



## A STUDY ON EMPLOYEES PERFORMANCE IMPROVEMENT INTERVENTION IN PSJ METALS, DINDIGUL - TAMILNADU

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### **Abstract**

*Understanding and managing the impact of these changes have on the work and the workers within an organization. So the researcher attempts to find out on employee Performance improvement intervention in manufacturing industry. Present study is purely descriptive in nature. Descriptive research design includes surveys and fact findings, enquiries of different kinds. The major purpose of descriptive research is description of the state of affairs, as it exists at present. Here the study is conducted for a fact i.e., to know the “Employees Performance Improvement Intervention”. The task of collecting data begins after a research problem has been defined and plan is chalked out. This study pertains to collection of data from primary and secondary sources. The population of PSJ metals employees is 200. Therefore, based on the population researcher has chosen census study for this research. The collected data were analysed by using some tools. Based on those findings, suggestions and conclusions were recommended.*

**Key Words:** *Inventory, Design, Production, Employee Performance, Intervention, PSJ Metals.*

### **Introduction**

Performance Improvement (PI) is a method for analysing performance problems and setting up systems to ensure good performance. PI is applied most effectively to groups of workers within the same organization or performing similar jobs. Performance refers to the way people do their jobs and the results of their work. Many organizations attempt to address performance through team training. Often team training is aimed at increasing positive interpersonal behaviours (for example, listening and conflict management) or increasing the rational processes used by the group. Rational processes include the use of procedural structure to analyse a problem, develop alternative solutions, and select the best alternative based upon predetermined criteria. Performance Improvement (PI) is a method for analysing performance problems and setting up systems to ensure good performance. PI is applied most effectively to groups of workers within the same organization or performing similar jobs. Performance refers to the way people do their jobs and the results of their work. Many organizations attempt to address performance through team training. Often team training is aimed at increasing positive interpersonal behaviours (for example, listening and conflict management) or increasing the rational processes used by the group. Rational processes include the use of procedural structure to analyse a problem, develop alternative solutions, and select the best alternative based upon predetermined criteria.

Performance improvement is measuring the output of a particular business process or procedure, then modifying the process or procedure to increase the output, increase efficiency, or increase the effectiveness of the process or procedure. Performance improvement can be applied to either individual performance such as an athlete or organizational performance such as a racing team or a commercial business. Performance improvement at the operational or individual employee level usually involves processes such as statistical quality control. At the organizational level, performance improvement usually involves softer forms of measurement such as customer satisfaction surveys which are used to obtain qualitative information about performance from the viewpoint of customers. Performance is a measure of the results achieved. Performance efficiency is the ratio between effort expended and results achieved. The difference between current performance and the theoretical performance limit is the performance improvement zone.

The objective of business owners is profitability. Your organization's success depends on your employees' performance; poor performance is detrimental to your company's success. Creating a well-rounded approach to managing and coaching your work force requires the expertise of a human resources leader and the support of your company's executive leadership.

Employee performance is normally looked at in terms of outcomes. However, it can also be looked at in terms of behavior) stated that employee's performance is measured against the performance standards set by the organization. There are a number of measures that can be taken into consideration when measuring performance for example using of productivity, efficiency, effectiveness, quality and profitability measures, Profitability is the ability to earn profits consistently over a period of time. It is expressed as the ratio of gross profit to sales or return on capital employed. Efficiency and effectiveness - efficiency is the ability to produce the desired outcomes by using as minimal resources as possible while effectiveness is the ability of employees to meet the desired objectives or target. Productivity is expressed as a ratio of output to that of input it is a measure of how the individual, organization and industry converts input resources into goods and services. The measure of how much output is produced per unit of resources employed. Quality is the characteristic of products or services that bear an



ability to satisfy the stated or implied needs it is increasingly achieving better products and services at a progressively more competitive price.

Companies ensure that their employees are contributing to producing high quality products and/or services through the process of employee performance management. This management process encourages employees to get involved in planning for the company, and therefore participates by having a role in the entire process thus creating motivation for high performance levels. It is important to note that performance management includes activities that ensure that organizational goals are being consistently met in an effective and efficient manner.

Performance management begins when an employee joins your workforce. The employee's job description, new hire orientation and initial discussions with his manager are fundamental steps in creating a performance management plan. Employers generally provide guidance and closer oversight during the employee's first few months of employment. During this time, your employee will likely encounter a learning curve. Learning new processes, meeting colleagues, participating on work teams and becoming accustomed to company policies and rules consume a great deal of time. Effective department leaders observe new employee performance so any deficiencies can be addressed right away.

