

A Review of the Employees' Accountability and Duty to Gauge Productivity

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Abstract

Purpose: - Employees are important assets for every business, and productivity levels should be taken into account if a company wants to achieve its strategic objectives. This can be accomplished by putting into place efficient policies addressing the factors that affect employee performance the most. Therefore, this essay examines the elements that have a substantial impact on employee performance and assesses whether they are moving in a favorable or bad way.

Methodology: - The case of the IT industry—more particularly, IT firms at Nagpur IT Park—forms the basis of the study. The respondents were chosen by convenience sampling, and the sample is made up of IT organizations. 550 employees from top, middle, and lower job levels of firms were interviewed using a qualitative design, an interpretivist method, and a case study research strategy structured interview questions are used as the instrument for gathering data, which is subsequently arranged, coded, and developed into themes for analysis.

Conclusion: - Compensation, motivation, leadership, working conditions, performance reviews, job experience, and training are found to have significant positive effects on employee work performance within this framework of ten factors, whereas conflict, job stress, and working hours have significant negative effects. Through the three work levels, these factors have varying degrees of influence. Eleven additional criteria were found while conducting interviews in addition to the stated framework, and their impact on each employment level was evaluated. In conclusion, a number of suggestions are made for firms to guarantee the greatest efficacy and efficiency of their personnel.

Keywords: Employees accountability, human resource management, IT companies, productivity

Introduction

A performance work system can significantly help a business achieve its objectives and be successful. The connection between work system and performance has expected a lot of responsiveness in human resources management field. The performance work system consists of interconnected human resources tasks like recruiting, performance evaluation, and intellectual capital retention. Through the performance of the workforce, the performance work system can significantly affect organizational performance. Less focus has been placed on examining the function of performance work systems and the methods by which they might be used to assess worker performance. A systematic assessment of literature found that many academics devise favored experiential research on the results of performance work systems and, primarily, the underlying processes through which these systems have an impact on personal and professional outcomes, including employee performance.

Despite the fact that the relationship between the performance work system and productivity has drawn the interest of academics and investigators and has been extensively debated in the literature, the current research still discloses some worries in the association, perhaps important factors that greatly underwrite to the reality of such as association have not yet been identified. Despite investing a lot of effort examining human resource bundles, academics have been unable to offer conclusive responses to a number of important queries about the connections between productive work system and performance. Due to the widespread uncertainty and to identify the mediating factors in this association, more research is therefore required.

As a replacement for of obviously assisting the direct relationship, a number of studies in the fields of performance work systems and performance relationships have highlighted the need to understand how and why performance work systems impact employee job attitudes and behavior. According to the social exchange theory, human resource management techniques that are seen as helpful by staff members will be repaid by them in the form of optimistic approaches and actions, such as strong enactment. As was previously said, little is identified about how human resource management systems affect the attitudes and behaviors of employees. Because of this, perceived organizational support has been seen to be a mediator between the productive work system and employee performance, drawing on the "singling" work that employees perceive as coming from human resources practices and the organizational support perspective.

Employee engagement, in the opinion of Alfes ET AL., may help to provide the solution as to how an efficient human resource management system can improve employee and organizational performance. However, there is a lack of clarity in the hypothetical and applied relationships among human resource arrangements and employee commitment, as well as between engagement and performance. Less is now understood about how Performance appraisal systems, particularly in the situation of the Indian IT sector, improve distinct related consequences through employee assignment.

As a result, in this study, the mediator between the productive work system and the employee productivity link is employee engagement. Given that motivation is the main determinant of employee engagement, additional consideration of arrangement and HR practices with the aid of ability, motivation, and opportunity (AMO) models is obviously justified. In addition, the current study responds to studies that emphasize the need of discussing the effects of performance work system, mainly on workers from a similar location as opposed to a varied group. Employees at a manufacturing work site in India have thus been chosen as respondents; this is a group that has not yet undergone empirical investigation, and the research model is underdeveloped. Around 46% of the total yield, or 8.5% of the GDP, is contributed by the Indian IT sector (GDP). India is the eighth-largest exporter of IT goods in Asia, and 38% of the labour force there is employed in the industry. However, the industry is dealing with difficult problems with product quality, innovation, and technology. Finding strategies to enhance functional results through staff performance is so crucial.

