



Challenges faced and the Best Practices in  
Implementation of Performance Management System in  
Indian Manufacturing industry – a case study approach

# DISSERTATION

**MSc. In Management at Dublin Business School**

Dissertation submitted in part fulfilment of the requirements for the degree of  
Masters of Science in Management Practise

**Student Name: BHAVYA R JOSHI**

**Supervisor: David Wallace**

Student Number: 10509158

Date: 06-01-2020

Word Count: 21,854

## **DECLARATION**

‘I declare that this dissertation that I have submitted to Dublin Business School for the award of MSc. In Management Practice is the result of my own investigations, except where otherwise stated, where it is clearly acknowledged by references. Furthermore, this work has not been submitted for any other degree.’

Signed: Bhavya R Joshi

Student Number: 10509158

Date: 06 January 2020



## **ACKNOWLEDGEMENT**

This work would not have been possible without the support of Dublin Business School, my colleagues and few of my lecturers for supporting me and guiding me to the right direction in order to get this research done.

I would like to thank my supervisor David Wallace for guiding me at every point and helping me out to cross the obstacles. Without his help and guidance, this research would not have been possible.

I would also like to thank Ieva Masevic for her support and guidance throughout the theming process and Dr. Ronda Barron and Dr. Garry Prentice for providing help in understanding and using the analytical software for qualitative data analysis NVivo 12.

I would lastly like to thank the library staff at DBS for always helping me out by procuring me with books and other reference material I require for my study and research purposes.



## Table of Contents

1. DECLARATION .....	2
2. ACKNOWLEDGEMENT .....	3
3. ABSTRACT.....	6
4. INTRODUCTION .....	7
4.1. Context for the Research: .....	11
4.2. Aims for the Proposed Research: .....	13
4.3. Rationale for the Proposed Research:.....	13
4.4. Time, Cost and Project Management: .....	14
5. LITERATURE REVIEW .....	15
5.1. Literature Introduction.....	15
5.2. Total Quality Management and Industry 4.0.....	15
5.3. Talent Management Using Best Practices .....	18
5.4. Performance and Appraisal of Talent .....	27
5.5. Literature Conclusion .....	34
6. METHODOLOGY .....	36
6.1. Research Philosophy.....	37
6.2. Research Approach.....	39
6.3. Research Strategy .....	39
6.4. Research Choice .....	42
6.5. Time Horizon.....	43
6.6. Techniques and Procedures .....	44
6.6.1. Population and Sampling.....	44
6.6.2. Data Collection and Data Analysis.....	45
6.7. Reliability and Validity.....	46
6.8. Research Bias.....	47
6.9. Ethical Considerations .....	48
6.10. Limitations to the Research .....	49
7. Discussion and Presentation of Findings .....	51
7.1. Material Used.....	51
7.2. Participants .....	52
7.3. Procedure .....	57
7.4. Data Analysis and Findings .....	57
8. Discussion.....	75

8.1. Thematic Analysis (Braun and Clarke, 2006) .....	75
8.1.1 <i>Overview and evolution of PMS and the techniques followed in PMS</i> .....	76
8.1.2 <i>Challenges Managers face during PA in the manufacturing sector</i> .....	79
8.1.3 <i>Best practices in PMS to overcome the challenges</i> .....	82
9. Result .....	85
9.1 <i>Research Recommendations</i> .....	85
9.2 <i>Research Strengths and Weakness</i> .....	87
9.3 <i>Discussion Conclusion</i> .....	88
10. BIBLIOGRAPHY .....	89
11. Appendix.....	97
11.1 Interview Questionnaire.....	97
11.2 Information Form and Consent Sheet.....	98

## Table of Figures

1. Deloitte - Human Capital Trends Report 2019.....	09
2. Productivity-Based HR Commitment – Kathy Monks 2013.....	22
3. Deloitte - Purpose of Performance Management 2018.....	32
4. Deloitte Insights – Harvard Business Review.....	36
5. Saunder’s Research Onion.....	38
6. Repetitive word cloud of Interviewee 1 using NVivo 12.....	55
7. Repetitive word cloud of Interviewee 2 using NVivo 12.....	56
8. Repetitive word cloud of Interviewee 3 using NVivo 12.....	57
9. Repetitive word cloud of Interviewee 4 using NVivo 12.....	58
10. Repetitive word cloud of all Interviewees using NVivo 12.....	77
11. Thematic Analysis using Braun and Clarke 2006.....	77
Table 1: Research Methodology (2019) .....	39

## **ABSTRACT**

Performance management system has been influential as a method that would help improve individual and organizational efficiency. This demonstrated the need to undertake this research with a case study approach in titled challenges faced and the best practices in performance management system implementation in the Indian manufacturing sector.

The main goals of this research are to explain the nature of PMS, to examine the methods used in PMS, to recognize the challenges faced by managers and to discuss best practices in PMS. To achieve these targets, managers provided in-depth information on their performance management program and interviews with four managers were conducted.

The research found that the performance management program was not effective and therefore the company faced certain issues such as staff discontent, lack of training and high attrition rate. It was proposed that management review its performance management program before it becomes a debacle and make a few improvements, such as coaching managers in conflict management and offer more inherent incentives based on human resource efficiency and provide consistent feedback with positive criticism to encourage the workforce to perform better.

## INTRODUCTION

According to 2018 KPMG Global CEO Outlook, disruption in businesses today is inevitable. Shifting economies, emerging technologies, changing loyalties and customer mindsets, dynamic market demands and propaganda, and round the clock improving business operations and processes are becoming more agile and efficient to support organisations to do better. Companies have been developing methods to position their business effectively through their employees as the source to reach a competitive advantage in the volatile environment. (Bailey, 1995; Florowski & Schuler, 1994; Pfeffer, 1994).

*“Take care of your employees and they will take care of your business. It’s as simple as that. Loyal employees are Assets – Not Liabilities” - Sir Richard Branson.*

Seeing that academicians and theoretical experts from their study and philanthropists from their work in the 21<sup>st</sup> century have said that the workforce of the organisation i.e. its employees are the one who are going to drive the profits and the market in the future, it is not required to tell how important it is for organisations to pay heed towards its employees. Deloitte (2019) in their Global Human Capital Trends report stated that faced with the rapid and relentless acceleration of AI, cognitive technology and automation, employers need to reinvent their employee work experience to improve productivity. Also, with advent changes coming on jobs as they transform from jobs to super jobs because of the intervention of robotics and big data with neural network for automation and manufacturing, a new trend is set in motion with jobs. This said, it is also important for organisations to scout and hunt for new talents to add to their organisation to help the company grow more and develop in this competitive world.