Another aspect of employee performance and business success is employee recognition. Annual employee appraisals aren't enough--employees appreciate frequent and regular feedback. When your management team provides regular feedback, it motivates employees to maintain consistently good performance. Inc. magazine's article "Employee Reward and Recognition Systems" notes that, "By rewarding and recognizing outstanding performance, entrepreneurs will have an edge in a competitive corporate climate." Having that edge strengthens your position in the industry and brings you closer to your business objective, which is greater profitability. Performance management can focus on performance of the employees, a department, processes to build a product or service, etc.

Earlier research on productivity of workers has showed that employees who are satisfied with their job will have higher job performance, and thus supreme job retention, than those who are not happy with their jobs. employee performance is higher in happy and satisfied workers and the management find it easy to motivate high performers to attain firm targets.

The study is based on the employee performance improvement intervention, Intervention is a sequence of planned activities, actions and events intended to help an organisation improve its performance and effectiveness. Performance Improvement Interventions: Enhancing People, Processes, and Organizations through Performance Technology is designed as a desk reference of performance improvement opportunities for almost any need and occasion. An Intervention aimed at affecting a suitable fit among the firm's strategy, culture and external environment. Interventions create solutions that alleviate or solve workplace problems. They cause change, small or large, due to improved performance and, thus, have an impact on individuals, groups, or organizations. The number of possible interventions is almost infinite, because any number of organizational, environmental, and people factors affect performance. Interventions facilitate change by interrupting poor behaviours, preventing errors, reducing conflict, or providing vision for the future. People are the source of greatness in any organization

Organizations seeking to solve a performance problem frequently implement a specific intervention, such as training, without fully understanding the nature of the problem or determining whether or not the chosen intervention is likely to succeed. Just as often, professionals with a high level of expertise in a specific intervention area see every problem as an opportunity to ply their trade. As Abraham Maslow once said, "To the person who only has a hammer in the toolkit, every problem looks like a nail." In fact, there are a number of methods for improving the performance of organizations, teams and individuals. Organizational development, industrial engineering, training and development, quality assurance, and human resources development address performance gaps in particular ways. Performance Improvement differs from these approaches by using a systematic methodology to find the root causes of a performance problem and then implement an intervention (or "fix") that applies to that specific performance deficit.

### **Statement of the Problem**

There are several researches that give emphasis to the significance of employee's performance as a critical success factor (CSF), with specific importance for the manufacturing industry. Employees Performance improvement intervention helps in creating the performance driven culture in the Organisation with respect to Organisational or Business Goals .Employee Performance improvement intervention led to greater employee satisfaction and commitment and thus is likely to increase employee performance. When employee performance would increase, this will cause the organization successfulness. The result is that managers are still unclear about how to improve performance of employees.



Implementing performance interventions is about change. Understanding and managing the impact of these changes have on the work and the workers within an organization. So the researcher attempts to find out on employee Performance improvement intervention in manufacturing industry.

### **Objectives of the Study**

1. To know the status of Employee performance in the study organisation.
2. To understand the problems faced by the study organisation towards performance improvement intervention of employees.
3. To analyse the intervention factors that improve the employee performance in study organisation.

### **Scope of the Study**

Manufacturing industry mainly depends upon the low level and middle level of employees without their support the company cannot produce even a single amount of output. So the scope of the study is limited to the Workers of manufacturing industry. The present study has identified various factors used in performance improvement intervention to employees in manufacturing industries

### **Limitations of the Study**

- This present study is applicable for the study organisation only.
- Sometimes the employees are work under pressure and they were reluctant in answering the questions as they felt the opinion would reflect against them.
- There are chances for few data provided by the respondents to have personal bias due to the nature and intensity of the questions

### **Research Hypothesis**

1. There is no significant difference exist between age differences with regards to employee performance improvement factors
2. There is no significant difference exist between experience differences with regards to employee performance improvement factors
3. There is no significant difference exist between educational qualification differences with regards to employee performance improvement factors
4. There is no significant difference exist between departmental qualification differences with regards to employee performance improvement factors
5. There is no significant association exist between level of performance improvement and age differences
6. There is no significant association exist between level of performance improvement and experience differences
7. There is no significant association exist between level of performance improvement and educational qualification differences
8. There is no significant association exist between level of performance improvement and departmental differences

### **Study Area**

PSJ METALS is manufacturer of automobiles sheet metal Components which is been located in SIDCO industrial estate Dindigul. It is an ISO 9001:2008 certified company. It has been established at 1998 at as a small scale industry with fifty employee for their great effort now it turn into a big company with lot of prestigious customers.

