



## A study on role of total employee involvement and performance management of employee

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### ABSTRACT

The article entitled titled "A STUDY ON ROLE OF TOTAL EMPLOYEE INVOLVEMENT AND PERFORMANCE MANAGEMENT OF EMPLOYEE" is to study the various factors that are concerned towards the motivation and total employee involvement. The analysis is mainly based on the primary data that is by the interviewing the employees. The researcher has taken a sample size of 164 and has used the stratified random sampling method to select the samples from the total population of 1620. The statistical tools like Percentage Analysis, Score Value analysis method, Cross tables, ANOVA, Correlation and t-Test were made use of for the analytical purpose. The study gives the opinion of employees' about the HR functions like working environment, nature of work performed, working hours, remuneration, working atmosphere, relationship with superiors, internal motivators and external motivators, which contributes towards the motivation of the employees and about the total employee involvement in their work. The researcher from the findings, reveal that the motivation factors such as, working environment, working atmosphere, relationship with superiors, working hours, nature of work performed, remuneration and Total Employee Involvement are above the satisfactory level, except for a few factors like internal motivators and external.

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### Introduction

#### Performance management

##### An overview

Performance management is the systematic process by which an agency involves its employees, as individuals and members of a group, in improving organizational effectiveness in the accomplishment of agency mission and goals.



#### Employee Performance Management Includes:

- Planning work and setting expectations,
- Continually monitoring performance,
- Developing the capacity to perform,
- Periodically rating performance in summary fashion, and
- Rewarding good performance.

The revisions made in 1995 to the Government wide performance appraisal and awards regulations support sound management principles:

- Chronology of Employee Performance Management in the Federal Government
- Setting the Stage for Performance Management Today
- Managing Performance Effectively:

In effective organizations, managers and employees have been practicing well performance management naturally all their

lives, executing each key component process well. Goals are set and work is planned routinely. Progress toward those goals is measured and employees get feedback. High standards are set, but care is also taken to develop the skills needed to reach them. Formal and informal rewards are used to recognize the behavior and results that accomplish the mission. All five component processes working together and supporting each other achieve natural, effective performance management.

#### Performance Management -- Basic Concepts

Performance management includes activities to ensure that goals are consistently being met in an effective and efficient manner. Performance management can focus on performance of the organization, a department, processes to build a product or service, employees, etc. Information in this topic will give you some sense of the overall activities involved in performance management. Then you might enhance your understanding by reviewing closely related library topics referenced from the sidebar.

#### Leadership Competencies

A competency is simply the knowledge, skill, or behavior that contributes to successful job performance. When an organization uses competencies, it provides a common language and understanding for everyone in the organization, so that when we talk about strategic orientation or team leadership, everyone knows what behaviors are expected in those areas.

#### These Behavioral Competencies are:

- Achievement Orientation
- Decisiveness
- Development of People
- Impact & Influence
- Relationship Building

- Self-Confidence/Courage of Convictions
- Strategic Orientation
- Team Leadership

Various professional groups have selected additional competencies as part of their desire to build strength and capacity in their chosen fields. These competencies are being used for development purposes and will help professionals enhance their careers.

### The Performance Management Cycle



### Performance Validation and Verification

The Department uses a broad range of performance goals and measures to make reporting useful and reliable. It is imperative to demonstrate that performance measures are backed by accurate and reliable data; valid data are important to support management decisions on a day-to-day basis. The data and the means to validate and verify the measures are also diverse. Currently, the Department reviews its performance validation and verification processes to ensure that the performance data are accurate. The Department maintains a quarterly monitoring process that reviews performance measurement data as well as the measures themselves.

### Performance Controls and Procedures:

The Department's performance measurement data are collected by its 13 bureaus, each with systems to manage their data validation and verification processes. Some of these are automated systems and others are manual processes. Data can be divided into three types: Financial Data, Data Management Methods, and Data from Manual Processes.

#### PmModels:



### Employee Involvement

It is when employees are included in all issues of their interest. It is therefore both individualistic, and direct, yet it includes every other member making up the involvement constitution. It is therefore, championed by, and led by management with individual employees, getting included and subsumed to achieve some specific goal. It thus assumes common interest between employees and management. Its main functions are to elicit and to grow employee identification and commitment. There are no specific rules to grow involvement. Employee involvement thus spells out the worthiness of an individual in including them in a certain activity. A typical example is Management by Objectives. Adapted from Human

Resource Management in a Business Context, 2nd edition (2004) Ichniowski et al review a number of theories as to why high skill, high involvement workplaces are believed to be more effective than traditional 'top-down' management regimes.

