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REVIEW OF LITERATURE

NEED/IMPORTANCE OF THE STUDY

STATEMENT OF THE PROBLEM

OBJECTIVES

HYPOTHESES

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

RECOMMENDATIONS/SUGGESTIONS

CONCLUSIONS

SCOPE FOR FURTHER RESEARCH

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MARK MODEL FOR IMPROVING THE PERFORMANCE OF TEMPORARY EMPLOYEES IN AUTOMOBILE INDUSTRY

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ABSTRACT

Behavior is a complex element of human existence; it carries certain importance due to the nature of actions, reactions, and the consequences that derive from the two. "Many behaviors are ingrained and operate out of the subconscious based on past experiences and belief systems." Automobile industry strongly believes that an organization's most valued assets are its people who individually and collectively contribute to the achievement of the objectives of the business. Temporary employees allow employers to maintain a cushion of some job security in employment for regular workers. The temporary employees can be let go first in a business or economic downturn. The researcher will explore a simple model for understanding behavior of temporary employees, and its application in the workplace. The MARK model of Motivation, Attitude, Responsiveness Behaviour and knowledge Factors will assist managers in understanding the how and why employees succeed or fail. In order to successfully implement this model and reap the benefits, companies must strive to fulfill all of the four components.

KEYWORDS

Mark model, automobile industry.

INTRODUCTION

Employees have a responsibility to ensure they are aware of, and comply with, the standards of behavior expected of them. Organizations, through their managers, have a responsibility to support employees in meeting their obligations and take appropriate action, if necessary, to address behavior that falls short of the expected standards. The concern about an employee is classified as unsatisfactory performance or misconduct, any action taken to address that concern will always focus on the employee's behavior. The desired outcome is for the relevant behavior to cease or improve and not to re-occur. Where the seriousness of the behavior warrants, this may require the termination of the employment relationship – but these cases tend to be the exception, rather than the rule. In all other cases (that is, where the employment relationship is expected to continue), the objective should be aimed at positively influencing the employee's future behavior. It is important to start with this objective in mind.

RESEARCH REVIEW

"Effects of anticipated job loss on employee behavior", Robert Hershey, (June 1972), Compared the behavior (i.e., productivity, absenteeism, and lateness) of 100 employees who knew that they were to be laid off or not laid off. No significant changes in the absenteeism, lateness, or production were found in either group during the 3-mo period.

"Modeling influences on employee behavior", Sims, Henry P.; Manz, Charles C., (Jan 1982), Discusses how modeling has been shown to be an important influence by which employees learn new behaviors. For modeling to succeed, the sub processes of attention, retention, reproduction, and motivation must occur. Models with high status have a higher probability of being imitated. Rehearsal can enhance retention of modeled behaviors, particularly if the behaviors are within the observer's capability and lead to incentives. The critical elements of a managerial leadership training program that uses modeling techniques include observation of models, behavioral rehearsal, feedback, social reinforcement, and transfer of training.

"Change and employee behavior", René Schalk, Jennifer W. Campbell, Charissa Freese, (1988), In this study the relationship between perceived change implementation in an organization is related to employee self-rated behaviour. The change implementation processes measured were communication, support and participation. The relationship between these processes and employee behaviour was examined by testing a theoretical model, in which two mediating concepts are used: the psychological contract and employee job attitudes. The research was carried out in two main divisions of a large telecommunications firm on a sample of 220 employees. The theoretical model (perceived change implementation influencing the psychological contract, influencing employee attitudes, influencing employee behaviour) had a better fit with the data, compared to alternative models.

"The Relationship between Work Setting and Employee Behaviour: A Study of a Critical Linkage in the Organizational Change Process", Peter J. Robertson, (1994), It is argued that the behaviour of organizational members is influenced to a large extent by characteristics of their work settings. Furthermore, since individuals must change their behaviour in order for organizational improvement to occur, planned organizational change can be viewed as an attempt to change organizational work setting characteristics such that individuals will adopt new, desirable behaviours. Based on these premises, explores the relationship between organizational work settings and behaviour. In particular, three work setting features that are often the target of intervention activity – goals, managerial behaviour, and job designs – are examined regarding their relationships with a set of employee behaviours relevant to planned organizational change and, potentially, organizational performance. Only goals demonstrate a significant relationship with the frequency of these behaviours. Furthermore, the three work setting variables do not appear to have an interactive effect on behaviour. Consistency in behaviour is found to be related to the extent to which important dimensions of the work setting variables are congruent with each other. Implications for future research are discussed.