Pollitt expressed that performance management is a framework where associations and people are given objectives, quantifiable targets, and afterward a wide assortment of tools and techniques of power or impetus are conveyed to urge staff to hit or surpass their objectives (Pollitt, 2013). While Greve recommended that it is likewise a technique in which the basic goals, targets and execution criteria are perceived and concurred. In various PM models, it is known as an arrangement of target/objective definition (Greve, 2017). Verifiably, the possibility of performance management was confined to choose the wages and remunerations of their laborers. PM upgrades lately are about managing talent along with steady checking and review by various different tools and techniques (Jain and Gautam, 2014).

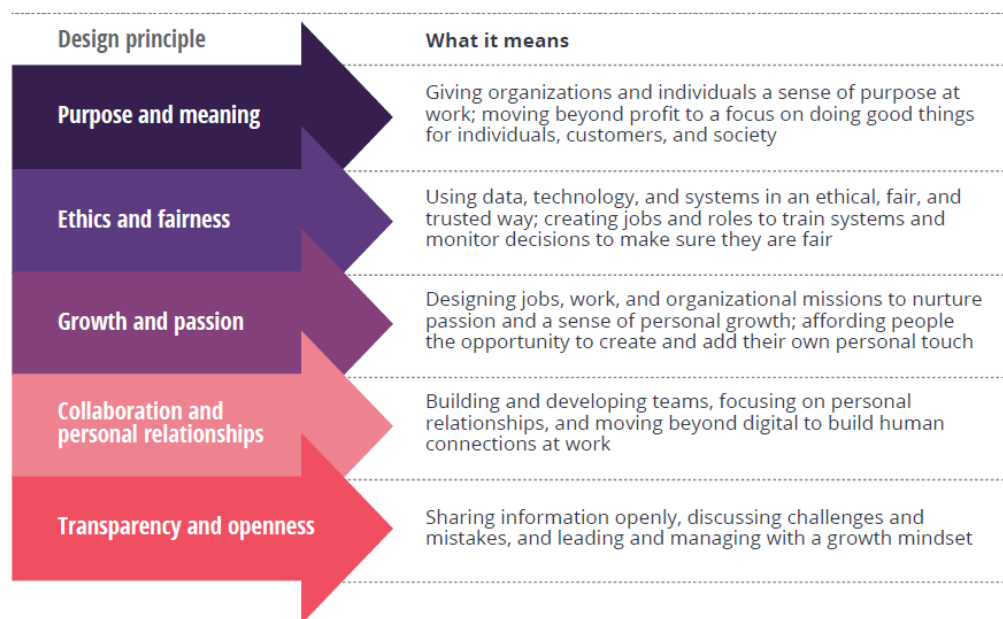
A viable Performance Management framework incorporates setting performance goals, delegating responsibilities, coaching for commitment, motivating and recognizing, evaluating performance, planning career development, rewarding and feedback, and paving a future path for employee's career, growth, and development (Jain and Gautam, 2014).

(Salam, 2019) suggested that to respond to fast changing demands of customers, the manufacturing industry has to respond dynamically to these changes. This can be achieved by use of continuous monitoring of data and processes. Survival of the manufacturing companies is dependent on how they accept this shift of wave in technology called Industry 4.0. It is a new era of the manufacturing sector.

Talent management has become a contemporary problem. A survey conducted by Price Waterhouse Coopers (2009) suggested that CEO's consider their talents to be valuable and management of these employees is critically linked with success and competitive advantage in the organization. Their 2007 Annual report on managing tomorrow's people- millennials at work suggested that they envision a 2020 where

China, India and Russia will have more economic influence than Europe and US (47%). The annual report suggests training and development to be the biggest employee benefit towards increasing the performance and productivity of the individual and the firm. 98% of the employees in the survey done for their annual report believe working with strong coaches and mentors as an integral part of growth and development in their career cycle.

### Human principles for the social enterprise: Benchmarks for reinvention



Source: Deloitte Global Human Capital Trends survey, 2019.

Figure 1: Deloitte (2019)

According to KPMG’s 2014 Global Automotive survey, the rising power of markets for global automakers remains the BRIC (Brazil, Russia, India and China) states which will be the central force of growth for the next decade (Albulescu, 2014). (Tafti, Mahmoudsalehi and Amiri, 2017) based on their research, classified talent management challenges and barriers into four categories; structural, environmental, behavioural and managerial. They found the problems based on interviews using the qualitative research approach to add value to their study. They interviewed experts

from the Iranian Automotive Industry. They concluded their study by recommending the success factors for their problem which were classified into three categories; Structural success factors, environmental success factor and finally managerial success factor.

Performance of any organisation is linked directly to the performance of its workforce. Performance audits or appraisal are done periodically in organisations and known as performance cycle. This is done in order to help the individual grow and develop in areas where they might require help. The performance assessments are done generally based on factors like time management at work, quality of work done, quantity produced and cost incurred to produce results (Invancevich, 2009).

(Brocal et al., 2019) defines Industry 4.0 to be the concept name given to the current trends in the manufacturing technologies. Industry 4.0 or the 4<sup>th</sup> Industrial Revolution in the manufacturing sector is also called by its synonyms like Smart Manufacturing, Smart Production, Internet of things, cyber physical systems, cloud computing, in the context of digital and automated manufacturing environment. The operations of industry 4.0 have four objectives namely sustainability, safety, agility and high efficiency.

The following proposal is about the challenges faced by HR talent managers to increase the operational performance of the organisation. The proposal's key topics of focus include Performance Management System, Total quality Management, Operational Performance of organisation, Strategic performance of Organisation and Talent Management. The proposal lays emphasis on use of employee attraction and retention techniques, use of High Performing Work Practices like Coaching and Mentoring to improve the efficiency of employees and other management techniques which are and can be used by HR talent managers to ensure high productivity and

employee involvement to do their bit beyond what their contract asks for the growth of their organisation. A psychological contract gets established in the minds of the employee and they tend to perform better when they know that the organisations has a high value of regard for their work and the employee themselves. For this study, the researcher is conducting his work at Auto component Manufacturing Company having its subsidiary at Chennai in South India. The researcher is using The Auto component Manufacturing Company as a representative of all the companies in the Automation industry of the manufacturing sector in South India.

