A STUDY ON ATTITUDE OF WORKER'S TOWARDS PERFORMANCE MANAGEMENT SYSTEM AT ROBINSONS CARGO AND LOGISTICS PVT. LTD., CHENNAI

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ABSTRACT

The most common challenges by any organization in these days related to talent retention, increasing productivity and profitability. An organization's survival greatly depends on its ability to efficiently manage the available resources and remain competitive in a continually changing business environment. In such a situation, employee performance and productivity have ceased to be mere administrative matters, but have now become essential elements of a broader key business strategy.

At the core of this strategy lies the performance management System, which had become entrenched in a system of documenting and measuring employee performance rather than as a vehicle for developing better employees. These days’ organizations are looking for performance management system that links pay-for-performance with current best practices, focusing on improving employee performance and retention and also enhancing organizational effectiveness.

Key words: Performance, Employee, Retention, Business.

http://www.iaeme.com/ijm/index.asp

1. INTRODUCTION

Performance Management System is the process by which businesses evaluate performance, plan employee development and align them with organizational goals. In spite of this, the performance review happens to be one of the most uncomfortable routines that both manager and the employee have to face. This systems mostly feels that mangers are not in a position to make solicitous evaluations either because they are under trained or inexperienced or may find it difficult to give candid performance feedback. At the same time, employees get denominated because they feel their
performance and contributions are not duly evaluated. The HR department merely oversees the whole process instead of making any significant value-additions. However, now the businesses have increasingly come to realize that their employees are their biggest assets and key to maintaining their competitive advantage and performance. Businesses are consequently recognizing that, managing employee performance uncompromisingly can help in identifying top performers and developing an optimally performing workforce.

Performance management is considered as the heart of any "people management" issue in an organization. It encompasses the entire relationship of the organization with its employees. Performance management is the process of creating a work environment where people are encouraged to perform to their fullest potential and rewarded for their effectiveness. It is a broader worker system, when proper job description is clearly communicated to the employee and ends when he leaves the company.

Performance management is a substitution for the traditional performance appraisal system as the force shifts towards the entire spectrum of development issues in an organization. An effective Performance management system comprises employee performance development, training, cross training, provision of changing assignments and regular performance feedback.

STATEMENT OF THE PROBLEM
Performance management system has now started receiving unparalleled attention in the context of Performance management system being seen as a strategic workforce tools towards achieving competitive advantage. A new culture of frank and open communication is institutionalized, which recognizes value of employees. For assisting in better workforce decision - making, software automation is adopted for streamlining the process and reducing costs, as also for collection of data on employee performance and analyzing it.

Not all Performance management system efficiently, i.e., they depend a lot, on other factors. Most organizations often encounter "classic problem" in Performance management. Here, the most common problem is found with the employee system. We often here manager complement in their working processes is not motivating the employees. One of the first questions to be addressed in such a situation is: what is the likelihood that the employee performance management system will yield the desire change in an employee? In such a case, a company must re-examine the operation of its Performance management system to ensure that the employee’s performance are based on their expectations.

OBJECTIVES OF THE STUDY
- To examine the opinions of the workers towards the functioning of Performance management system
- To identify the problem faced by the workers in the functioning of the system
- To identify the performance gap
- To give suitable suggestions for the development of the system

IMPORTANCE OF THE STUDY
Performance management drives employee behavior to align with organizational goals and objectives. This alignment happens because (1) job responsibilities and expectations are clear, resulting in increased individual and group productivity (ii) better information is available to use for compensation and promotion decisions.

Unfortunately performance management is seen as an unwelcome activity in many organizations. Manager hesitates to provide candid feedback and have honest discussions with their employees and often fail to discriminate in the rating they give. They fear reprisal or damaged relationship with the very individuals they count on to get the work done. Employees feel that their managers are not good at discussing their performance and are ineffective at coaching them on how they’re confused about how the feedback affects future career prospects.

Overcoming these inherent challenges requires commitment from the top, a culture that says feedback and development matter, and a well-designed process.
RESEARCH DESIGN
In this study the researcher has made an attempt to describe various factors of performance management system along with the key variable age, sex education, experience designation income house the research design in descriptive.

SOURCES OF DATA
The data was collected from primary and secondary data.

PRIMARY DATA
Primary sources are original source from which the researcher directly collected the data. The tool used for collecting the primary data is set prepared questionnaire.

SECONDARY DATA
The researcher collected the secondary data from various text books, magazines, journals, internet and periodicals.

UNIVERSE OF THE STUDY
The universe for this study consisted of the total workforce of Robinsons Cargo and Logistics Pvt. Ltd, Chennai. The whole population is 200 members.

SAMPLE SIZE
The researcher used simple random sampling techniques i.e., table method and selected 75 samples from the universe

STATISTICAL TOOLS
The researcher converted the data into tables. To analyze the data using percentage analysis and chi – square test.

HYPOTHESIS
The following hypothesis were formulated based on the objectives of the study.

NULL OF HYPOTHESIS (HO)
- There is no significant association between educational qualification and training programme in this company.
- There is no significant association between job experience and promotion.

ALTERNATIVE HYPOTHESIS
- There is significant association between educational qualification and training programme in this company.
- There is significance association between job experience and promotion.

