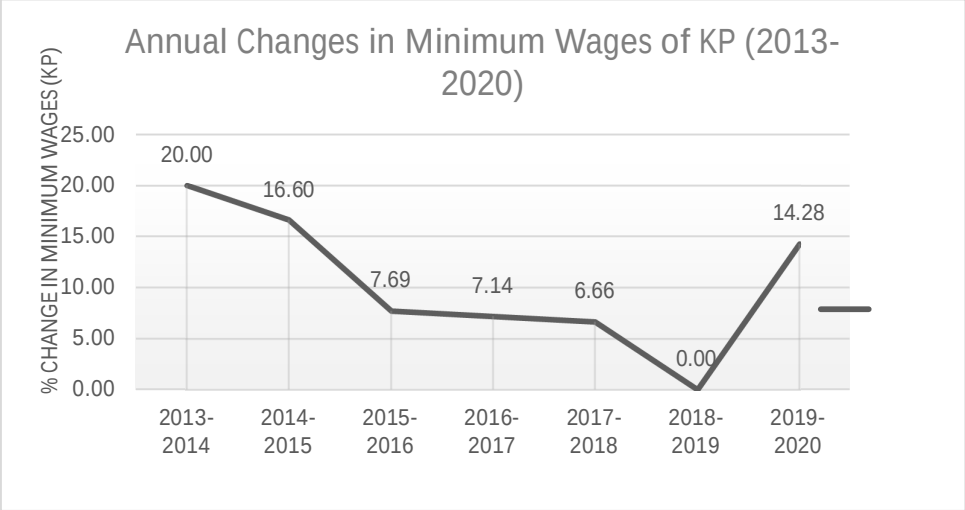


Figure 2: Percent change in Minimum Wages (2013-2020)

According to International Labor Organization (ILO), the minimum amount of facilities in either form that an employer is required to pay wage earners for the work performed during a given period is termed as minimum wages.

In Pakistan, 18th Amendment was enacted in 2010, in which the minimum wages for the unskilled workers in organization with more than 20 workers were fixed by the MWB (Minimum Wages Board) constituted under the Ordinance 1961. The Ordinance then amended in 1969 and 2001. Now the federal and provincial boards determine minimum wages respectively. In developing countries like Pakistan, only the minimum wages can guarantee the decent standard of living only because of limited financial resources. According to Labor Force Survey (LFS) in 2008-09, the informal economy of Pakistan accounts for more than 73.3% of employment in main jobs outside agriculture. Shockingly the policy for the minimum wages did not implemented practically because of the dual labor structure market.

(Manzoor *et al.*2011) elaborated that quality of life decreases if there is no Job Satisfaction in one's career. Such type of stress deeply affects the performance of employees. In his research, the researcher concluded that most of the employees were averagely satisfied on their Job description and Job security.

(Ikediashi *et al*. 2012) examined that despite of invaluable contribution to the construction and manufacturing sector there are still many facilities of where workers deprive because of which workers are unable to compete with workers of developed countries.

(Wong *et al*. 2012) investigated the use of modern technology on the existing construction organizations. According to Wong, the world is rapidly transforming its productivity in terms of performance via technological advancement.

This research paper will help to rank some of the factors and will find the relation between the factors that affects the performance of especially unskilled labors.

Types of Labors:

According to a study (Griggs *et al*., 2016) we can divide labor force into the following two types.

UNSKILLED LABORS

Unskilled labours are those who normally require no training to continue their job. They do not have adequate skills to operate the new technological and advance equipment (Machin, 2001) and do not have a higher degree of education and hence their work is most often repetitive. They generally work with their hands and usually the organization invests a very little amount of capital on them. They are usually the lowest wagers in any organization.

SKILLED LABOURS

Workers who can operate complex machinery and require minimal supervision are skilled labours. Because of their skills organization invest enough capital on them and they need less supervision. As a result, they get higher wages than unskilled labors. They have varying abilities ranging from apprentices to supervisors (Liepmann, 1960). Schools, Vocational Training Centers, Seminars and Workshops on site are the areas where the skilled workers can get training (Husseini, 1992). They create a significant economic value through the work performed by using the skills learnt (Bheemaiah, 2015). Employees who have no professional degrees and yet they have skills for example electricians, carpenters, plumbers etc. are also called skilled workers (Uchitelle, 2009).

