



EMPLOYEE PERFORMANCE FACTORS: A STUDY ON SELECT CEMENT COMPANIES IN ANDHRA PRADESH

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ABSTRACT

Across the globe every industry is struggling with shortage of skilled labour. Cement industry is one of the labor-intensive manufacturing industries struggling with shortage of skilled labour. Developing skilled labour is a long-term process, so the companies are striving to enhance the existing employee's performance. There are so many factors impacting employee performance in an organization. Therefore, the current research throughs a light on the factors impacting employee performance in the select cement companies in Andhra Pradesh.

KEYWORDS: Labour-intensive, Employee Performance, Work Quality, Productivity, Team Work.

INTRODUCTION

Employee performance in the cement industry refers to the extent to which employees effectively and efficiently perform their assigned tasks while contributing to organizational goals. It is commonly assessed through the following dimensions:

1. Work Quality

Work quality refers to the accuracy, consistency, and standard of work performed by employees (Aguinis, Herman, 2019). In the cement industry, it involves producing cement that meets quality specifications, minimizing production defects, following standard operating procedures, and maintaining high levels of precision in manufacturing processes.

2. Productivity and Efficiency

Productivity and efficiency measure the amount of output produced relative to the resources used, such as time, labor, and materials. High-performing employees maximize production output, minimize waste, reduce downtime, and utilize machinery and resources effectively to achieve organizational targets.

3. Teamwork and Cooperation

Teamwork and cooperation refer to employees' ability to work collaboratively with colleagues, supervisors, and different departments (Armstrong & Michael, 2020). Since cement manufacturing involves interconnected production processes, effective communication, mutual support, knowledge sharing, and coordination are essential for maintaining smooth operations and achieving common objectives.

4. Safety and Discipline

Safety and discipline reflect employees' adherence to workplace safety regulations, organizational policies, and ethical standards (International Organization for Standardization, 2018). Given the hazardous nature of cement manufacturing, employees are expected to consistently use personal protective equipment (PPE), follow safety protocols, maintain punctuality, and comply with operational procedures to prevent accidents and ensure workplace safety (International Labour Organization, 2022).

5. Initiative and Problem-Solving

Initiative and problem-solving refer to employees' willingness to take proactive actions, identify operational issues, and develop effective solutions without constant supervision. Employees who demonstrate initiative contribute to process improvements, equipment maintenance, cost reduction, innovation, and enhanced organizational performance (Mathis, Robert L., & Jackson, John H, 2020).

REVIEW OF LITERATURE

Thangamani P and Shakila Banu (2020), they attempted to categorize the key factors of employee motivation and its impact on employee's performance of the cement companies in Trichy city. The study recognized compensation, Fringe Benefits and Rewards as Monetary motivational factors will enhance employee's performance. They suggested that company should prize the reliable employees both monetarily or non-monetarily. This will give confidence the employee commitment to work. The function and efficient use and management of workers must be done throughout in order to attain organisational effectiveness.

Ridwan et. al, (2018), found that in the cement industry empirically the leadership style, employee commitment, work motivation, and work climate have positive and significant impact on job satisfaction. Leadership style, employee commitment, work motivation, and work climate, either directly or indirectly have a positive and significant effect on employee performance through



job satisfaction as variable intervening. Job satisfaction has a direct positive and significant effect on employee performance. The direct effect of leadership styles, employee commitment, motivation and work climate on employee performance is positive, which means that when the exogenous variables improved the job satisfaction and employee performance will increase.

Wasulwa Dorcas Akinyi Mainya (2016), said that Benefits forms an important aspect in manufacturing organizations as it influences employee performance. EAPCC recognizes excellent performers however it did not carry out promotions frequently for high achievers. The employees do not have very attractive benefit package although they are offered good allowances for overtime worked. These other packages that are not attractive and do not match job responsibilities may be a demotivator to the hard-working employees. There was also strong positive correlation between Benefits (employee security, health protection, performance recognition, retirement benefits) and Employee productivity.

Eneh et. al, (2022), found that employee work attitude is not positively influenced by hazard allowance. The implication is that, the more preferred the incentive structure, the more positive the employee attitude will be. Employees should engage in good communication with subordinates in order to deal with factors that are responsible for employee poor work attitude. Therefore, management of cement manufacturing firms in South-South, Nigeria should make hazard allowance more attractive and see it as an important extrinsic reward factor that encourages positive work attitude.