SCOPE OF THE STUDY
The scope of the study including various aspect of the performance management system emphasis on the socio – economic condition of the employee like designation, income, qualification, training programme, important consideration for time of performance management system, worker’s satisfaction, evaluation of performance by themselves and other factors have been studies to known the level of performance management system in Robinson’s Cargo & Logistics Pvt. Ltd., Chennai

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LIMITATIONS OF THE STUDY

- It is subjected only to Robinson Cargo and Logistics, Pvt Ltd, Chennai.
- Time was a major constraint for the study.
- The research is conducted only by considering small universe.

REVIEW OF LITERATURE

Performance management is the process of developing a work place where employees can carry out their duties to the best their abilities. This process involves providing of effective training, developing clear job descriptions and motivating employees.

Performance management is a system that increases efficiencies, decreases costs and boosts performance of a given industry or in some specific applications employees.

SNAP (2011)

Performance management is an innovative approach to conducting performance reviews and ongoing feedback in a way that clearly conveys to the employee the benefits that accrue to them when they embrace workplace behavioural changes.

Marcus Buckingham (2013)

Performance management system must have the following five characteristics. They are

- It must be a real time system that helps managers give ‘in the moment coaching and course correcting.
- It must be a system with a super light touch
- It must feel to the individual employee that it is a system “about me, designed for me’”.
- It must be a strengths based system and must be focused on the future
- At last, it must be a local system.

Current performance management systems are centralized. Their expenses purpose is to cascade the defined company strategies and values down through all levels.

COMPANY PROFILE

Robinsons Cargo & Logistics Pvt. Ltd

Robinsons Cargo & Logistics Pvt. Ltd is a part of the Robinsons Group of Companies which started its operation in 1954. Originally set up as a stevedoring company for handling import and export of break bulk cargo; today the group is fueled by innovation, continuous improvement and adaption to the ever changing markets.


Robinsons Cargo & Logistics has been representing India in the WACO Network (World Air Cargo Organization) since 1994. The WACO Network consists of over 90 logistics providers around the world. The selection process for agents is extremely tough hence making sure there is a strong & secure network. The WACO network is equivalent to the 2nd largest Logistics provider in the world.

At Robinsons Cargo & Logistics, we endeavor to be your preferred choice of end to end logistics provider making us a one stop shop for all your logistics requirements.

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Test 1. To test the respondents on the basis of educational qualification and training programme conducted in this company

<table>
<thead>
<tr>
<th>Educational Qualification</th>
<th>Training Attended</th>
<th>Total</th>
<th>Statistical inference</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>HSC/ PUC</td>
<td>02</td>
<td>03</td>
<td>05</td>
</tr>
<tr>
<td>Diploma</td>
<td>02</td>
<td>04</td>
<td>06</td>
</tr>
<tr>
<td>UG Degree</td>
<td>07</td>
<td>34</td>
<td>41</td>
</tr>
<tr>
<td>PG Degree</td>
<td>05</td>
<td>16</td>
<td>21</td>
</tr>
<tr>
<td>Others</td>
<td>01</td>
<td>01</td>
<td>02</td>
</tr>
<tr>
<td>Total</td>
<td>17</td>
<td>58</td>
<td>75</td>
</tr>
</tbody>
</table>

CONCLUSION
Since, calculated value of $X^2$ is less than the table value. Hence, Null hypothesis is accepted. So, it concludes that there is no significant association between the educational qualification and training programme conducted in this company.

Test 2. To test the respondents on the basis of job experience and promotion

<table>
<thead>
<tr>
<th>Job experience</th>
<th>Basis of information</th>
<th>Total</th>
<th>Statistical inference</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Seniority</td>
<td>Merit</td>
<td>Performance</td>
</tr>
<tr>
<td>Upto 5 yrs</td>
<td>07</td>
<td>10</td>
<td>15</td>
</tr>
<tr>
<td>5-10yrs</td>
<td>05</td>
<td>07</td>
<td>10</td>
</tr>
<tr>
<td>10-15yrs</td>
<td>01</td>
<td>03</td>
<td>04</td>
</tr>
<tr>
<td>15-20yrs</td>
<td>02</td>
<td>03</td>
<td>05</td>
</tr>
<tr>
<td>Above 20yrs</td>
<td>01</td>
<td>01</td>
<td>01</td>
</tr>
<tr>
<td>Total</td>
<td>16</td>
<td>24</td>
<td>35</td>
</tr>
</tbody>
</table>

CONCLUSION
Since, calculated value of $X^2$ is less than the table value. Hence, Null hypothesis is accepted. So, it concludes that there is no significant association between job experience and promotion.

SUGGESTIONS
- The organization should create a favorable attitude towards the performance management system among the employees.
- The organization should ensure a change in rating of performance of workers.
- It is better to provide certain training to the employees to develop their technical and communication skill.
- The promotion and salary fixation should be based on the performance.
- Suggested that management should give regular guidance to their workers.

CONCLUSION
Performance management is a vital aspect of the overall business system as it directly has impact on the organization performance. It is a tool that is used by managers and supervisors but necessitates active participation by employee. A good Performance Management System has an employee development as the focal point. Businesses across the world are recognizing the fact that employees are an organization’s invaluable assets. If the employees are looked after well, they will that directly impacts a company’s bottom – line. Hence, a well – defined Performance Management System will

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enhance the image of employees, while improving its performance in terms of productivity and profitability.

The Performance Management System in the Ashok Leyland India Limited, Chennai has been implemented with some modifications of traditional performance appraisal. Thus efforts can be taken by the organization to highlight the importance of PMS and keep the employees well informed about the system.

REFERENCES