### ***Context for the Research:***

In today's competitive world, the manufacturing sector plays a vital role in determining the growth and development in the goods and services community. We see that in developing countries, the trade credit is maximum given to the manufacturing sector. Manufacturing Sector is booming in the BRIC (Brazil, Russia, India, China) nations. But there are major flaws in this industry.

The Goods and Services Tax or GST in India is an indirect tax that has replaced many indirect taxes in India. It is a multistage, comprehensive, destination-based tax law that is levied on every value addition in India. It is also known as the one indirect tax of the country (GST India, 2019).

The government of India has levied many indirect taxes on taxes in the price of concerned goods and services. This affects most manufacturers and therefore manufacturers have shifted to importing goods from low cost manufacturing countries and simply putting their logo or brand name and selling in India. This in the long run causes unemployment and less purchasing power in the hands of consumers (Dr. Sanjay Kumar Yadav, 2014).

Performance Appraisal and Performance Management were believed to be a champion among the most creating issue since the latest decade. Employees' responsibility should be agreed with authoritative targets and methodology. PM takes out the insufficiencies of performance evaluation structure somewhat (Toppo, 2012).

In any organisation in the manufacturing sector, the operational performance and efficiency paves way for the growth and development of the organisation. We see that this is achieved not only by the decisions taken by the top management but by the efficiency of work delivered by the employees working in the operations. Thus, we see the importance practising of High performing work practices in any organisation in the manufacturing industry. Key topics of this study are Performance Management Systems and Implementation of Best Practices in manufacturing industries.

The researcher holds a Bachelor of Technology in Mechatronics Engineering from India. The researcher is a Robotics Engineer with sound knowledge in robot dynamics and production management in operations at manufacturing facilities in India. The researcher has hands-on industrial experience in Manufacturing operations and Management by interning at various Multi-National Corporations having their Subsidiaries in India. The researcher is currently pursuing his Masters of Science in Management Practice from Dublin Business School Ireland. The researcher aspires to become a technocrat by nurturing himself in various fields of management and engineering. The researcher by means of his study, wants to become a quasi-expert on Talent Management in the manufacturing sector focussing mainly on the automation industries in South India. The point of this exploration is to distinguish the different procedures that are presently followed in the assembling business to execute the PMS viably and to comprehend the various difficulties looked by the managers while actualizing the equivalent. Additionally, to investigate the best practices that are

accessible for the managers to improve the productivity and execution of both the human asset and the association.

***Aims for the Proposed Research:***

**Research Question**

- What are the challenges associated with Performance Management of Talent at an Auto component Manufacturing Company in Chennai, South India?

**Research Aims**

- To identify the challenges that Managers face when appraising employees at the Auto component Manufacturing company.
- To examine the challenges of implementing best practices when appraising employees.
- To study the emergent trends and challenges of implementing performance standards.

***Rationale for the Proposed Research:***

The researcher chose to do my research on this topic as there has been minimal research done on Talent management in the manufacturing Sector in India.

The proposed research idea would add more value to the existing study happening in this sector. I am choosing an Auto component Manufacturing company which represents all other manufacturing companies having their factories in South India as operations are similar in such organizations. The completion of my study will benefit Individuals and organizations in numerous ways like:

- Eliminate gaps in the existing literature i.e. enhance durability.

- Help in growth of my career i.e. make me a quasi-expert on this topic (Kumar, Ranjit., 2005).
- Add academic value to this topic.
- Help resolve issues in performance management of Talent in manufacturing sector practically.
- Open new contacts for opportunities in career growth through Networking.

***Time, Cost and Project Management:***

The dissertation is going to be conducted and completed in 3 Phases over a span of 3 months in Dublin, Ireland and Chennai, India. Phase 1 of the dissertation is going to be completed in Dublin, Ireland. Phase 1 comprises of the first three chapters of the dissertation i.e. Introduction, Literature review and methodology chapters of the dissertation. During this phase, the primary data collection is done by extensive research using journal articles, reports, books, e-books, etc. During this phase, the questionnaire for the Depth Interviews is prepared and presented to the supervisor for validation. This phase starts in week 1 and ends in week 4 in Dublin, Ireland. Phase 2 initiates in week 5 and ends in week 9. During the course of this phase, the data for the research is collected by means of in-depth interviews at the Auto component Manufacturing Plant in Chennai, India. During the course of this phase, the researcher will be in India and communication with his supervisor will be done constantly by e-mails and Skype calls and messages. The researcher will be providing updates on work progress to their supervisor on a regular basis as decided by the supervisor.

The final phase or Phase 3 will commence in week 10 and end in week 12. This phase is going to be about compiling the data collected after it is analysed and recorded. The final phase is executed from Dublin. This phase of study also includes concluding the results and giving recommendations.

## **LITERATURE REVIEW**

The literature review is an integral part of the research. The purpose of the literature review is to study, explore and identify various existing scholarly academic articles that are related to the researcher's topic. An advantage of the literature review is that it broadens the knowledge base of the researcher in the research area (Kumar and Ranjit, 2005).

### ***Literature Introduction***

In today's business era, the most important asset for a company are their employees (Dave Ulrich,2017). There is no shortage of talented people in the world; but there is a shortage of right people in the right places (Gunnigle et al., 2011). Talent Management has become a contemporary problem. Therefore, it is the need of the hour for organisations to attract new talent, and retain the existing talent along with the new talent in order to maximise efficiency of their productivity and be ahead in the competitive industry. The goal of this chapter is to study the existing scholarly information available on core themes of the researcher's work. The researcher has three core themes namely; Performance Management and Appraisal Systems, Talent Management by implementation of Best Practices, Total Quality Management and Industry 4.0.

### ***Total Quality Management and Industry 4.0***

TQM is a management philosophy that seeks to integrate all organizational functions (marketing, finance, design, engineering, and production, customer service, etc.) to focus on meeting customer needs and organizational objectives. TQM is highly linked with the Japanese principle of Kaizen or continuous improvement (iSixSigma, 2019).