This study contributes in three different ways to the existing theory on the relationship between the performance work system and performance by filling the aforementioned research gaps. It starts out by assuming that the performance work system and workplace attitudes are significant precursors to employee performance. Few studies have examined the impact of performance work systems on employee performance, despite the fact that they offer an effective structure that drives toward improved organizational performance. Second, in response to the demand for more research, the current study proposes potential mediators that may aid in comprehending the "black boxes," such as work satisfaction, engagement, and perceived organizational support. It refers to the interaction of several underutilized mediators in the relationship between human resource management and performance, such as work attitudes (job satisfaction, organizational commitment, and employee engagement).

Third, the study deepens our understanding of how the performance work system and performance are related, and it provides sufficient empirical support for SET and AMO frameworks. In the literature, the researched constructs have been defined in a number of different ways. The term "performance work system" is used to describe a set of distinct, connected, and integrated human resource management strategies that are designed to enhance employee and organizational performance while fostering people's competence, work attitudes, and motivation. An employee's favorable evaluation or assessment of their job's context and substance that results in a pleasant emotional state is referred to as job satisfaction. The definition of perceived organizational support is how employees feel that their company values their opinions and cares deeply about their welfare. Employee performance is defined as the acts that are required by the employer and specified in the job description; these actions are also reviewed and rewarded by the employer. Employee engagement measures a person's intellectual and emotional commitment to their employer.

This study will provide answers to the following research questions in order to identify the variables that influence employees' work performance:

- What important variables affect employees' work performance at different job levels?
- Is the impact of the training on employees' ability to do their jobs minimal, high, or moderate?

Literature Review

The performance work system consists of numerous commitment- and control-based HR procedures. According to Evans and Davis, a performance work system is made up of goals that are externally aligned with the corporation and internally consistent HR practices (vertical alignment). The performance work system consists of predetermined HR procedures such as hiring and selecting employees, providing them with training and development, monitoring their performance, paying them a salary and providing them with benefits, as well as including them in decision-making.

Benefits of performance work systems are frequently viewed as offering lots of opportunities for decision-making, skill development, and career advancement. Previous research either measured bundles of human resource management activities or looked at the effects of specific human resource management practices. Both viewpoints offer proof of the consistent link between the performance work system and either individual or organizational performance. In fact, a performance work system promotes and integrates a person's work attitudes and behavior with the organizational strategic goals, which improves employee performance.

Therefore, a performance work system is a combination of human resource management techniques meant to enhance employees' attitudes, which in turn will enhance their performance. Researchers' focus has turned away from control-oriented human resource practices and toward commitment- and performance-based practice bundles with the development of strategic human resource management. The relationship between the performance work system and performance, as well as the impact of this relationship on organizational sustainability, have been the subject of numerous strategic human resource studies. Similar studies have used the performance work system to measure constructs like as productivity, employee intents to leave, employee performance, organizational citizenship behaviour, organizational commitment, etc.

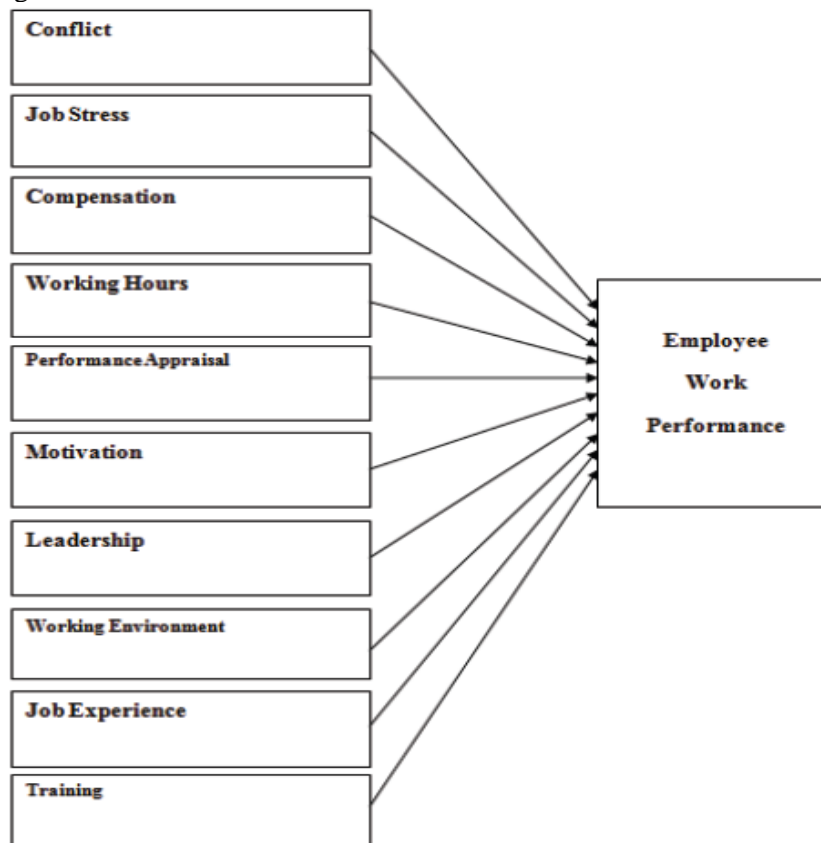
In order to complete organizational tasks effectively, performance work system is implemented. Combining HR strategies has a positive impact on outcomes that are related to work that are desired, such as enhanced innovation, improved organizational performance, and sustainable competitive advantage. Organizations implement performance work systems to enhance employee performance. Performance work systems and performance outcomes have a strong correlation.