"Influences on Employee Behavior", Werner & DeSimone, (2007), A Model of Employee Behavior

External Influences: From the external environment & In the work environment: Outcomes, Supervision and leadership, Organization, Reward structure, Culture, Job design, Co-workers and teams

Internal Influences: Motivation, Attitudes, Knowledge, Skills and Attitude (KSAs)

"Building behavior model of temporary employees considered feeling and commitment", Koki Miura, (2009), There is the relation to the temporary employer's commitment and behavior though it is not a lot. For the model of a good behavior, moreover, positive emotion of delight and pleasure was similar and negative emotion of anger and sorrow was similar though it was a few differences. For the model of a bad behavior, common parts etc. were seen though each model was different. Moreover, the tendency to the relation of the behavior was seen from all models. In the commitment of a good behavior model, "Obsessiveness with store" and "Worthwhile job" were related a lot of behaviors, and it is thought that improving these factors leads to the promotion of good behavior of the employee. For the model of a bad behavior, "Worthwhile job" was related to bad behavior in all emotions. Hence forth, a bad behavior is made to be controlled

by improving the attachment and the responsibility to work and it is likely to be able to make a good behavior promoted. However, there are a few relations to commitment and behavior in all models. However, it is true that the temporary employees take a good and a bad behavior from an interview and a questionnaire. Other factors like responsibility, a sense of mission, and the obligation, etc. might be related to this from the difference of the professionalism to work.

STATEMENT OF PROBLEM

Human resource is an asset never disclosed in a company's balance sheet. Indian automobile industry strongly believes that an organization's most valued assets are its people who individually and collectively contribute to the achievement of the objectives of the business. Keeping this in mind, management style lays great emphasis on employee involvement and actively encourages participation and commitment through Small Group Activities (SGA), Suggestion Schemes, Voluntary Work Teams and the like.

A highly visible culture of Commitment, backed up by Discipline & Positive Attitude prevails across the organization.

Employee Performance = [Knowledge + skill] X [Will]

Temporary employees allow employers to maintain a cushion of some job security in employment for regular workers. The temporary employees can be let go first in a business or economic downturn. Temporary employees work part or full-time. They rarely receive benefits or the job security afforded regular staff. A temporary assignment can end at any time depending on the employer's needs. In other ways, temporary employees are often treated like regular employees and attend company meetings and events.

What's true for all of us is that we each have a reason for behaving the way we do. The reasons may be unknown but they are powerful drivers of behavior. The unique set of life experiences forms the basis of these reasons. The researcher will explore a simple model for understanding behavior of temporary employees, and its application in the workplace. Hence an attempt is made to **"Build Behaviour Model for Temporary Employees in Automobile Industry"**

OBJECTIVES OF THE STUDY

1. To develop a behavior model for the temporary employees of Automobile industry
2. To measure the work related values and factors that impede the performance of temporary employees
3. To ensure the performance expectation from temporary employees of Automobile industry

RESEARCH METHODOLOGY

The present study is based on survey method. It is adopted to find the opinion of the temporary employees from few automobile companies in and around Chennai City. The primary data was collected from the various units such as alternator product unit, commercial starter product unit, car starter unit, wiper unit, distributor unit, export product unit, plating shop heat treatment unit, R & D and proving unit, product machine tool centre, claw area, sheet metal preparation and service support units of few automobile companies in Chennai. The reliability of the questionnaire was found to be 0.920 and the total numbers of questions were 38. The Cronbach's alpha value for each question was found to be positive and the score of the test for tool was above 0.6, so the questionnaire was found to be reliable. The sample size has been decided as 248 from the population of 1650 using simple random technique. 15% of employees from each department were selected randomly out of 1650 employees. But out of 248 selected employees, only 233 employees responded to the final phase of data collection. For the final processing of data, 233 temporary employees' opinions were taken into consideration.