PROBLEMS OF EMPLOYEES IN MANUFACTURING SECTOR

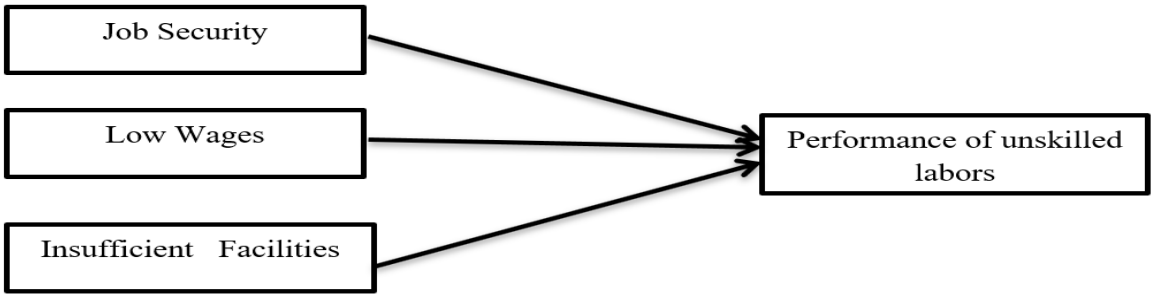
It is a fact that not a single organization is free of constraints and problems but a good organization will have limited constraints and will constantly pursue the problems faced by the employees. In a work setting of an organization there are various problems that affects the growth of organization (Zannah *et al*., 2017). Those are low wages, lack of sufficient skills acquisition centres, and lack of incentive schemes health and safety issues. There are some other issues that affect employees work for example, lack of standard salary scale, delay in supply of raw materials, change of orders without prior notifications, delay in payment, outdate machineries, unfavourable weather conditions, shortage of necessary equipment, lack of regular training and workshops, overcrowding of workers, lack of incentives and bonuses, and lack of essential facilities.

In this study we are trying to spot light that there shall not be a huge difference in facilitation of skilled and unskilled employees". The organizations must provide skill-enhancing

programs to bring up the unskilled labours to the level of skilled labours. For example, if an organization is paying more to the skilled labour and low wages to the labours who lack skill so the organization shall pay a little bit to organize skill enhancing sessions to improve the skills of employees who are lacking job related skills to keep them motivated and they feel appreciated.

THEORETICAL FRAMEWORK

The study concentrates on analyzing the effects of different factors that influence the performance of labours in manufacturing sector of Khyber Pakhtunkhwa (KP). The following figure shows the relation based on calculation of variables outlined by the study of the factors affecting the performance labours that have no any skills in manufacturing sector.



Hypotheses of the Study:

We expect the following results after the completion of the said research analysis.

H_1. There is relationship between Job Security and performance of unskilled labours.

H_2. Low Wages have relationship with the performance of unskilled labours.

H_3. Insufficient facilities have relationship with the performance of unskilled labours

RESEARCH METHODOLOGY

Research Design

In this research, we used cross sectional data collection from manufacturing sector through questionnaire survey of the study. A pre-designed questionnaires used for the collection of data. The collected data then analyzed with the help of various statistical tools and techniques.

Population of the Study

The target population was comprised of unskilled labours in selected Cement, Pharmaceutical and Petroleum Industries operating in Khyber Pakhtunkhwa (KP).

Data Analysis

We adopted quantitative data analysis method for investigating different factors that affects the performance of unskilled labour in the selected manufacturing sector of Khyber-Pakhtunkhwa (KP). The study has used descriptive statistical analysis, regression analysis and correlation matrix for the analysis of the data using SPSS Software.