Momena Akhter et. al, (2013), said that training & development and opportunity for career development have a significant positive impact on employee performances. On the other hand, Performance appraisal, Compensation & Benefits, and Leadership Practices have a positive impact on employee performance but the impact is not significant in the context of cement industry in Bangladesh. Moreover, work life balance has a negative impact on employee 's performance. Furthermore, efficient management of human resources can increase the performance of the employees of the cement companies in Bangladesh.

OBJECTIVES OF THE STUDY

- To explore the employee performance factors in cement companies.
- To analyze employee perceptions on employee performance in select cement companies in Andhra Pradesh.
- To put forth certain suggestions based on the findings of the study to improve the employee performance in select cement companies in Andhra Pradesh.

HYPOTHESIS

H₀: The employee does not perceive all the dimensions of employee performance as overall employee performance in select cement companies in Andhra Pradesh.

H₁: The employee perceives all the dimensions of employee performance as overall employee performance in select cement companies in Andhra Pradesh.

METHODOLOGY

To satisfy the aforesaid objectives the information has been gathered from two sources for example primary and secondary sources. The secondary information was gathered from various journals, periodicals, magazines, books and unpublished documents. The primary information was gathered legitimately from the sample respondents with pre-designed questionnaire. The participants selected for this study consisted of employees of select cement companies in Andhra Pradesh. Simple random sampling technique was deployed in sample selection. Out of 650 questionnaires distributed 625 questionnaires found to be usable.

DATA ANALYSIS

Model fit of the Work Life Balance Model

Values of different fit indices; GFI, IFI, CFI, NFI greater than 0.9 considered as good fit and RMSEA values 0.05 or less indicates close to fit, between 0.05 to 0.08 indicates reasonable fit and values between 0.08 to 0.10 show marginal fit (Kline, 2001). Structural Equation Modelling (SEM) is conducted with all 32 variables and data shows that in select cement industry organizations $df= 5.046$, $GFI= .914$, $NFI= .916$, $IFI= .921$, $TLI= .918$, $CFI= .916$, $RMSEA= .069$.

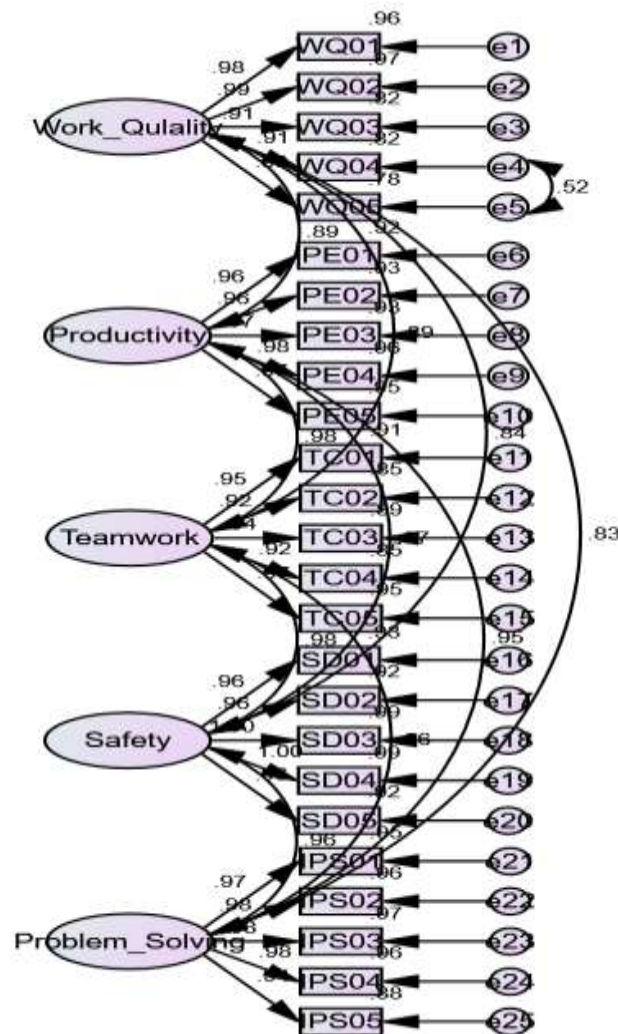


Figure- 1: Employee Performance Model in Select Cement Organizations

Divergent Validity & Convergent Validity of Employee Performance Model:

Table- 1: Divergent Validity& Convergent Validity of Employee Performance Model in Select Cement Industry Organizations