Manufacturing organisations have been driven by objectives like profitability, efficiency, customer satisfaction, responsiveness and quality. Among these, quality is considered a key determining factor for the success and competitiveness of a company (Garza- Reyes, 2015).

The implementation of TQM remains an important issue for manufacturing organisations all over the world. (Khanna, Sharma and Laroia, 2011) in their paper on the implementation of TQM in manufacturing organisations in the Indian industry found that organisations cannot achieve competitive success if they do not focus on the Quality success factors. These included soft factors like leadership, employee commitment and hard factors like manufacturing systems, tools and techniques. Thus, the researcher finds the link between human resource and manufacturing competitiveness in organisations.

(Youndt et al., 1996) in their study on human resource management, manufacturing strategy and firm performance found that the dimensions of operational performance of an organisation were linked directly to factors like continuous improvement (a principle of TQM), employee productivity, machine efficiency and customer focus of the organisation. These linked with quality manufacturing strategies resulted in increase in overall efficiency and productivity of organisation.

(Sader, Husti and Daroczi, 2019) suggested that Industry 4.0 is a key enabler of total quality management practices in the manufacturing sector. The evolution of integrating components like internet of things (IoT), big data, cloud computing, artificial intelligence in the Industrial systems along with a managerial perspective towards business excellence, efficiency and effectiveness drives the process in the logistics and warehousing of the manufacturing plants. This in turn enables these manufacturing factories to adopt more cleaner and greener ways to manufacture goods. They found that green and sustainable manufacturing is achieved through agile methods of manufacturing also known as smart manufacturing today.

(Sahoo and Yadav, 2018) in their study on Total Quality management in Indian manufacturing SME's found that a TQM movement cannot succeed unless the employees are involved. Sahoo inferred that the senior management and culture in an organisation is a

crucial aspect and the top management must take care of its work force in order to gain competitive advantage in the market.

(Popa, 2015) in his study on performance and sustainability in manufacturing sector from Romania found that sustainability of the manufacturing sector is of key importance. It is highly critical for employees in manufacturing sector to perform and out-perform their peers as the manufacturing sector adds to the Gross Domestic Product of the Country. Financial sustainability and sustainable development were the key focus of study in the research. He found that employees who are committed to work performed the best. The nature of performance of the firm and its financial stability was linked directly with its sales, imports and exports. Sustainable development among manufacturing industries is very important as it promotes the concept of green engineering.

(Korenková, Závadský and Lis, 2019) in their study aimed to link the performance management system and competencies in the manufacturing sector worldwide and identifying the responsibilities and authority for measuring and evaluating business performance found that with evolvement of various disciplines of business management, various performance management systems like Performance management, Business performance management, corporate performance management and Human resource management also need development and evolution. The study also suggested the moderating role leadership plays in relation with management control as a part of Total Quality management (TQM) and business excellence of the manufacturing sector. They suggested a list of KPI's (key performance indicators) which included both financial and non-financial indicators of business performance like productivity, marketing and finance, quality, procurement, logistics and packaging, raw materials from suppliers, production efficiency and defective/damaged/failure goods or end products.

(Dang and Goyal, 2017) in their study on synergistic impact of Total quality management on manufacturing performance found that six parameters like employee morale, cost, delivery, safety, productivity and most importantly quality are found to drive the business. Apart from these, continuous improvement aspects like cross functional process management and excellence teams, employee empowerment aspects like training, measurement and recognition, and suggestion scheme, fact-based decision-making aspects like statistical process control and team-oriented problem solving are parameters driving the total quality management implementation in manufacturing organisations.

### ***Talent Management Using Best Practices***

Talent retention or employee retention for organisations today is a challenging task. Academicians and professionals alike in the industry refer to use of High Performing Work Practices (HPWP's) or best practices to manage their talent. These High performing work practices which an organisation follows are used to increase their employee's performance and induce their corporate culture. It is also known as universalistic school. It talks about the 'one best way' of managing HR using a "Soft HRM" type of approach. It emphasises on using the 'Horizontal fit' and focuses on rejecting the 'Best Fit' approach (Stavrou, Brewster and Charalambous, 2010).

Best Practices in an organisation are implemented in order to increase the performance of the employee and make them feel more valuable and important for the company (Arthur (1994), Delery and Doty (1996)). Best practices in an organisation are implemented to ensure that the employees are motivated to perform to their best of abilities (Gunnigle et al., 2011), (Luther and Sommer, 2005).

In 2005, Stavrou and Brewster added to these practices, a few more of their idea after studying on them. These practices included:

1. Evaluation of HR
2. Share Options
3. Wider jobs and Job rotation.
4. Communication
5. Other Reward System (Gooderham et al., 2008)

(Šikýř, 2013) in his study suggests that organisations that use the best practices tend to sustain and perform better in the competitive world outside. Globally companies who have adopted the best practices today show higher competitive character and performance when compared to those who have not. Organizational performance and competitiveness are directly linked to employee performance and the human resource management of the organisation.

(Santhosh Kumar and Rajasekar, 2011) studied primarily to examine the applicability of concepts of talent management in automobile industry in India and found that employees would leave an organization due to the lack of training, rewards and appraisals and that companies only “poach” their talents and “benchmark” their best practices but not follow them.

Employee retention in the manufacturing sector found that key practices like career growth and development, work life balance and employee engagement influence the employee largely to stay associated with the company (Varalakshmi and Rath, 2017).

(Pandita and Ray, 2018) in their study on meta-analysis of the impact of talent management and employee engagement on talent retention in an organization found that employees who are well engaged, tend to be more aligned with the organizational goals.

This moves to show that a well engaged employee is a well committed employee, and this results in improved employee performance, higher productivity, determined focus to goals

and thereby overall improved performance. They concluded that disengaged employees lack the clarity as to what the customer demands and therefore unable to perform. Engaging employees is a by-product of the best practices used in organizations to ensure increased organizational performance.