MEASUREMENT OF VARIABLES

The central theme of the study is building behaviour model for temporary employees in automobile industry.

The dependent variable in the study is increase in performance level of temporary employees.

The independent variables, which influence the depended variables in the study, are as follows:

TABLE 1

Work knowledge	Team Work
Motivation	Commitment
Organizational Culture	Management Effectiveness
Co-Workers	Rewards & Recognition
Environment	

RESULTS AND DISCUSSIONS

Out of 233 temporary employees taken for the study, 70.8% of the employees are in the age group of 22 to 24 and 29.2% of the employees are in the age group of above 24 and 22.3% of the employees are in the age group of 19 to 21.

It was inferred from the paired t test that there is a significant difference between training given in the area of work and increase in performance after training also there is a significant difference between the willingness to put extra effort and job satisfaction

It was inferred from the paired t test that there is a significant difference between the superior support and meeting the work schedules every day. Depending upon the superior support the temporary employees met their work schedule every day. It will vary from superior to superior.

From the Wilcoxon Signed Ranks Test it was inferred that there is no significant difference between the sharing of work and support of Co-workers & no significant difference between the willingness to work hard and job satisfaction

From the Friedman test it was inferred that the work knowledge of the temporary workers with respect to various dimensions of work knowledge is significantly different. The outcome of the result shows that the work knowledge of the temporary workers is not the same in all dimensions of work knowledge.

From the Friedman test it was inferred that the motivation of the temporary workers with respect to various dimensions of motivation is significantly different. The outcome of the result shows that the motivation of the temporary workers is not the same in all dimensions of motivation.

PEARSON CORRELATION

Correlation is a statistical technique that can show whether and how strongly pairs of variables are related. The value of -1.00 represents a perfect negative correlation while a value of +1.00 represents a perfect positive correlation.

TABLE 2

Factors		Work knowledge	Motivation	Organization Culture	Team work	Management Effectiveness
Work knowledge	Correlation Sig (2-tailed) N	1 233	.562(**) .000 233	.521(**) .000 233	.277(**) .000 233	.444(**) .000 233
Motivation	Correlation Sig (2-tailed) N	.562(**) .000 233	1 233	.575(**) .000 233	.314(**) .000 233	.459(**) .000 233
Organization Culture	Correlation Sig (2-tailed) N	.521(**) .000 233	.575(**) .000 233	1 233	.416(**) .000 233	.574(**) .000 233
Team work	Correlation Sig (2-tailed) N	.277(**) .000 233	.314(**) .000 233	.416(**) .000 233	1 233	.466(**) .000 233
Management Effectiveness	Correlation Sig (2-tailed) N	.444(**) .000 233	.459(**) .000 233	.574(**) .000 233	.466(**) .000 233	1 233

The correlation coefficient has been determined to be statistically significant. It simply tests the null hypothesis that there is no relationship. By rejecting the null hypothesis it is accepted the alternative hypothesis that states that there is a relationship between work knowledge, Motivation, Organizational Culture, Team work and Management Effectiveness.

MULTIPLE REGRESSION

In this study the researcher tried to explain the variation of increase in performance level based on the variation in performance evaluation dimensions.

The variables are explained below:

1. Dependant Variable : Increase in Performance Level

2. Independent Variable :

Work knowledge X1, Motivation X2, Organizational Culture X3, Co-Workers X4, Environment X5, Team Work X6, Commitment X7, Management Effectiveness X8, Rewards & Recognition X9

3. R Square Value : 0.396

4. F Value : 16.238

5. P Value : 0.000**

MULTIPLE REGRESSIONS

TABLE 3

Variables	Coeff B	SE of B	Beta	t Value	P Value
X1	0.021	0.025	0.58	0.830	0.407
X2	0.066	0.018	0.271	3.668	0.000**
X3	0.001	0.022	0.003	0.034	0.973
X4	- 0.039	0.020	- 0.120	- 1.974	0.050
X5	0.050	0.039	0.114	1.276	0.203
X6	0.000	0.021	0.000	0.005	0.996
X7	0.066	0.024	0.176	2.765	0.006
X8	0.034	0.016	0.173	2.132	0.034
X9	0.016	0.022	0.061	0.737	0.462
Constant	0.558	0.554		1.007	0.315

$$Y = 0.558 + 0.021 x_1 + 0.066 x_2 + 0.001x_3 - 0.039 x_4 + 0.050 x_5 + 0.000 x_6 + 0.066 x_7 + 0.034 x_8 + 0.016 x_9$$