	CR	AVE		WQ	PE	TC	SD	IPS
WQ	0.9714	0.87191	WQ	0.934				
PE	0.98666	0.93669	PE	0.888	0.968			
TC	0.97541	0.88809	TC	0.885	0.935	0.942		
SD	0.99012	0.95248	SD	0.844	0.96	0.934	0.976	
IPS	0.9879	0.94233	IPS	0.829	0.955	0.936	0.964	0.971

(Source: Primary Data)

Convergent validity was assessed through CR and AVE. The required levels of CR and AVE should be equal or more than 0.6 and 0.5 respectively (Hair et al., 2010). CR and AVE were also used to establish the reliability of the measurement model. CR is an alternative measure to Cronbach's Alpha, it is recommended by Chin (1998) as an ideal measure to overcome some deficiencies in Cronbach's alpha. The CR should be 0.60 or higher, while the minimum threshold for an AVE should be 0.5 or higher to indicate adequate reliability (Awang, 2015). The composite reliability (CR) and average variance explained (AVE) values for the final measurement model of Employee Performance are presented in above table. From the above table it is observed that all CR values are more than 0.7 and AVE values are more than 0.5, hence supporting their convergent validity (Hair et al., 2010).

The recommended approach for establishing divergent Validity is to compare the squared correlation between two constructs with either of their individual AVE estimates (Hair et al., 1998). The AVE estimates should be greater than the squared correlation estimate. In addition to distinctiveness of constructs, divergent Validity also means that individual measured items should represent only one latent construct. Form the above table it is observed that the AVE estimates are greater than the squared correlation estimates, hence supporting divergent validity (Hair et al., 1998).

**Table- 2: Descriptive Statistics of Employee Perception's on Work Quality**

Descriptive Statistics	N	Mean	Std. Deviation
I complete my work with high accuracy and minimum errors	625	3.54	1.469
The quality of my work meets organizational standards	625	3.57	1.445
I follow safety and operational procedures carefully while performing my duties	625	3.58	1.444
I maintain consistency in my work performance	625	3.48	1.484
My supervisor is satisfied with the quality of my work	625	3.55	1.490
Valid N (listwise)	625		

(Source: Primary Data)

From the above table it is understood that among work quality factors “I follow safety and operational procedures carefully while performing my duties” registered highest mean value (3.58) and lowest standard deviation (1.444). “I maintain consistency in my work performance” registered lowest mean value (3.55).

Table- 3: Descriptive Statistics of Employee Perception's on Productivity& Efficacy

Descriptive Statistics	N	Mean	Std. Deviation
I complete assigned tasks within the given time	625	3.71	1.415
I can effectively manage heavy workloads during peak production periods	625	3.68	1.409
I utilize available resources efficiently in my work	625	3.70	1.396
I contribute to achieving production targets in the plant	625	3.75	1.323
I maintain good attendance and punctuality at work	625	3.74	1.412
Valid N (listwise)	625		

(Source: Primary Data)

From the above table it is understood that among productivity and efficacy factors “I contribute to achieving production targets in the plant” registered highest mean value (3.75) and lowest standard deviation (1.323). “I can effectively manage heavy workloads during peak production periods” registered lowest mean value (3.68).

Table- 4: Descriptive Statistics of Employee Perception's on Teamwork and Cooperation

Descriptive Statistics	N	Mean	Std. Deviation
I cooperate well with my coworkers and supervisors	625	3.74	1.440
I communicate effectively with team members during operations	625	3.69	1.466
I willingly support colleagues when needed	625	3.72	1.440
I contribute positively to maintaining workplace harmony	625	3.67	1.461
I participate actively in team-based activities and problem solving	625	3.74	1.435
Valid N (listwise)	625		

(Source: Primary Data)

From the above table it is understood that among teamwork and cooperation factors “I participate actively in team-based activities and problem solving” registered highest mean value (3.74) and lowest standard deviation (1.435). “I contribute positively to maintaining workplace harmony” registered lowest mean value (3.67).

Table- 5: Descriptive Statistics of Employee Perception's on Safety& Discipline

Descriptive Statistics	N	Mean	Std. Deviation
I strictly follow workplace safety guidelines and regulations	625	3.73	1.428
I use safety equipment properly while working	625	3.71	1.410
I report operational or safety issues immediately	625	3.76	1.405
I maintain discipline during work hours	625	3.74	1.417
I help promote a safe working environment in the organization	625	3.73	1.459
Valid N (listwise)	625		

(Source: Primary Data)

From the above table it is understood that among safety and discipline factors “I report operational or safety issues immediately” registered highest mean value (3.76) and lowest standard deviation (1.405). “I use safety equipment properly while working” registered lowest mean value (3.71).