(Garg, Punia and Jain, 2019) in their research on exploring High Performance Work Practices (HPWP's) as necessary condition of HR outcomes suggested that the HPWP's have a positive impact on both the individual level performance and organisation level performance. They found variables like job satisfaction, job commitment and work-life balance as key components of work systems of HR practices in an organisation that lead to better organisational performance. They suggested that market dynamics, technological transformations and environmental changes have paved way in institutions to implement HPWP's to achieve higher productivity. They suggested that HPWP's are a medium of transparency in communication, organisational structure and relationship building in highly empowered and engaged workforces.

(Eliza and Daniel, 2018) in their paper on the Impact of building coaching and mentoring strategies on the human resource sustainable development found that Coaching and mentoring are a key component for organisations in this era of Globalisation. They suggested that organisations must encourage the use of various coaches and mentors to transform groups into teams to yield maximum efficiency and productivity in Output. They found a 28% growth in the activity rate among employees when they were coached or mentored as compared to the usual training and development provided by organisations.

(Cofer, 2009) in his study on sector-based talent attraction and retention found that the workforce is likely to be recruited internally first as they foster to the business environment. The external recruitment is done to onboard new potential talent which can help drive the organisation to better profits.

(Caine, 2019) in her study on coaching being the new HR craze defined coaching as a way to help someone to help themselves. Coaching is growing as a fundamental skill that is needed by managers today. With the right coaching, managers can develop future managers and also efficiently manage the workload assigned to different teams in the organisation. In the era where businesses are a quest for agility, managers should look to coaching employees for high productivity.

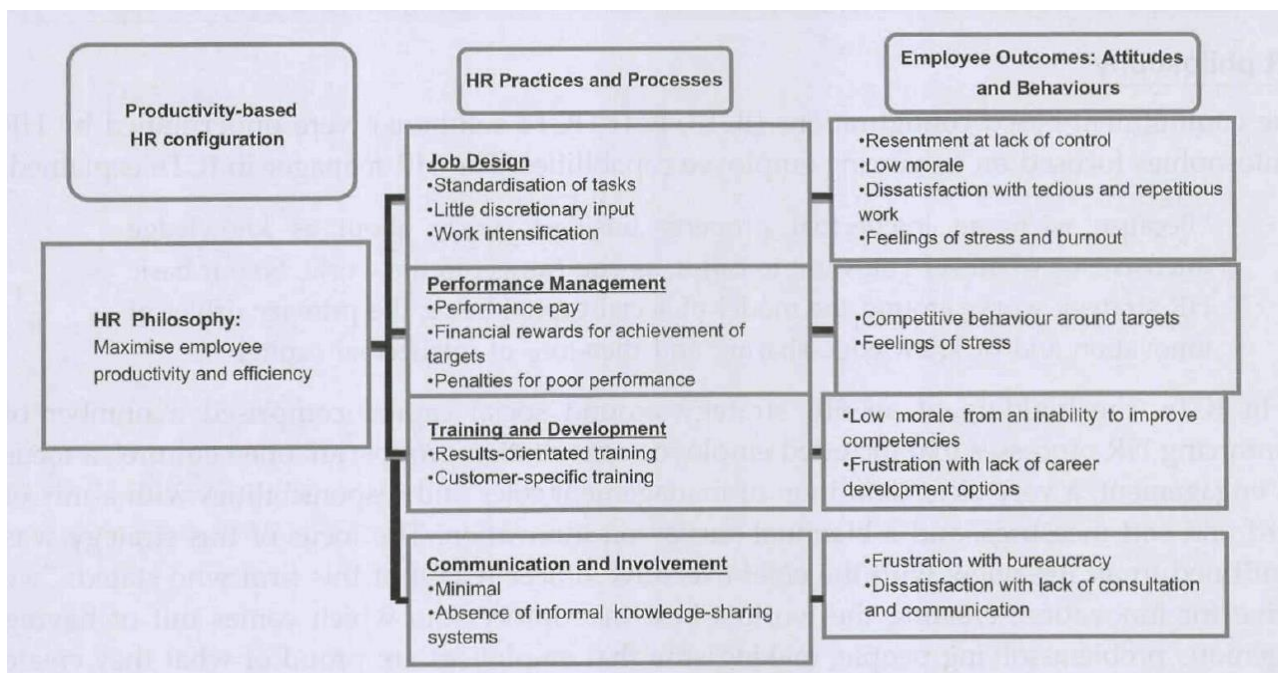


Figure 2 - Kathy Monks (2013), *How the HR system works?*

(Monks et al., 2013) in her study on how the HR system works found that HR processes and philosophies have imperial impact on the overall performance of the organisation. Monks claims that much is not known about how the HR system actually works. She describes HR philosophies, practices and processes to be important for an employee's growth as well as the organisations performance.

Monks found that Job design, recruitment and selection, training, performance appraisal and reward for employees have direct impact on the overall organisation performance. She describes HR configuration to be of two types; commitment-based HR configuration and Productivity-based HR configuration.

The manufacturing sector is more bent towards the productivity-based HR configuration. We can see from figure 3 the HR best practices followed and their outcomes of it. Monks emphasises on use of training and development in manufacturing companies in form of graduate programmes to mould the organisation culture into the employee to ensure forecasting of the employee fitting well in the organisation.

(Mitchell, Obeidat and Bray, 2013) in their study on the effects of strategic human resource management on organisational performance focussing on the mediating role of high-performance human resource practices (HPHRP's) found that the HR strategic role is linked directly to the financial performance of an organisation. They found that strategy used by HR along with the availability of opportunity, skill or ability and the right motivation, induced higher rates of performance among employees. They suggested that firms having a higher strategic HRM base tend to be more efficient and competitive as compared to firms with a low strategic HRM base.

(Huselid, 2005) from his study formed the basis for talent recruitment or attraction to be the high performing work practices (HPWP's). He found that organisations which encourage or practice the HPWP's like work life balance, performance appraisal, extensive training, self-managed teams, employment security, sharing of information, autonomy, reward system, culture and diversity in hiring tend to attract more employees towards an organisation.

(Muralidhar, 2016) in her studies talk about the relationship between HR Best practices, job satisfaction and talent management in the manufacturing sector. She uses a sample group of

115 employees and 20 managers and finds that employee wellness to be in its nascent stage in the manufacturing sector. She recommends on laying emphasis on employee wellness, job satisfaction and health benefits closely linking to talent retention in the manufacturing sector.