#### They divide these theories into two basic groups:-

1. Those focus on the effort and motivation of workers and work groups and suggest people who work harder.
2. Those focus on changes in the structure of organizations that produce improvements in efficiency.

In the first group, the emphasis may be working harder and working smarter.

#### Working Harder

People may work harder if they find elements of a job to be interesting or enjoyable, and this may come from rewards or feedback. They are also less likely to resent aspects of the job if have contributed to its design.

#### Working Smarter

1. Cross-training and flexible job assignment may reduce the costs of absenteeism.
2. Delegating decision-making to self-directed teams can reduce the number of supervisors or middle managers and improve communication.
3. Training in problem-solving, statistical process control and computer skills may enhance the benefits of information technology.
4. Involving workers and unions in decision-making can reduce grievances and other sources of conflict.

#### Benefits of Employee Involvement

##### Employee involvement can:

- Improve efficiency
- Improve quality and competitiveness
- Increase job satisfaction and motivation
- Encourage co-operation and improve employee relations.

#### Methods of Involving Employees

##### There are two methods of involving employees:

- Indirect involvement where a representative acts on behalf of employees, for example through collective bargaining or joint consultation
- Direct involvement where employees are involved in decisions about how they work, for example through quality circles or autonomous work groups, as described on the next page.

#### Employee Representation

Involvement through representatives can take a variety of forms. The most common form of representation is through trade unions and employees have the right to be a member of a trade union, or not to be a member. In some companies representation is through works or office committees or staff associations. Collective bargaining - the principal method of involvement through representatives - is dealt with separately.

#### Joint Consultation

##### How can joint consultation be made to work effectively?

- Senior managers should attend regularly
- There should be a written constitution
- Make sure there is an agenda for each meeting
- Establish a procedure for reporting back to managers and employees
- Provide training for committee members and chair holder
- See that the committee meets regularly, normally not less than once every two months.

#### Quality Circles (Autonomous Work Groups)

- Commitment of senior management is crucial

- Time and money must be allocated for training and meetings
- Senior managers should be available to attend meetings as appropriate
- Management must be prepared to support the implementation of the circle's solutions to problems, with resources as necessary.

#### **Financial Participation**

- Employees and their representatives are consulted before schemes are put into effect
- Schemes are clearly understood by employees
- Schemes are reviewed regularly

#### **Other Forms of Involvement**

##### **Other forms of employee involvement include:**

- Autonomous work groups which have some degree of autonomy or responsibility within a defined area, for example responsibility for work organization, quality and output
- Job enlargement, job enrichment and job rotation which seek involvement and motivation by improving job satisfaction and effectiveness
- Joint working parties which involve representatives of management and employees seeking joint solutions to problems. They are non-negotiating forums in which participants work together.

#### **Review Of Literature**

Mr. M. Sevika (2000) has made a study on employees' motivation in English Tools and Castings Private Limited, Thamaraiikulam, Pollachi. To collect the necessary information from the worker, the investigator asked questions in the area of family data, job contents, recruitment, promotion, transfer, management style, wages, individual factors, working conditions, welfare facilities, industrial relations, opinion factors, leave facilities, etc., The study revealed that almost 70% of the respondents are highly motivated with high level of job performance.

Maslow (2008) proposed that employees needs emerge in a hierarchical fashion and it is important for the organization to satisfy their needs, failing which the employees may exhibit non commitment which may result in loss of productivity and effectiveness of the organization.

Fleishman (1953) has studied the relationship of supervisory behavior with the productivity and motivation of subordinates. Supervisors who show consideration to subordinates create certain climate in their department and high consideration which result in high productivity and motivation. Hack Ananetalm (1971) the nature of the relationships between jobs characterizes and employees' relation to their work (including satisfaction, performance, and absenteeism) will depends upon the need status of the employees. If employees deserve higher order need satisfaction, there should be a positive relationship between the dimensions like autonomy, task identity and feedback and motivation, satisfaction, performance and attendance.

#### **Objectives Of The Study**

- To study the factors contributing towards the motivation of employees and their opinion towards it.
- To know the level of employees involvement in the organization.
- To study the relationship between the personal factors and the motivation of the employees.
- To study the relationship between the personal factors and the employee involvement in the organization.

➤ To find out the relationship between the level of motivation among the employees and its influence on the total employee involvement.