Table- 6: Descriptive Statistics of Employee Perception's on Initiative and Problem Solving

Descriptive Statistics			
	N	Mean	Std. Deviation
I take initiative to improve work processes	625	3.72	1.431
I can solve work-related problems effectively	625	3.76	1.409
I adapt quickly to new technologies and machinery	625	3.73	1.409
I am willing to learn new skills related to my job	625	3.74	1.422
I contribute ideas for improving organizational performance	625	3.69	1.445
Valid N (listwise)	625		

(Source: Primary Data)

From the above table it is understood that among initiative and problem-solving factors “I can solve work-related problems effectively” registered highest mean value (3.76) and lowest standard deviation (1.409). “I contribute ideas for improving organizational performance” registered lowest mean value (3.69).

FINDINGS

- From the analysis it is found that all the 25 items considered for the study are significantly contributing for the employee performance in the study area.
- Among the work quality factors “I follow safety and operational procedures carefully while performing my duties” registered highest mean value (3.58) and “I maintain consistency in my work performance” registered lowest mean value (3.55).
- From the analysis it is observed that among productivity and efficacy factors “I contribute to achieving production targets in the plant” registered highest mean value (3.75) and “I can effectively manage heavy workloads during peak production periods” registered lowest mean value (3.68).
- Among the teamwork and cooperation factors “I participate actively in team-based activities and problem solving” registered highest mean value (3.74) and “I contribute positively to maintaining workplace harmony” registered lowest mean value (3.67).
- From the analysis it is observed that safety and discipline factors “I report operational or safety issues immediately” registered highest mean value (3.76) and “I use safety equipment properly while working” registered lowest mean value (3.71).
- Among the initiative and problem-solving factors “I can solve work-related problems effectively” registered highest mean value (3.76) and “I contribute ideas for improving organizational performance” registered lowest mean value (3.69).

SUGGESTIONS

- ✓ According to the analysis it is understood that all the five factors; work quality, productivity and efficacy, teamwork and cooperation, safety and discipline and initiative and problem-solving are significantly contributing for employee performance in the research area. Therefore, the organizations should consider all these factors to ensure optimum employee performance.
- ✓ According to employee's perception the most challenging task is maintaining consistency in the work quality. To ensure the consistency in the work quality organizations should provide time to time training to the employees. This process refreshes fundamentals and ensures work quality.
- ✓ In cement industry the demand varies with the season. During the summer when the demand is high employees felt it is difficult to cope with the peak production periods. In Andhra Pradesh where there is high temperature during summer the employees should be given sufficient rest and make sure that resting areas also comfortable, so that employees can work efficiently.
- ✓ Though “I participate actively in team-based activities and problem solving” registered highest mean value (3.74), but it is too short to the satisfactory level. Therefore, organizations should involve front level employees from the planning level to ensure smooth functioning of the operations.
- ✓ Employee are working in the organization for several years and they felt that safety equipment is not much important. But management should make sure that employees should understand the need for safety equipment and they are using safety equipment in prescribed manner to avoid unforeseen incidents.
- ✓ According to the employee perception they are involved during problem solving but not organizational performance improvement planning process. Employees are ones who will take care of day-to-day activities of organizations their involvement in the planning will improve the success rate of any plan.

CONCLUSION

The research is conducted to identify the variables and their concerned items which has impact on the employee performance in the select cement companies. From the literature review 5 variables and their 25 items are identified. Simple random technic is used to collect the dat. After collection, data is analysed and found that all the 25 items are significantly contributing for employee performance in the study area. From the analysis it is found that for work quality: I follow safety and operational procedures carefully



while performing my duties; for productivity and efficacy factors: I contribute to achieving production targets in the plant; for teamwork and cooperation factors: I participate actively in team-based activities and problem solving; for safety and discipline factors: I report operational or safety issues immediately; for initiative and problem-solving factors: I can solve work-related problems effectively registered highest mean value. Therefore, the organizations which are trying to enhance the employee performance should consider all these five factors. If all these factors are kept in place it is more likely that employee performance in the cement companies will enhance.

Scope for Future Research

1. The current research is conducted in the select cement companies in Andhra Pradesh, in future researches may consider all states cement companies for the study to understand cement companies' environment.
2. This research included only cement companies and in the future other manufacturing industries with labour intensity can be included in the study.

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