(Loo-See and Leap-Han, 2013) in their paper investigated the relationship between human resource best practices and firm performance and found that the universalistic approach or the set of practices known as best practices are directly linked with firm performance. The study was done quantitatively on a sample of 312 executives, non-executives, managers and top management. The results showed few human resource best practices like performance appraisal (Delery and Doty, 1996), internal communication (Pfeffer, 1985) (Stavrou and Brewster, 2005), strategic human resource management alignment in the organisation (Boxall, 1992) and career planning and guidance were directly linked to improved firm performance and individual employee performance. It helps in increasing the overall level of perceived productivity and competency in the workforce.

(Mitchell, Obeidat and Bray, 2013) in their study to understand the effect of strategic human resource management on organisational performance, the mediating role of high-performance human resource practices or best practices found that strategic human resource practices can contribute to organisational performance and competitive advantage in the industry (Gerhart, 1996; Huselid, 1995).

(Jackson, 2019) suggested that the emerging themes of training (for skills) and developing (for competencies) in human resource management context lay emphasis on need of agencies like CIPD and EMCC in the Europe to be present in the APAC region to cope with the trends in performance management. Coaching and mentoring are the new methods employees today look for, towards their growth in an organisation.

(Aziz, 2019) through his researched implored the importance of coaching and its techniques for business growth and development. He suggested that HR business professionals should emphasise on use of coaching as a technique to mould future c-suite employees. When an employee is coached, he/she tend not to forget the skills and processes, thereby performing better and efficiently. Aziz suggested on using a coach who does not belong to the organisation to avoid any biasing. He also encourages HR partners of the organisation to use the “other way around theory” where in they keep themselves in their employee’s shoes and see the situation from the audience perspective in order to find the solution in a better way.

Joutsenvirta communicates that directors are to be mentors in the present world to accomplish the general upper hand of an association. Training is only "opening an individual's capability to amplify their very own exhibition" as characterized by Sir John Whitmore is the so far best definition that one could run over. A setup system basically quantifies the profound quality of managers and consequently, they can't be one-sided and should keep the standards and structure at any expense (Joutsenvirta, 2013).

Objective or Goal setting isn't proposed simply to convey perfect execution results, yet also to improve the psychosocial parts of an employee, for instance, labourer duty, promise to the company, and occupation fulfilment satisfaction (Davis, 2015, p. 30).

For practically any association, human capital is exceptionally basic to be effective, and on occasion, it costs high to contract and prepares a correct asset for the correct activity, today what the industry calls talent management. For this situation, managers assume an essential job by utilizing their methods to prepare and hold the workers inside the association. As indicated by Covella, in addition to the fact that administrators or managers of the organization should mentor them and prize as indicated by their presentation, yet additionally be straightforward enough for the employees or peers to comprehend what precisely is going on inside the work environment (Covella et al., 2017).

(Montague, 2013) in his study discusses about the vocational and skill shortages in employees in the Vietnamese manufacturing sector. Here, he talks about the population trend, industry issues, labour market challenge and educational trends in Vietnam and how it affects the employees in the manufacturing and service sector. He found that the skillset or competencies (personal, inter-personal and business) of an employee in the manufacturing sector was the critical factor which helped in the retention of the employee.

In fact, a champion among the most conspicuous and most popular performance management frameworks is the Balanced Scorecard (BSC). It has been mainstreaming for more than 20 years and presented as the most dominant one that has ever been exhibited in Harvard Business Review. The BSC has been significantly outstanding over the span of the latest 20 years. At the point when laborers feel that incredible performance goes unrecognized and unrewarded, motivation and inspiration fall, and people pull back from the Organization's general crucial. Prize and affirmation or recognition programs are along these lines a significant bit of any serious PMS.

Continuous Supervision Training  
Priorities Communication Grow  
**PERFORMANCE**  
**MANAGEMENT**  
Measurable Commitment  
Feedback Development HR  
Improvement Employees  
Objectives Goals Corrective  
Direction Job Descriptions Review  
Coaching Promote Monitor Reward

(Moraa and Datche, 2019) in their study on effect of performance appraisal on employee performance laid emphasis on the need of goal setting, performance planning, performance review and feedback on employee performance. They established a strong relationship between performance review and employee performance. They found that employees should be involved in goal setting as it gives them the ownership of process and decreases the resistance towards the common goal of the organisation. They also suggested that performance reviews should be conducted annually under performance indicators and goals set by the organisation which are realistic and achievable.

Two basic strategies or methods in HR to accomplish generally speaking upper hand are preparing and advancement for the representatives also known as L&D or T&D and the extraneous awards to spur them (Shruti et al., 2017). Shruthi likewise grows her view by saying that preparation achieves less stress in the workplace, improved individual performance, extended information, and improved team working, working relationship with peers, extended work satisfaction and maintenance. It is described by the consistent effort done to improve the competency of the representative i.e. the employee and the general execution of the company. At the point when representatives are prepared, they will in general trade information with different workers while working which thusly improves the general profitability (Shruti et al., 2017, p. 48).

In supporting this view, Schraeder and Jordan recommended that preparation is a run of the mill method that chiefs and associations use to improve laborers' proficiencies. Managers need to remember this reality and broaden their help in preparing their workers constantly. Preparing can affect execution clearly by improving business-related aptitudes and capacities. It also can have roaming, helpful results for performance when laborers see an association's enthusiasm for coaching and training shows that the association respects its duties.

Customary homeroom approaches to manage preparing still are used however at this point

are expanded by substitute creatively based philosophies, for instance, virtual preparing, online courses, and video conferencing (Schraeder and Jordan, 2011).

(Bhardwaj and Singh, 2017) in their research on the attrition rates of engineers in the manufacturing sector find that the major factors affecting the attrition rate are boss, salary and stress in an organization. According to employees working in operations, salary is the major factor affecting attrition rate. But it was also found that the factors of attrition differ for different job types like those of a supervisor, clerical, technical and non-technical.

### ***Performance and Appraisal of Talent***

Hiring now and for the future. Hiring of right person for the right place at the right time (Evans et al., 2011). Performance and appraisal of talent are key aspects of growth and development at organizations today. Employers evaluate the workforce on the basis of periodic performance cycles of the organization. The objectives of Performance management systems suggested by academicians are motivating performance, aiding continuous improvement, helping individuals develop their skills, building a performance culture, determining who should be promoted, eliminating individuals who are poor performers and helping implement business strategies (Gunnigle et al., 2011).