#### **Research Design**

Research Design is the arrangement of conditions for the collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. The Research Design followed in this project work is Exploratory. The researcher had a little knowledge about the employees' motivation and Total Employee involvement in general and wanted to find out its effectiveness in the organization. Since, the study has been made explore new facts; the research design followed is Exploratory Research Design. This study is in the nature of preliminary investigation wherein the researcher himself is not sufficiently knowledgeable. This study involves qualitative research design.

#### **Limitations of the Study**

- The result of the study is completely based on the responses of the respondents. There may be some chances where the respondents may not be serious in giving their opinion.
- The researcher was not able to collect the information from all employees due to non-availability of time.
- As there were limitations in time, the coverage of information is also limited.

#### **HD- Highly Disagree**

The above table reveals that 50percentage of the respondents agree that the employees can work independently and sufficiently use their competencies at work, 39percentage of them strongly agree, 10percentage of them neither agree nor disagree, 1percentage of them disagree and none of them highly disagree to it. 42percentage of the respondents agree that the work over-challenges for employees, 38percentage of them strongly agree, 19percentage of them neither agree nor disagree, 1percentage of them disagree and none of them highly disagree to it. The total score value is 1640. Regarding the employees who work independently and sufficiently use their competencies at work, the score value is 700, which is 85percentage, regarding the work that over challenges, the score value is 682, which is 83percentage. The score value for this factor is 1382, which is 84percentage and hence the employees' motivation regarding nature of work performed is interpreted as Very Good.

#### **Table No: 2**

##### **Relationship between Working Environment and Total Employee Involvement**

##### **Null Hypothesis (H0)**

There is no significant relationship between the working environment and total employee involvement.

##### **Alternate Hypothesis (H1)**

There is significant relationship between the working environment and total employee involvement.

From the above table it is found that there is a significant difference between working environment and total employee involvement and the level of significance is 0.01. This infers that the correlation is a positive type and having direct relationship between the two variables. Hence, it can be concluded that there is a positive relationship between the working environment and total employee involvement.

#### **Table No: 3**

##### **Relationship between Nature of Work Performed and Total Employee Involvement**

**Null Hypothesis (H0)**

There is no significant relationship between the nature of work performed and total employee involvement.

**Alternate Hypothesis (H1)**

There is significant relationship between the nature of work performed and total employee involvement.

From the above table it is found that there is a significant difference between the nature of work performed and total employee involvement and the level of significance is 0.01. This infers that the correlation is a positive type and having direct relationship between the two variables. Hence, it can be concluded that there is a positive relationship between the nature of work performed and total employee involvement.

**Table No: 4**

Relationship between Working Hours and Total Employee Involvement

**Null Hypothesis (H0)**

There is no significant relationship between the working hours and total employee involvement.

**Alternate Hypothesis (H1)**

There is significant relationship between the working hours and total employee involvement.

From the above table it is found that there is a significant difference between the working hours and total employee involvement and the level of significance is 0.01. This infers that the correlation is a positive type and having direct relationship between the two variables. Hence, it can be concluded that there is a positive relationship between the working hours and total employee involvement.

The above table reveals that there is no significant difference between working atmosphere with marital status of the respondents.

From the above table it is found that there is a significant difference between the working hours and total employee involvement and the level of significance is 0.01. This infers that the correlation is a positive type and having direct relationship between the two variables. Hence, it can be concluded that there is a positive relationship between the working hours and total employee involvement.

The above table reveals that there is no significant difference between working atmosphere with marital status of the respondents.

The above table reveals that there is a significant difference between relationship with superiors with marital status and the level of significance is 0.01. Hence, there is significant difference between relationship with superiors with marital status of the respondents.

The above table reveals that there is a no significant difference between performance management with marital status of the respondents.

The above table reveals that there is a significant difference between performance management with marital status and the level of significance is 0.01. Hence, there is a significant difference between performance management with marital status of the respondents.

**Findings:**

- 45percentage of the respondents are sometimes needed to be in an authority position.
- 33percentage of the respondents are often having interesting nature and type of work.

- 54percentage of the respondents are often having opportunities for group identity.
- 33percentage of the respondents are often having positive interpersonal relationships.
- 45percentage of the respondents are sometimes have their personal needs.
- 48percentage of the respondents are sometimes having their personal values.
- 43percentage of the respondents are sometimes having their personal attitudes.
- 35percentage of the respondents are sometimes having their personal interests.
- 45percentage of the respondents agree that in some situations, the organization has given them the right to take decision in order to complete the work, 35percentage of them strongly agree.
- 85percentage of the respondents have a Very good opinion regarding Employee Total Involvement in the organization.
- There is a significant negative relationship between the total employee involvement and the performance Management.
- There is a significant difference between the, Age of the respondents and the remuneration.
- There is a significant difference between the,
  - ♦ Marital status and the working environment.
  - ♦ Marital status and the relationship with superiors.
  - ♦ Marital status and the Performance Management.