### **Research Design**

Present study is purely descriptive in nature. Descriptive research design includes surveys and fact findings, enquiries of different kinds. The major purpose of descriptive research is description of the state of affairs, as it exists at present. Here the study is conducted for a fact i.e., to know the “Employees Performance Improvement Intervention”.

### **Research Tools**

The task of collecting data begins after a research problem has been defined and plan is chalked out. This study pertains to collection of data from primary and secondary sources.

### **Primary Data**

Data are collected for the first time for a specific purpose in mind using the interview- cum - questionnaire method.

### **Secondary Data**

Data has been collected from various published journals, books, websites and different thesis



### Population

The population of PSJ metals employees is 200. Therefore, based on the population researcher has chosen census study for this research

Department	No. of Employees
Inventory	41
Design and cuttings	27
Production	132
<b>Total</b>	<b>200</b>

### Analytical Tools

- ANOVA Analysis
- Chi- Square Analysis
- Regression Analysis
- Correlation Analysis
- Spearman Rank Correlation

The data collected are assembled, summarized and arranged with the help of appropriate analytical methods. The raw data are arranged into some understandable form in an orderly manner, in a summary format. It helps to facilitate comparison of categories of different data.

### Difference between Experience Differences and Employee Performance Improvement Factors

Null hypothesis: There is no significant difference exist between experience differences with regards to employee performance improvement factors

Variables		N	Mean	SD	F value	p value	Result
Performance management system	Less than 1 year	32	1.89	0.57	3.128	0.015*	Significant
	Between 1-5 years	27	2.33	0.83			
	Between 6-10 years	23	1.67	0.59			
	Between 10-15 years	80	2.10	0.86			
	More than 15 years	38	1.96	0.47			
	Total	200	2.02	0.74			
Training and development	Less than 1 year	32	1.99	0.44	1.728	0.145	Non-Significant
	Between 1-5 years	27	2.03	0.55			
	Between 6-10 years	23	1.73	0.53			
	Between 10-15 years	80	2.04	0.63			
	More than 15 years	38	2.08	0.51			
	Total	200	2.00	0.56			
Employee welfare	Less than 1 year	32	3.44	0.53	1.288	0.276	Non-Significant
	Between 1-5 years	27	3.56	0.58			
	Between 6-10 years	23	3.26	0.51			
	Between 10-15 years	80	3.52	0.55			
	More than 15 years	38	3.48	0.52			
	Total	200	3.48	0.54			
Interpersonal relationship	Less than 1 year	32	2.08	0.93	2.686	0.033*	Significant
	Between 1-5 years	27	2.35	1.01			
	Between 6-10 years	23	1.60	0.68			
	Between 10-15 years	80	2.16	1.18			
	More than 15 years	38	1.80	0.66			
	Total	200	2.04	1.00			

Note: \*Significant at 5 percent level



**Interrelation between Employee Performance Improvement Factors**

Performance Improvement Factors	1	2	3	4
Performance management system	1	.699**	.073	.750**
Training and development		1	.055	.702**
Employee welfare			1	.059
Interpersonal relationship				1

Note: \*\*Significant at 1 percent level

**Effects of Performance Improvement Factors on Overall Performance Improvement**

Dependent variable : Overall performance improvement  
 Independent (Predictors) : Performance improvement factors

**Model Summary**

R	R Square	Adjusted R Square
0.831	0.691	0.684

The R square value was 0.691 which means that problems faced by the respondents in performance management system, training and development, employee welfare and inter relationship account for 69 percent of the variance in “Overall performance improvement”. It means that 31 percent of Overall performance improvement was explained by something other than performance management system, training and development, employee welfare and inter relationship. R value shows that strength between dependent and independent variables, hence dependent and independent variables have 83 percent positive relations.

**ANOVA Model Fit**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	77.01	4	19.253	108.85	0.000**
Residual	34.49	195	0.177		
Total	111.5	199			

Note: \*\*Significant at 1 percent level

**Inference**

The above table shows tests related to the acceptability of model from a statistical perspective. The ANOVA table shows F-Ratio for the regression model which indicates statistical significance of the Overall regression model. The F-ratio is the result of comparing the amount of explained variance to unexplained variance.

Summary of Regression Analysis treating performance management system, training and development, employee welfare and inter relationship as predictors and Overall performance improvement as criterion variable was shown below table. It was observed that the overall regression model was significant (F=108.85, p<0.00). It concludes that performance management system, training and development, employee welfare and inter relationship can be used as reliable predictors of overall performance improvement.