(Buckingham and Goodal, 2015) in their research of reinventing the performance management system at Deloitte found that executives today are more focused on being appraised by their superiors as a goal-oriented driver for the work. He found that employees at Deloitte today will no longer have cascading objectives, once-a-year-reviews nor 360-degree feedbacks. It is a much simpler process now, one full of agility, individual capability and continuous learning and growing by coaching and mentoring.

Employees today challenge the science of appraisal techniques like rating, management by objective (MBO), and ranking to continuous learning and development.

(Kohnen, 2006) stated that corporate success today is fuelled by the performance of a firm's intangible assets i.e. its workforce. He suggested that of all the factors affecting the firm's success, the workforce scorecard is of key importance. It lays emphasis on workforce success, competencies, behaviour, mindset and culture of employee in the firm (Huselid, Becker and Beatty, 2005). (Cappelli, 2008) in his study on talent management in the 21<sup>st</sup> century found that workforce planning is very crucial in organisations. He did an empirical study on global talent management and found that organisations attract new talent by use of attractive benefits like Training, contingent pay, 410K savings plan, medical cover, performance appraisal and a vision for growth of employee in the organisation.

Mihai, Bajan, and Cretu two years ago communicated their view that it was in before days, that managers were included uniquely in critical thinking, conveying results, grow new arrangements and executing new innovations at the same time. Presently they have begun to do execution evaluation for their representatives as they work more intimately with them than HR. Indeed, managers are appraised/reviewed dependent on how well they handle the strategies – both formal and casual, mentor their representatives and thus their peers' performance (Mihai, Băjan, and Crețu, 2017).



PA is an integral part of an employees' lifespan in an organisation. A well-motivated employee tends to stay longer with an organisation. But today we see that the process of PA is slightly corrupted in the manufacturing sector. A portion of the normal bending as outlined out by Hutchinson towards this are as per the following (Hutchinson, 2013, p. 134):

- Halo or horns Impact - by which one specific foundation deforms the assessment of others.
- The crony Impact - by which bending is brought about by the closeness of the individual association between the appraiser and the employee.
- The Veblen Impact - positioning everyone in the centre free of their inclination and nature of work.
- The recency Impact - by which just ongoing events sway the examination either conversely or determinedly.
- The status Impact - by which those with progressively more elevated level positions are given increasingly liberal assessments.

Avoidance of these forms by the appraiser during a PA is of critical value which is due to the employee. (Stănescu, 2015) stated that a complex concept that integrates all business activities and continuous improvement of organisation is the performance appraisal of the performance management system. Performance and development planning and performance measures are solely to be determined by goal setting individually and by one's capability, reducing the samples of errors possible of PMS (Performance management systems). He stated that the role of appraisal is very critical when needed to make decisions on factors affecting the performance of individuals. It is important to have an integrated system having a working management system to potentially increase the performance of individuals and motivate them to do better.

Numerous associations rely upon PMS to accomplish the upper hand and remain the front runner in the race. Armstrong expressed that the administration adjusts the exhibition framework to the organization's procedure with the goal that it can bolster the development (Armstrong, 2009, p. 272). A compelling PMS would be a one that effectively characterizes the desires for the association and adjust each individual's objective to them (Cheche and SMA, 2014), and requires a profound understanding of how the procedure happens at various settings (Cardy and Leonard, 2015).

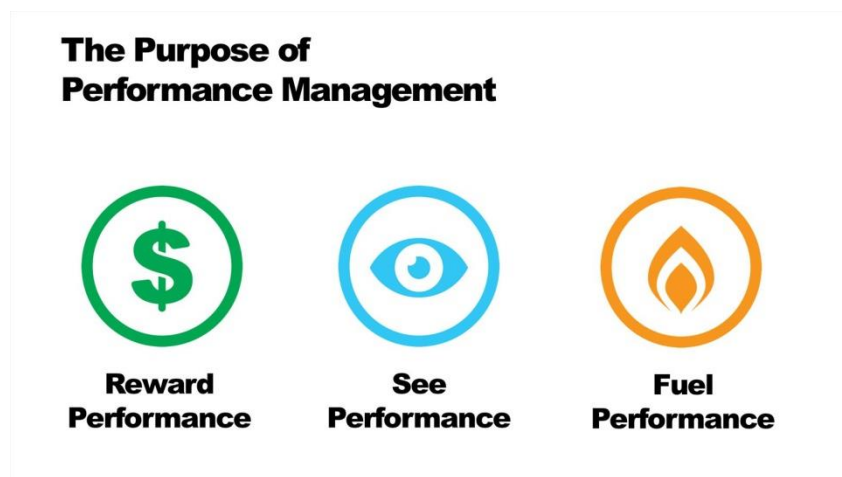
Another diverse view from Parker was that hierarchical changes like structural, social and PMS would have a progressively critical effect on representative disposition towards work and their jobs (Parker et al., 2013, p. 409), and how well the upstream deals with these changes and convey withholding their talents delineates the achievement. Cunha recommended that insufficient arranging, in this case, improper performance management planning, non-meritocratic rationale or honesty issues are some normal reasons for a lacklustre showing the PM framework which ruins the person as well as the general organization performance (Cunha et al., 2018).

There are numerous PM instruments and systems that are generally followed in companies—and the most widely used ones are KPI's, performance examinations leading to appraisals, 360 and continuous feedback, MBO, prize awards reward, and recognition, and last however not the least is the Personal and Professional Development Plans (PPDP) (Marr, 2018).

As indicated by Marr, KPIs and estimations give a way to deal with measure how well associations or people are acting regarding their key targets and objectives. Performance appraisals are phenomenally incredible for adjusting the targets of individuals to the key purposes of the association when utilized adequately. To take advantage of this system, in

any case, laborers must feel that the assessment technique is a standard, certifiable, sensible and gainful two-way correspondence.

(Raharjo and Sulistiasih, 2019) in their study on the model of manufacturing industries employee performance found that employees are influenced by the leadership styles, commitment to work, and motivation. Their study done on 450 employees in a manufacturing unit in Jakarta found that employees are highly involved in projects and task when they are motivated well. Internal appraisals which are informal and non-financial also play a major part in increasing the productivity of employees. Motivating employees by use of these practices yielded in higher productivity and efficiency from the work force.