**Suggestions:**

With regard to the opinion about their Labor Welfare Officer and Personnel Manager, most of the respondents do not have a favorable opinion. Therefore, the Personnel Department on a whole with the help of their Departmental Heads identifies the areas of difference between them and the employees. These differences of opinions may be sorted out through open discussions or through employee opinion method. The managers may have to come out with solutions that may bring them close to the workers which is the ultimate factor that contributes towards motivation.

➤ The other areas which may be still nurtured to increase the motivation of the employees are that,

❖ Suggestion schemes may be coupled with rewards/monetary benefits.

❖ Safety Officer may provide regular safety training programmers to create goodwill among the employees and contribute to the healthy life of the employees.

❖ Rewards and recognition may be made in public and immediately which gives recognition to the employees and ultimately motivates them to perform well.

**Conclusion**

The project study is carried out at with the objective to study about various factors which determine the motivation of the employees and Total Employee Involvement. The study on a whole reveals that the motivation level of the employees is above the satisfactory level in most of the areas that contribute towards motivation. Organization develops only when people develop and for this, motivation becomes an important contributing factor. The motivation factors such as working environment, working atmosphere, relationship with superiors, working hours, nature of work performed and remuneration are above satisfactory level among the employees, except for a few factors like internal motivators and external motivators are at satisfactory level. The researcher hopes that the suggestion brought forward may be implemented by the organization to

improve the performance management of the employees and get employees' total involvement.

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### Analysis and interpretation:

Table No: 1

#### Respondents' Opinion about Nature of Work Performed

S.No	Factors	SA	%	A	%	NAND	%	D	%	HD	%	Total	Score
1.	Independency in work and usage of competencies.	64	39	82	50	16	10	2	1	nil	nil	164	700
2.	Over-challenges in work.	62	38	68	42	32	19	2	1	nil	nil	164	682
Grand total													1382

Note: SA- Strongly Agree; A-Agree; NAND-Neither agree nor disagree; D-Disagree;

### Level of Significance 0.05 Or 5percentage

Factors	WE		TEI		Total
	Pearson Correlation	Sig(2-Tailed)	Pearson Correlation	Sig (2-Tailed)	
We	1	Nil	0.604	0.000	164
TEI	0.604	0.000	1	Nil	164

Note: WE-Working Environment; TEI-Total Employee Involvement

### Level of Significance 0.05 Or 5percentage

Factors	NW		TEI		Total
	Pearson Correlation	Sig(2-Tailed)	Pearson Correlation	Sig (2-Tailed)	
NW	1	nil	0.494	0.000	164
TEI	0.494	0.000	1	Nil	164

Note: NW-Nature of Work Performed; TEI-Total Employee Involvement

Factors	WH		TEI		Total
	Pearson Correlation	Sig(2-Tailed)	Pearson Correlation	Sig (2-Tailed)	
WH	1	nil	0.343	0.000	164
TEI	0.343	0.000	1	nil	164

**Level of Significance: 0.05 Or 5percentage**

**Note: WH- Working Hours; TEI-Total Employee Involvement**

**Table No: 5**

**Relationship between Marital Status and Working Atmosphere**

Factors		Marital Status		
		t	df	Sig(2-tailed)
WA	Equal Variances Assumed	1.754	162	0.081
	Equal Variances not Assumed	1.994	26.987	0.056

**Note: WA-Working Atmosphere**

**Table No: 6**

**Relationship between Marital Status and Relationship with Superiors**

Factors		Marital Status		
		t	df	Sig(2-tailed)
RS	Equal Variances Assumed	3.925	162	0.000
	Equal Variances not Assumed	5.381	32.935	0.000

**Note: RS-Relationship with Superiors**

**Table No: 7**

**Relationship between Marital Status and Performance Management**

Factors		Marital Status		
		t	df	Sig(2-tailed)
IM	Equal Variances Assumed	-1.327	162	0.186
	Equal Variances not Assumed	-1.301	24.277	0.206

**Note: IM-Internal Motivators**

**Table No: 8**

**Relationship between Marital Status and Performance Management**

Factors		Marital Status		
		t	df	Sig(2-tailed)
EM	Equal Variances Assumed	-2.427	162	0.016
	Equal Variances not Assumed	-2.805	27.379	0.009

**Note: EM-External Motivators**