Model of the Study

For the analysis of the three mentioned independent variables i.e., Job Security, Low Wages and Insufficient Facilities provided by the organization to their employees i.e., unskilled workers against the dependent variable job performance; Regression analysis will be carried out. The following equation represents the model of the study:

JOB PERFORMANCE= f (JOB SECURITY, LOW WAGES, INSUFFICIENT FACILITIES)

$Y = \alpha + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$

Where Y is the Job Performance

α is the intercept

b_1, b_2, b_3 is the Slope of the Independent Variables

X_1, X_2, X_3 is the Observed score of the independent variable Job Security, Low Wages and Insufficient Facilities provided respectively

"e" is the error or residual value.

DATA ANALYSIS

The quantitative data collected by convenient sampling technique analyzed by SPSS and the following results concluded. Total 215 samples were collected from 5 different industries which comprised of Khyber Pakhtunkhwa Oil and Gas Company Limited, Kohat Cements, Cherat Cements, Meditech Pharmaceuticals and Stalwart Pharmaceuticals.

Descriptive Statistics of the Study

We analyzed all dependent and independent variables considered for the study for the descriptive statistics.

Table 1 Combined descriptive statistics

Variable	Mean Value	Standard Deviation	Maximum Average Value	Minimum Average Value	N
Job Security	4.063	0.5549	5.0	2.33	215
Low Wages	4.086	0.5082	5.0	3.0	215
Facilities Provided	4.049	0.5349	5.0	2.33	215
Job Performance	3.967	0.7184	5.0	1.60	215

The total number of observations for each variable denoted by N was 215. The maximum Mean value of all the three variables are 4.0868 followed by 4.0636 and 4.0496. The maximum Mean value of the low wages shows that most of the respondents like to increase their wages. The second priority of the respondents was Job security and the last was the facilities provided by the organization. The maximum average value of all the considered variables are 5 while the minimum average value is 1.60 which is of Job Performance followed by Job Security, Facilities Provided and then by Low Wages. The Standard deviation is maximum for the Job Performance while minimum for the Wages. From the table 1 it is clear that the independent variable i.e. low Wages affects the most while Job Security affects the least the dependent variable i.e. Job Performance.

CORRELATIONS OF THE VARIABLES

Correlation or dependence in statistics is the relationship between two or more than two variables. In most scenarios, it refers to linear related pair of variables that have a mutual relation with each other. The relation could be zero, positive or negative. Following table shows the Pearson Correlation of the considered variables.

Table 2 Correlation amongst variables

Variable	Correlation	Average Value of Job Security	Average Value of Low Wages	Average Value of Facilities Provided	Average Value of Performance
Job Security	Pearson Correlation	1	0.315**	0.316**	0.257**
	Significance (2-tailed)		0.000	0.000	0.000
	N	215	215	215	215
Low Wages	Pearson Correlation	0.315**	1	0.473**	0.531**
	Significance (2-tailed)	0.000		0.000	0.000
	N	215	215	215	215
Insufficient Facilities	Pearson Correlation	0.316**	0.473**	1	0.440**
	Significance (2-tailed)	0.000	0.000		0.000
	N	215	215	215	215

	Pearson Correlation	0.257**	0.531**	0.440**	1
Job Performance	Significance (2-tailed)	0.000	0.000	0.000	
	N	215	215	215	215

** Correlation is significant at the 0.01 level (2-tailed)

Pearson correlation or bivariate correlation shows the type of relation between the variables whose value ranges from +1 to 0 to -1. +1 value represents a total positive relationship, 0 represent no relationship while -1 represent total negative relationship with the other variables. According to the table 2 the bivariate relation or the Pearson correlation of the Low Wages and Facilities provided on the Job Security has a positive impact. Amongst all the three independent variables; the maximum positive impact on the dependent variable Job Performance is of the independent variable is of the low wages i.e. 0.531 followed by Facilities provided and Job Security.

Considering the value of Job Performance there is a positive relationship of all the considered variables on the dependent variable. Facilities provided have a medium positive correlation; Low Wages have a strong positive correlation while Job Security that has weak positive correlation with the dependent variable Job Performance.

REGRESSION ANALYSIS OF VARIABLES

Regression analysis is a form of predictive modeling technique that shows the relationship of the dependent variables with the Independent Variables. It includes linear regression, multiple linear regression and nonlinear regression. Following is the regression analysis of all the considered independent variables i.e. Job Security, Low Wages and Insufficient Facilities provided by the organization to their employees (unskilled workers).