The conversation between two parties, particularly between employees and organizations, is referred to as perceived organizational support. The performance work system includes a variety of employee-focused initiatives that show staff members that their contributions are valued and recognized for helping the organization succeed. As a result, people view organizational support as being higher and are more open to social relationships. HR procedures are regarded by employees as encouraging, hopeful, and concerned with their wellbeing. The individual effects of the HR practices included in this bundle can be discussed in order to understand how the performance work system influences perceived organizational support. The performance work system is made up of elements that, to a considerable extent, can positively affect how employees view organizational support. For instance, job security supports employees' perceptions that the company values their services and works to retain personnel, which raises the perceived level of organizational support. A higher degree of perceived organizational support is fostered by the inclusion of training in the performance work system, which suggests that the company is investing in employees' development. Employee participation in decision-making is associated with a favourable opinion of fairness and a sense that the company values their efforts.

Knowledge sharing is another element of the performance work system, which fosters a sense of confidence in and support from the organization. Employees gain confidence that the company values their role when there is open communication about performance reviews, pay, and perceived justice. High-quality work, which is a component of the performance work system, also conveys to workers the idea that they are valuable.

FRAMEWORK

The following methodology model is created for carrying out the study based on the review of the extensive existing literature.



Research Approach

To accomplish the research's goals, a survey design was employed.

Research Subjects: In the current study, convenience sampling and stratified random sampling were used. Using a qualitative methodology, an interpretative approach, and a case study research strategy, thirty employees from top, medium, and lower job levels of businesses were interviewed. The instrument for acquiring data is structured interview questions, which are then sorted, coded, and developed into themes for analysis.

Measurement tools: Information about the participants was gathered using a self-administered questionnaire. The questionnaire provided explicit explanations of the topic being tested, the scale used to measure it, and the steps the respondent must take. The measurement items and their scale are shown in table 1.

Table 1. Items for measurement and their scale

Construct	Indicators and Measurement Scale	Source
Training and Development	3 Items- 5 Point Agreeableness Likert Scale	Rogg, Schmidt, Shull, and Schmitt (2001) F.P.Holgado-Tello et.al (2006)
Employee Performance	12 Items- 5 Point Agreeableness Likert Scale	Singh and Pestonjees (1988)

Data Analysis and Interpretation

The SPSS programme was used to do the statistical analysis (SPSS version 20). The following outcomes from the data analysis are mentioned:

The analysis was descriptive. In order to analyse the demographic and professional traits of the 550 respondents, descriptive statistics were computed. The descriptive statistics were performed using SPSS 20.0, a statistical programme. The table below displays the mean and standard deviation of Training and Development for the number of cases as a result of descriptive statistics. Table 2 demonstrates that the determinant is not zero, satisfying the requirement for factor analysis, and Table 3 displays the Cronbach's Alpha value.

Table 2 shows the values for the training and development item's means, standard deviations, skewness, and kurtosis.

