

High Performance Working System among Employees in Salem Steel Plant (Sail)

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Abstract

The article tries to find out the level of high performance working system among employees towards Salem steel plant. One objective of this study is reached through proper methodology. Sample size is 450 in all obtained through simple random sampling technique in Salem steel plant. Researcher designed questionnaire is with 5 point scale in the continuum of agreeing. Reliability of this tool is 0.84. Independent sample t test was used for data analysis. The study found that employees moderate level perception towards high performance working system. It is recommended that high selection staffing, performance based pay; empowerment and result oriented appraisal can be used in combination as high performance working system. Moreover, before implementation of HPWS administration and governance bodies should consider organizational culture values for firm smooth functioning and performance.

Keywords: High performance working system; Operations Management; HR Support System.

Introduction

Organizations are in the business of achieving sustained high performance. They do this through the systems of work they adopt but these systems are managed and operated by people. Ultimately, therefore, high-performance working is about improving performance through people. Global competition is demanding employees who become more flexible and learn to survive in swift mutable environment. The organizational stakeholders and policy makers give meticulous importance to the employees working in the organizations and consider them the main source of prosperity but there is a need to make the employees attitude favourable for the organization. Public demands are varying swiftly, due to this Salem steel plant providing organizations are facing great challenges of competition. The Organizations can increase employees' performance by increasing human skills. If the organization has flexible employees, it may use the skills of these employees as strategic alternative and can gain competitive advantage. The main aim of the study is to identify the level of high performance working system among employees in Salem steel plant.

Review of literature

Manu Melwin Joy (2016) researched that "A Study on the Impact of High Performance Work Systems on Employee Withdrawal Behaviors in Information Technology Industry." Responses were collected from 300 employees working in three IT firms with the help of questionnaires. Multiple regression was done with the help of SPSS software to analyze the collected data. It was found that high performance work systems have a strong negative impact on employee withdrawal behaviors. It was also found the there is a stronger negative relationship that exist between high performance work systems and job withdrawal behaviors.

Abdul Raziq and Retha Wiesner (2016) analyzed that "High Performance Management Practices and Sustainability of SMEs Evidence from Manufacturing and Services-based Industries in Pakistan." The study employed a quantitative methodology. Data were collected through a self-administered survey questionnaire. The questionnaire was adopted from a previous validated survey measuring HPMP in Australian SMEs. The target population consisted of SMEs operating in the city of Karachi, Pakistan. Stratified random sampling was applied to collect data from two stratum i.e. manufacturing and service-sector SMEs. A total of 703 firms were selected, contacted by phone, and invited to participate in this survey. Of these firms, 357 SMEs (50.78 percent response rate) accepted the invitation to fill out the survey questionnaire. Most of the respondents who agreed requested that the researcher to visit their organizations personally. The data were analyzed by using Structural Equation modeling techniques including exploratory factor analysis. The findings indicate a positive significant relationship between HPMP and sustainability outcomes. The link between these HPMP and the sustainability of SMEs demonstrates the value and importance of HPMP in achieving sustainability.

Manu Melwin Joy (2016) studied on "Promoting Gender Diversity at Work Place - Implications on High Performance work systems in Software Industry in India." A sample of 300 employees was selected from 15 software companies and data was collected using structured questionnaires. For data analysis, one way ANOVA test was carried out using SPSS software. Results showed that female employees perceived higher levels of selection & recruitment and compensation & reward dimensions of High Performance Work Systems compared to that of male employees working in software industry in India.

Manu Melwin Joy and Ramesh Krishnan (2016) stated that "High Performance Work Systems - Implications for Perceived Organizational Support of Employees in Information Technologys Sector." Data collection was carried out among 400 employees working in 10 software firms with the help of online questionnaires. With the help of multiple regression analysis, data analysis was done using SPSS software. Results showed that there is a strong positive relationship between high performance work systems and perceived organizational support. Further analysis showed that there is a strong positive relationship between high performance work systems and job and wellbeing dimension of perceived organizational support.

Research Methodology

Research Design

To obtain better answer to the research question, a proper research design is to be framed (Cooper & Schindler 2001; Davis & Cosenza 1988). Based on the framed hypothesis of the research inferential statistics was adopted. Exploratory descriptive and casual designs are few research designs. This study is a descriptive research design which tries to describe the high performance working system among employees towards Salem steel plant.

Objective of the study

1. To find out the high performance working system among employees towards Salem steel plant.

Hypothesis of the study

1. There is no significant difference towards high performance working system with respect to gender of the employees.

Sampling Technique

Under this simple random sampling technique was opted. Sample size was 450.

Reliability

For all the items in the questionnaire design, the alpha values ranged 0.84. This indicates high reliability of the items in the questionnaire. With these results, consistency, dependability and adoptability are confirmed.

Place of the study

The study was carried in the Salem Steel plant SAIL.

Tools for data analysis

Independent sample t test was used for data analysis.