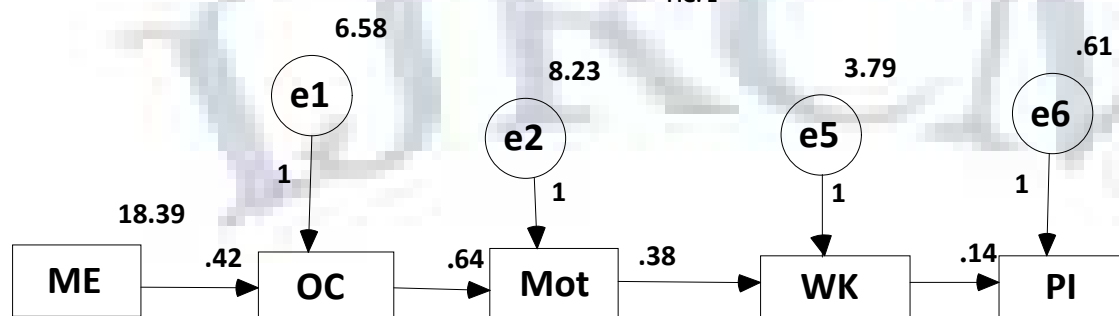
It was inferred that the independent variables such as x_1 , x_2 , x_3 , x_5 , x_6 , x_7 , x_8 , x_9 (Work knowledge, Motivation, Organizational Culture, Environment, Team Work, Commitment, Management Effectiveness, Rewards & Recognition) represent the partial effect on increase in performance level, holding other dimensions of independent variable constant. The independent variables such as x_4 (Co-workers) represent the partial effect decrease in performance, holding other dimensions of independent variables constant.

STRUCTURAL EQUATION MODELS

Structural equation models (SEMs), also called simultaneous equation models, are multivariate (i.e., multiequation) regression models. Unlike the more traditional multivariate linear model, however, the response variable in one regression equation in an SEM may appear as a predictor in another equation; indeed, variables in an SEM may influence one-another reciprocally, either directly or through other variables as intermediaries. These structural equations are meant to represent causal relationships among the variables in the model.

STRUCTURAL EQUATION MODEL

FIG. 1



ME – Management Effectiveness
 OC – Organization Culture
 Mot – Motivation
 WK – Work Knowledge
 PI – Performance Improvement

ENDOGENOUS VARIABLES (DEPENDENT VARIABLE)

- Organization Culture
- Motivation
- Work Knowledge
- Performance Improvement

EXOGENOUS VARIABLES (INDEPENDENT VARIABLE)

- Management Effectiveness

VARIABLE COUNTS

Number of variables in your model	9
Number of observed variables	5
Number of unobserved variables	4
Number of exogenous variables	5
Number of endogenous variables	4

VARIABLES OBSERVED FOR THE SEM MODEL**TABLE 4**

Increase in Performance Level	q3	Environment	d5
Work knowledge	d1	Team Work	d6
Motivation	d2	Commitment	d7
Organizational Culture	d3	Management Effectiveness	d8
Co-Workers	d4	Rewards & Recognition	d9

TABLE 5**REGRESSION WEIGHTS: (GROUP NUMBER 1 - DEFAULT MODEL)**

	Estimate	S.E	C.R	P
d3_tot <--- d8_tot OC <--- ME	.419	.039	10.678	***
d2_tot <--- d3_tot Mot <--- OC	.643	.060	10.700	***
d1_tot <--- d2_tot WK <--- Mot	.378	.036	10.357	***
q3 <--- d1_tot PI <--- WK	.144	.022	6.591	***