Analysis of Job Security

The independent variable Job Security we analyzed by collecting data from 215 respondents and fed it into the SPSS. We extracted the following data from the tool.

Table 3 Regression analysis of Job Security

Model	Variables Entered	R	R Square	Adjusted R Square	Error of the Estimate
1	Job Security	0.257[a]	0.066	0.062	0.69596

a. Predictor: Job Security

The value of R Square in the above table is 6.6% that means that 6.6% variation in dependent variable Job Performance clarified by independent variable Job Security. The Standard error

of estimation is the measure of accuracy of the prediction. The lower is the value of the standard error of estimation the higher is the accuracy and hence the maximum is the perfection in correlation.

Analysis of Variance of the Dependent Variable Job Performance against Independent Variable Job Security (ANOVA)

Analysis of Variance (ANOVA) is the collection of statistical models which is used to analyze the difference among group Means in samples. Following table shows the analysis of variance of the independent variable Job Security.

Table 4 ANOVA of Job Security

Model	Sum of Squares	Df	Mean Square	F	Significance
Regression	7.285	1	7.285	15.040	0.000[b]
Residual	103.168	213	0.484		
Total	110.452	214			

b. Predictors: Job Security

Significance value i.e., Alpha in the above table for the dependent variable Job Performance against the Independent Variable Job Security provided is 0.000 which is clearly less than 0.05 (p value) so we can reject the null hypothesis. The Value of F that is the ration between two mean square values is 15.040; it means that this model is satisfactory between Job Security and Job Performance.

COEFFICIENT OF THE DEPENDENT VARIABLE JOB PERFORMANCE AGAINST THE INDEPENDENT VARIABLE JOB SECURITY

Standardized Beta Coefficient generally compares the strength of the effect of each independent variable on the dependent variable. The effect numerically shown by the value of Beta calculated through SPSS. The higher the value of Beta, the stronger will be the affect and vice versa. Mathematically calculated by subtracting the Mean from the variable and dividing it by Standard deviation.

Table 5 Coefficient of Job Performance against Job Security

Model	Unstandardized Coefficients		Standardized Coefficients	T	Significance
	B	Standard Error	Beta		
Constant	2.616	0.352		7.442	0.000
Job Security	0.332	0.086	0.257	3.878	0.000

The above table shows that the beta value for the independent variable Job Security against the dependent variable Job Performance is 0.257 which means that one unit change in Job Security brings positive 0.332 per cent change in Job Performance. We can calculate the value of "T" in the table by dividing coefficient by standard error and interpret as the measure of the precision with which the regression coefficient is measured.

ANALYSIS OF LOW WAGES

We analyzed the independent variable Low Wages in the following table. The regression analysis of the Low Wages on the dependent variable Job Performance shows the relationship with each other. The following table describes the regression analysis of the Low Wages.

Table 6 Regression Analysis of Low Wages

Model	Variables Entered	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	Low Wages	0.531[a]	0.282	0.278	0.61028

a. Predictor: Low Wages

The value of R Square in the above table is 28.2% which means that 28.2% variation in dependent variable Job Performance is explained by independent variable Wages.

ANALYSIS OF VARIANCE OF THE DEPENDENT VARIABLE JOB PERFORMANCE AGAINST INDEPENDENT VARIABLE LOW WAGES (ANOVA)

Analysis of Variance (ANOVA) of the Job Performance on Low Wages used to predict about the null hypotheses either to reject or accept. We also used ANOVA to know about the model that can be either satisfactory or unsatisfactory depending on the value of F.

Table 7 ANOVA of Low Wages

Model	Sum of Squares	Df	Mean Square	F	Significance
Regression	31.123	1	31.123	83.567	0.000[b]
Residual	79.329	213	0.372		
Total	110.452	214			

b. Predictors: Low Wages

Significance value i.e., Alpha in the above table for the dependent variable Job Performance against the Independent Variable Low Wages is 0.000 which is clearly less than 0.05 (p value) so we can reject the null hypothesis. The Value of F which is the ration between two mean square value is 83.567, it means that this model is satisfactory (if the value of F is nearer to one we would then consider the null hypothesis) between Low Wages and Job Performance.