Analysis and interpretation

Independent sample t test showing mean difference between gender groups with respect to high performance working system

HPWS	Gender	N	Mean	SD	t	p
Enhance Organizational Commitment	Male	334	3.6728	0.50397	-6.854	0.000
	Female	116	4.0241	0.38218		
Selective recruitment	Male	334	3.7144	0.54782	-7.497	0.000
	Female	116	4.1377	0.44792		
Career planning and development	Male	334	3.8239	0.43078	-8.714	0.000
	Female	116	4.184	0.18861		
Employee Safety	Male	334	3.7655	0.47368	-3.334	0.001
	Female	116	3.9304	0.41389		
Training and personnel development	Male	334	3.7152	0.52068	-8.719	0.000
	Female	116	4.1489	0.21162		
Decentralized decision making	Male	334	3.6204	0.47528	-7.326	0.000
	Female	116	3.9853	0.42236		
Performance appraisal	Male	334	3.6054	0.51398	-4.931	0.000
	Female	116	3.881	0.53209		
Employee empowerment	Male	334	3.4302	0.74250	0.356	0.722
	Female	116	3.4013	0.78987		
HR support system	Male	334	3.5937	0.45659	-6.785	0.000
	Female	116	3.9261	0.44870		
Employee Motivation	Male	334	3.6752	0.62447	-8.350	0.000
	Female	116	4.1879	0.36764		
Operations Management	Male	334	3.7431	0.41971	-3.591	0.000
	Female	116	3.9017	0.37993		
Quality Circle	Male	334	3.8022	0.42953	-4.482	0.000
	Female	116	4.0026	0.36848		
Internal Communication	Male	334	3.7566	0.48898	-3.177	0.002
	Female	116	3.9207	0.45022		

Source: primary data

The independent sample t test is agreed for the sample of 450, to validate the significant difference between gender groups based on high performance working system. Independent variable gender is classified into two groups such as male and female. Likewise the dependent variable high performance working system is also classified into thirteen groups such enhance organizational commitment, selective recruitment, career planning and development, employee safety, training and personnel development, decenterlized decision making, performance appraisal, employee empowerment, HR support system, employee motivation, operations management, quality circle and internal communication. Frequency distribution, mean, standard deviation, r ratio and p values are calculated and framed following hypotheses are framed.

Null hypothesis H₀: Employees opinion does not differ towards high performance working system with respect to gender.

Null hypothesis H_A: Employees opinion differs towards high performance working system with respect to gender.

Gender have influence on the high performance working system, enhance organizational commitment shows ($t = -6.854$ and $p = 0.001$), Selective recruitment shows ($t = -7.497$ and $p = 0.001$), career planning and development shows ($t = -8.714$ and $p = 0.001$), employee safety shows ($t = -3.334$ and $p = 0.001$), training and personnel development shows ($t = -8.719$ and $p = 0.001$), decentralized decision making shows ($t = -7.326$ and $p = 0.001$), performance appraisal shows ($t = -4.931$ and $p = 0.001$), HR support system shows ($t = -6.785$ and $p = 0.001$), employee motivation shows ($t = -8.350$ and $p = 0.001$), operations management shows ($t = -3.591$ and $p = 0.001$), quality circle shows ($t = -4.482$ and $p = 0.001$), and their internal communication shows ($t = -3.177$ and $p = 0.002$). Hence, the p values are less than 0.01; so the null hypotheses are rejected at 1% level of significance. From this independent sample t test, it is shows that gender have significant difference with respect to high performance working system.

The factor employee empowerment ($t = 0.356$ and $p = 0.722$). Hence, the p value is greater than 0.05; so the null hypothesis is accepted and not significance. From this independent sample t test, it is shows that gender have significant difference with respect to employee empowerment.

Findings of the study

High performance working system shows that significant difference through the dimensions such as enhance organizational commitment, Selective recruitment, Career planning and development, employee safety, training and personnel development, Decentralized decision making, performance appraisal, HR support system, employee motivation, operations management, quality circle and internal communication and do not differ towards employee empowerment with respect to gender of the employees. The study highlighted that highest mean score obtained female employees when compared male employees. It is concluded that the p values are less than 0.01; so the null hypotheses are rejected at 1% level of significance. From this independent sample t test, it is shows that gender have significant difference with respect to High performance working system towards Salem steel plant (SAIL)

Recommendation of the study

The study found that employees moderate level perception towards high performance working system. It is recommended that high selection staffing, performance based pay; empowerment and result oriented appraisal can be used in combination as high performance working system. Moreover, before implementation of HPWS administration and governance bodies should consider organizational culture values for firm smooth functioning and performance.

Conclusion

High performance working system shows that significant difference through the dimensions such as enhance organizational commitment, selective recruitment, career planning and development, employee safety, training and personnel development, decentralized decision making, performance appraisal, HR support system, employee motivation, operations management, quality circle and internal communication and do not differ towards employee empowerment with respect to gender of the employees. The study highlighted that highest mean score obtained by female employees when compared male employees. It is concluded that high selective recruitment, performance based pay; empowerment and result oriented appraisal can be used in combination as high performance working system. Moreover, before implementation of HPWS administration and governance bodies should consider organizational culture values for firm and smooth functioning of the salem steel plant.

Reference

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