TABLE 6**VARIANCES: (GROUP NUMBER 1 - DEFAULT MODEL)**

	Estimate	S.E	C.R	P
d8_tot	18.395	1.708	10.770	***
e 1	6.579	.611	10.770	***
e 2	8.228	.764	10.770	***
e 5	3.792	.352	10.770	***
e 6	.613	.057	10.770	***

1. CMIN (Chi Square in Amos)	100.089
2. P Value	.000
3. GFI (Goodness of Fit Index)	.874
4. CFI (Comparative Fit Index)	.867
5. RMR (Root Mean Square Residual Index)	1.052
6. RMSEA (Root Mean Square Error of Approximation)	.098

The structural equation model developed in this study is partially fit; The P value for this model is 0.000. So it is significant. The GFI value is .874, shows the model is good fit, in this model CFI value is .867, shows that the model is partially fit and in this model RMSEA value is .098, shows that the model is mediocre fit.

SUGGESTIONS & RECOMMENDATIONS

Motivation is the internal influence affecting employees' actions. Employers must meet the intrinsic needs of associates to fully capitalize on the motivation element. In order to accomplish the job, temporary employees must have the necessary abilities. Managers are responsible for ensuring their temporary employees receive the required training and skills to be successful.

Another critical function of the ability element is to place temporary employees in positions that will effectively utilize their talents.

Temporary Employees must have a clear understanding of where they fit in the organization and how they contribute to the overall mission.

Comprehensive job descriptions with clear expectations will aid the associate in understanding the role-perception element.

There are many ways that one can measure the morale of the employees and it is important to do so from time to time to keep a check on the management of employee behaviour. This can be done through attitude questionnaires, opinion polls, unstructured interviews and focus groups.

Changing an employee's mindset will produce far more positive results than merely getting angry or applying disciplinary action. Of course, if this methodology proves to be ineffective, you may have to take stronger action, but give it a chance to work. Just like the person with an addiction, the path to successfully overcoming detrimental behaviour patterns must include a change in thought processes.

The company may develop engaged employees. The management must provide them with adequate information. It is always a good idea to ask for their input before deciding on the best course of action and then ensure that they have the tools at their disposal to allow this behaviour to occur. Finally, the management must incentivize workers to perform at their optimum. If there is nothing in it for them, employees have little reason to motivate themselves.

MARK (MOTIVATION, ATTITUDE, RESPONSIVENESS BEHAVIOUR, KNOWLEDGE) MODEL FOR IMPROVING THE PERFORMANCE OF TEMPORARY EMPLOYEES IN AUTOMOBILE INDUSTRY

MOTIVATION

The job of a manager in the workplace is to get things done through employees. To do this the manager should be able to motivate employees. An understanding and appreciation of this is a prerequisite to effective employee motivation in the workplace and therefore effective management and leadership

ATTITUDE

We are often hesitant to set standards for good work attitudes and discipline employees for having bad ones. Companies should incorporate this attitude standard into a general workplace policy, share it as part of overall performance expectations and encourage supervisors, to hold all employees accountable for their attitudes as a critical part of performance evaluations.

RESPONSIVENESS BEHAVIOUR

The responsiveness behavior in organization is approached formed for influencing people and work hand to hand. The responsive employee tends to succeed by building bonds of respect and trust with those around him. They work more diligently, work to help the manager and the organization succeed, and will go the extra mile when necessary. That is because responsiveness acts consistent with the principles that perform the job better.

KNOWLEDGE

The companies recognized that front line assembly workers on the factory floor - the antithesis of a conventional view of "knowledge workers"--were in fact essential to performance improvement for the broader firm. In encouraging and supporting problem-solving by these employees, the auto makers were able to give their work new meaning and unleashed much more passion on the factory floor.

CONCLUSION

Today's increasingly competitive business world means a highly motivated work force is vital for any organization seeking to achieve good results. Therefore, to manage employee behaviour, it is important to know how to motivate them so that you can obtain your full support from them. It is very important to understand and recognize the needs of the employees. A lot of changes are happening in the organization. But management has a new attitude, changes are occurring, and things are getting better. However, the organization's success depends on employees being loyal, dedicated, and devoted.

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