COEFFICIENT OF THE DEPENDENT VARIABLE JOB PERFORMANCE AGAINST THE INDEPENDENT VARIABLE LOW WAGES

Standardized Beta Coefficient generally compares the strength of the effect of each independent variable on the dependent variable. The effect shown numerically by the value of Beta calculated through SPSS. The higher the value of Beta, the stronger will be the affect and vice versa. Mathematically calculated by subtracting the mean from the variable and dividing it by Standard deviation.

Table 8 Coefficient of Low Wages

Model	Unstandardized Coefficients		Standardized Coefficients	T	Significance
	B	Standard Error	Beta		
Constant	0.901	0.338		2.664	0.008
Low Wages	0.750	0.082	0.531	9.141	0.000

The above table shows that the beta value for the independent variable Low Wages against the dependent variable Job Performance is 0.531 that means that one-unit change in Job Security brings positive 0.750 per cent change in Job Performance.

ANALYSIS OF FACILITIES PROVIDED

The independent variable Facilities provided analyzed in the following table. The regression analysis of the Facilities provided on the dependent variable Job Performance show the relationship with each other. Following table describes the regression analysis of the Facilities Provided.

Table 9 Regression analysis of Insufficient Facilities provided

Model	Variables Entered	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	Facilities Provided	0.440[a]	0.194	0.190	0.64655

a. Predictor: Facilities Provided

The value of R Square in the above table is 19.4% that means that 19.4% variation in dependent variable Job Performance explained by independent variable Facilities Provided. The Standard error of estimation is the measure of accuracy of the prediction. The lower is the value of the standard error of estimation the higher is the accuracy and hence the maximum is the perfection in correlation.

ANALYSIS OF VARIANCE OF THE DEPENDENT VARIABLE JOB PERFORMANCE AGAINST INDEPENDENT VARIABLE FACILITIES PROVIDED (ANOVA)

Analysis of Variance (ANOVA) of the Job Performance on Facilities provided used to predict about the null hypotheses either to reject or accept. We use ANOVA to know about the model that can be either satisfactory or unsatisfactory depending on the value of F.

Table 10 ANOVA of Insufficient Facilities Provided

Model	Sum of Squares	Df	Mean Square	F	Significance
Regression	21.412	1	21.412	15.221	0.000[b]
Residual	89.040	213	0.418		
Total	110.452	214			

b. Predictors: Facilities Provided

Significance value i.e., Alpha in the above table for the dependent variable Job Performance against the Independent Variable Facilities provided is 0.000 which is clearly less than 0.05 (p value) so we can reject the null hypothesis. The Value of F which is the ration between two Mean square value is 15.221, it means that this model is satisfactory (if the value of F is nearer to one we would then consider the null hypothesis) between Facilities provided and Job Performance.

COEFFICIENT OF THE DEPENDENT VARIABLE JOB PERFORMANCE AGAINST THE INDEPENDENT VARIABLE FACILITIES PROVIDED

Standardized Beta Coefficient generally compares the strength of the effect of each independent variable on the dependent variable. The effect numerically shown by the value of Beta calculated through SPSS. The higher the value of Beta, the stronger will be the affect and vice versa. Mathematically, calculated by subtracting the mean from the variable and dividing it by Standard deviation.

Table 11 Coefficient of Insufficient Facilities Provided

Model	Unstandardized Coefficients		Standardized Coefficients	T	Significance
	B	Standard Error	Beta		
Constant	1.573	0.337		4.662	0.000
Facilities Provided	0.591	0.083	0.440	7.157	0.000

The above table shows that the beta value for the independent variable Facilities provided against the dependent variable Job Performance is 0.440 that means that one unit change in Job Security brings positive 0.591 per cent change in Job Performance.

ANALYSIS OF ALL THE INDEPENDENT VARIABLES (MODEL SUMMARY)

The independent variables Job Security, Low Wages and Insufficient Facilities provided analyzed in the following table. The regression analysis of all the independent variables on the dependent variable (Job Performance) shows the relationship with each other. Following table describes the regression analysis of the selected independent variables.