Variables	Un standardized		Standardized	T value	p value
	B	SE	Beta		
(Constant)	-0.997	0.217		-4.591	0.000
Performance management	0.394	0.065	0.390	6.023	0.000**
Training and development	0.097	0.080	0.073	1.209	0.228
Employee welfare	0.406	0.055	0.295	7.387	0.000**
Interpersonal relationship	0.268	0.049	0.359	5.516	0.000**

Note: \*\*Significant and 1 percent level

**Inference**

These are the values for the regression equation for predicting dependent variable, overall performance improvement(Y) from the independent variable(s) of performance management system, training and development, employee welfare and inter



relationship. The t-test examines the question whether the regression coefficient is different from zero to be statically significant or not. In this step, four independent variables are used to calculate the regression equation for the dependent variable. The coefficient table shows result for constant component in the regression equation. The column labeled significance shows statistical significance of the regression co-efficient for independent variable as measured by t-test.

The coefficient table shows three predictors in the model and the three significant coefficients are performance management system, employee welfare and inter relationship and non-significant coefficients are training and development. B values for problems like performance management system, employee welfare and inter relationship are high with lowest significant value, hence these welfare measures and performance management system factors are consider to be most significant predictors of overall performance improvement.

### **Findings**

- Among 200 employees, 40% of the respondents are having 10-15 years of experience and 11.5% of them are having the experience of 6-10 years.
- In PSJ metals , employees are provided performance based counseling followed by formal & written performance Appraisal system is suitable for their work and The appraisal data is used for making decisions like job rotation, training and compensation is not fair in the same organization.
- It is inferred that working relationship between employees and colleagues in other departments has improved through the training and development activities of the PSJ metals but there is less opportunities for employees learning and growth.
- Majorities of the employees are expressed that they are satisfied with the leave policy of the organization.
- There is less medical facilities and no transport facilities in PSJ metals.
- Employees are not satisfied with the Sanitation facilities and the working environment provided by the organization.
- Relationship between the employees and superiors are very good after the working hours but during the working hour it is very less because the superiors are not considered about the employees participation in every management decision.
- From the ANOVA analysis, It is found that age difference has significant difference with employee welfare schemes. That means each age group has receiving different level of welfare and their level of perception towards the welfare schemes are different.
- Age differences don't have significant difference with performance management system, training and development and interpersonal relationship factors.
- From the ANOVA analysis, it is inferred that there is significant difference exist between different experiences with regards to employee performance improvement factors.
- From the Analysis of Variance, It is found that there is significant difference exist between educational qualification differences with regards to employee performance improvement factors but the difference between the educational qualification of employees and employee welfare is significant.
- From the Analysis of correlation coefficient between employee performance improvement factor, It is shows that the performance management system having no significant relationship between the training and development and interpersonal relationship.
- From the Chi square test, it is evident that level of performance improvement having no association with age differences, experience differences, educational qualification differences and departmental differences.
- From the regression analysis, It is found that welfare measures and performance management system factors are consider to be most significant predictors of overall performance improvement.

### **Suggestions**

The study suggested the following opinion to appliance influencing the employee engagement.

- Provide the better platform for employees learning through some on- the- job training practices because the employees are having less opportunity for learning and growth.
- Management are lack in providing medical facilities to the employees if they are providing these facilities it will indirectly reflects in their performance so they should concentrate on the medical facilities provided to the employees because the employees are expecting more.
- Management have concentrate on providing transport facilities to their employees they providing those types of facilities it will improve to reduce the delay of employees in the working hours and it reflects in their performance also.
- Management should concentrate on improve the working environment like sanitation facility and the provide cleanliness in the working environment this will helps to increase the employee performance.



- Participatory management practices adopted by the management may increase the organizational and employees efficiency.
- Good relationship among employees should be maintained well to strengthen their employee engagement level.
- The management may concentrate more in increasing the rapport among the employees by conducting various events yoga classes, recreational clubs and library facilities because these type of activities should help to improve the interpersonal relationship among the employees and it will improve the performance of the employees.

### Conclusion

High level of Employee performance increases the growth of the organization and acts as an effective retention strategy. It benefits both the organization and the employees. From the data analysis and findings, we can say that the employees are not satisfied about various factors like performance management system, Training and development, employee welfare and interpersonal relationship. These factors influence Employee performance and it means that Employee performance level in PSJ Metals is very much non satisfactory. So, the management can still work in increasing the present level of Employee performance improvement prevailing in their organization.

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