Training and Development	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
TD1	550	3.89	.749	-.490	.104	.494	.208
TD2	550	3.76	.767	-.079	.104	.226	.208
TD3	550	3.58	.921	-.190	.104	.220	.208
TD4	550	3.85	.934	-.340	.105	.224	.208
TD5	550	3.79	.821	-.279	.104	.234	.208
TD6	550	3.80	.843	-.285	.105	.265	.208

Table 3: Training and development scale descriptive statistics

Scale	Minimum	Maximum	Mean	SD	Cronbach's Alpha
TD	1	5	3.77	0.57	0.82

The table below displays the results of descriptive statistics, which reveal the mean and standard deviation values of Employee Performance for the number of cases. Table 4 demonstrates that the determinant is not zero, satisfying the requirement for factor analysis, and Table 5 displays the Cronbach's Alpha value.

Employee performance item means, standard deviations, skewness, and kurtosis values are shown in Table 4.

Employee Performance	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
EP1	550	4.08	.687	-.377	.104	.239	.208
EP2	550	3.55	.860	-.437	.104	.103	.208
EP3	550	3.97	.592	-.415	.104	.561	.208
EP4	550	3.54	.699	-.047	.104	.700	.208
EP5	550	3.95	.716	-.729	.104	.827	.208
EP6	550	3.52	.932	-.214	.104	.888	.208
EP7	550	4.01	.793	-.404	.104	.526	.208
EP8	550	3.46	.804	-.042	.104	.541	.208
EP9	550	4.27	.664	-.509	.104	.152	.208
EP10	550	3.55	.891	-.344	.104	.898	.208
EP11	550	3.80	.800	-.139	.104	.015	.208
EP12	550	3.53	.869	-.600	.104	.017	.208

Table 5. Employee Performance Scale Descriptive Statistics

Maximum	Mean	SD	Scale	Minimum	Cronbach's Alpha
5	3.83	0.432	EP	1	0.84

To ascertain the individual and combined contributions of an independent variable (Training) to the changes of a dependent variable, multiple linear regression was performed (Employee Performance). Building models for explaining and predicting scores on the dependent variable from scores on a variety of other independent variables, this is one of the most widely utilized multivariate methods in the social sciences (Blanche et al., 2006). For the purpose of determining the statistical significance of the findings, a cut-off point of $p < 0.05$ was established. The below-mentioned table's R^2 value, which is 67.6% of the variance, demonstrates the significance of the association between training and development and employee performance.

Table 6. Summary of the regression model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.822 ^a	0.676	0.673	0.239
a. Predictor: TD				
b. Dependent Variable: EP				

According to the findings of the independent samples t-test conducted on two distinct populations of public sector and private banks, the variable corresponding to the component "Training and Development" has a t value that is non-significant, or $p < 0.05$. All of the factor t-test p values are less than 0.05 at the 5% threshold of significance. The results of the independent samples t-test for training and development are shown in Table 7.

Table 7. Independent samples t-test of training and development

	Variable 1	Variable 2
Mean	3.72	3.71
Variance	0.10	0.38
Observations	275	275
Pooled Variance	0.24	
Hypothesized Mean Difference	0	
Df	548	
t Stat	5.03	
P(T<=t) one-tail	0.01	
t Critical one-tail	1.64	
P(T<=t) two-tail	0.01	
t Critical two-tail	1.96	

Findings

While comparing the degree of implementation of Training and Development between selected IT companies in Nagpur, the study found that training and development activities undertaken by IT companies have a substantial impact on employee performance (B= 0.23, SE=0.024, t-value=9.609, p0.001).

Conclusion

The results indicate that one of the practices of talent management that has a favourable impact on raising employee performance in a few Nagpur-based IT organizations is training and development. The survey found that different IT organizations in Nagpur had different approaches to training and development practices. When comparing this practise between IT companies, it is likely due to the fact that only a small number of businesses make training and development necessary. The T&D programmes are offered by specialist training facilities within major IT businesses, i.e. Training cells are operating at Head Offices as well as these companies are imparting full-fledged off the Job training programmes for developing their staff. On the other hand, some IT organizations merely serve as organizers and do not really deliver the training. They are outsourcing on-the-job training to other businesses. Therefore, businesses should regularly focus on providing substantial training programme for their staff that are pertinent to the changing demands of their occupations and industries.

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