Table 12 Regression analysis of all the Independent Variables

Model	Variables Entered	R	R^2	Adjusted R^2	Error of the Estimate
1	Job Security, Facilities Provided, Low Wages	0.575	0.331	0.321	0.59194

It is clear from the above table that the value of R Square is 33.1% which means that 33.1% variation in the dependent variable is explained by all the three independent variables i.e., Job Security, Low Wages and insufficient Facilities provided by the organization in which the employees are working. From the table it is also clear that about 66.9% are the other factors that contributes in the Job Performance. The Standard error of estimation is the measure of accuracy of the prediction. The lower is the value of the standard error of estimation the higher is the accuracy and hence the maximum is the perfection in correlation.

ANALYSIS OF VARIANCE OF ALL THE INDEPENDENT VARIABLES (ANOVA)

Analysis of Variance (ANOVA) of the Job Performance on Job Security, Low Wages and Insufficient Facilities provided, collectively used to predict about the null hypotheses either to reject or accept. ANOVA is also used to know about the model which can be either satisfactory or unsatisfactory depends on the value of F.

Table 13 ANOVA of Dependent Variable Job Performance

Model	Sum of Squares	Df	Mean Square	F	Significance
Regression	36.520	3	12.173	34.742	0.000[b]
Residual	73.932	211	0.350		
Total	110.452	214			

b. Predictors: Independent Variables

Significance value i.e., Alpha in the above table for the dependent variables Job Performance against all the Independent variables is 0.000 which is clearly less than 0.05 (p value) so we can reject the null hypothesis. The Value of F that is the ration between two mean square

values is 34.742 that mean that this model is satisfactory between all the considered independent variables and dependent variable.

COEFFICIENT OF THE DEPENDENT VARIABLE-JOB PERFORMANCE

Standardized Beta Coefficient generally compares the strength of the effect of each independent variable on the dependent variable. The effect numerically shown by the value of Beta calculated through SPSS. The higher the value of Beta, the stronger will be the affect and vice versa. Mathematically calculated by subtracting the mean from the variable and dividing it by Standard deviation.

Table 14 Coefficient of Dependent Variable Job Performance

Model	Unstandardized Coefficients		Standardized Coefficients	T	Significance
	B	Standard Error	Beta		
Constant	0.080	0.409		0.197	0.844
Job Security	0.073	0.078	0.056	0.929	0.354
Low Wages	0.570	0.092	0.404	6.187	0.000
Facilities Provided	0.311	0.088	0.232	3.550	0.000

The above table shows that the beta value for the independent variable Insufficient Facilities provided against the dependent variable Job Performance is 0.232, for Low Wages and Job Security the value of Beta is 0.404 and 0.056 respectively which means that one-unit change in Job Security brings positive 0.073 per cent change in Job Performance. Similarly, one-unit change in Low Wages and Facilities provided bring positive changes of 0.570 percent and 0.311 per cent respectively.

CONCLUSION

The impact of performance of unskilled workers in any sector constitutes an important segment of market economy in any country with varying degree of positive or adverse impact on its population. The menace of low performance has engulfed the developing countries especially Pakistan in the last few decades which hinders the pace of economic development to greater extent. The direct impact arising out of low performance of unskilled labors attributed to high inflation, low income, low purchasing power and eventually low standard of living. The decrease in performance of both the skilled and unskilled labors that we observe in almost every field that is adversely affecting the quality of life. The conclusive outcome of the research study is that all the three independent variables taken into consideration i.e., Job Security, Low Wages and Facilities provided by the organization in

which the employees are working have positive impact on the dependent variable job Performance. Among all the three independent variables, Low Wages affects the Job performance the most followed by insufficient Facilities provided by the organization and Job Security.

FUTURE RECOMMENDATION, LIMITATION AND IMPLEMENTATION

We recommend for the future researcher to include some more variables and increase the sample size in different sectors and multiple provinces to know their effects on the Job Performance. This research have great benefits and contribute a lot to the organizations productivity and services and implementations of this study can give some very fruitful results and term of employee and employer relations and overall productivity.

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