*Figure 3: Source: Deloitte (2019) Human capital Trends survey*

(Mitchell et al., 2019) in their study on performance pressure among employees found that the pre-performance assessment stress acts like a booster enhancing towards positive performance of employees but in certain cases, also tends to self-regulation depletion or body dysfunctionality or incivility. This is a common trait to be experienced in the manufacturing sector. With the manufacturing sector having faced a big hit due to GST (goods and services tax), it is not uncommon for employees in the sector to face performance pressure.

A category of workforce which faces the performance pressure the most is the ancillary category. Therefore, they concluded that performance pressure is a double-edged sword which has both its boon and bane. However, experts claim that a bit of performance pressure is a good thing as it helps the employee grow and not stagnate in their career life.

(Smith, 2019) in his study on keeping employees engaged, rewarded and retained to improve end user customer experience found that employees use AI (Artificial Intelligence) to their advantage. Smith's study found that 4/5 workers see the potential of AI to improve their work performance. In HR, AI is used to reduce the time it takes to answer frequently asked employee questions and take over other transitional personnel tasks. This helps a HR professional free up time and use it to strategically cultivate and develop a workspace and culture that is desired by employees and new talent to be retained in the organisation while performing to their maximum efficiency. AI can also be used for identifying the strengths and weaknesses of entry level employees by use of Business intelligence source codes. It is also used for rewarding and motivating employees when a job is done. An automated mail is sent to the employee on completion of a designated task. This helps in boosting the morale of the employee and they are motivated to perform better.

(Kuczarski and Kuczarski, 2019) in their study on how rewards in an organisation fuel or fail innovation done using the qualitative method of in-depth interviews of managers at various levels in an organisation found that rewards which are monetary play a vital role in enhancing the performance of an employee. But, more than monetary rewards, non-financial based rewards tend to have a greater impact on profound of the core of the employee. Huge internal benefits came from these non-financial based rewards like peer recognition, increased pride, higher self-confidence, greater job satisfaction and sense of accomplishment. These proved to improve the productivity and efficiency of employee by making them more connected to the organisation. Apart from these, increased vacation days and group trips, dinners with senior

management and awards also meant a greater deal of accomplishment to employees. (Zondo, 2018) on his study to investigate the influence of a 360-degree performance appraisal system for the improvement of labour productivity in the automotive parts manufacturing sector in South Africa found that the 360-degree method of performance appraisal has no effect on the labour productivity which points to the fact that operatives in the manufacturing sector are not motivated by this method of performance appraisal. These employees are highly motivated by the rating method of performance appraisal and developments of their skills and competencies by training and development. Most companies in the manufacturing sector today use the results from the 360-degree feedback as a basis for succession planning of their training, development and competency improvement of the workforce. (Lee, 2018) in his research on exploration of moderating factors determining the motivational effect of performance-based human resource management found that performance management and justice due employees when provided by the organisation appropriately, boosts the productivity of the workforce. Justice at workplace refers to the legal benefits provided to the employees like protection against whistleblowing, reprisal for exercising grievances or complaints, favouritism, sexual orientation, political coercion and any other arbitrary action.



(Lichtenthaler, 2019) in his study on an intelligence-based view of firm performance: Profiting from Artificial Intelligence (AI) found that firms are shifting more to use of Artificial Intelligence to automate the process and reduce the use of human workforce. He suggested that companies to sustain a competitive advantage over time are turning to use of AI to improve the firm performance and digitally transform using a resource-based view and Intelligence based view. He also suggested that human intelligence also has a direct impact on firm performance.

### ***Literature Conclusion***

The researcher by means of the literature review showcases a connection between the core themes presented i.e. Total Quality Management (TQM) and industry 4.0. in the manufacturing industry, Talent Management by use of best practices, and performance management and appraisal systems. The researcher lays emphasis on the use of principles of total quality management such as management commitment, employee empowerment, continuous improvement and fact-based decision-making to overall face the challenges encountered by HR Talent managers in organisations in the manufacturing industry. HR managers in the organisation use the techniques of High-performance work practices (HPWP's) like Induction programs, training and development, employee engagement and employee wellness through work life balance and other rewards like contingent pay and appraisal to increase the overall operational and strategic performance of the organisation. Talent Retention in organisations is achieved by giving the workforce high regards in terms of job security, compensations, quality of relationship of the employee with their boss, work-life balance and, internal development and promotion. Apart from these, the researcher notices a growing trend towards the use of the best practice of coaching and mentoring. Organisations bend towards using mentors to attract and retain peers in their organisations. With technological shifts, we also see everyday practices changing and technology becoming

a bigger part of the lives of people. Changes in the systems or processes in organisations is also developing more. An example of such change is clearly seen from figure 7 which describes the changes in the performance management systems over the years.

**Figure 2. Performance management: Old rules vs. new rules**

Old rules	New rules
Performance appraisals and goal-setting conducted once per year	Check-ins conducted quarterly or more frequently; regular goal-setting occurs in an open, collaborative process
Feedback collected by manager at end of year	Feedback collected continuously and easily reviewed at end of year (often through apps and mobile tools)
Goals kept confidential with focus on individual achievement	Goals made public and transparent with increased focus on team achievement
Employees evaluated by their manager	Managers also evaluated by their employees
Employees force-ranked on a quantitative scale	Employees rated on a qualitative scale; rankings considered, not forced
Compensation kept confidential and focused on equity; bands based on performance ratings	Compensation levels more transparent, more frequently discussed, and focused more on pay for performance than on equity
Managers focused on evaluating performance	Managers focused on coaching and developing people
One leader evaluates each individual in a qualitative, opinion-based process	Many contribute to an individual's performance evaluation; evaluation draws heavily on data
Process considered to be a burden and waste of time	Process is agile, faster, continuous, and lighter

Deloitte University Press | [dupress.deloitte.com](http://dupress.deloitte.com)

*Figure 4: (Garr et al., 2019) Deloitte Insights*

## METHODOLOGY

Management or Business Research can be defined as an organized, systematic, data-based, critical, objective, scientific inquiry or investigation into a specific management problem with the purpose of finding answers or a solution to it.



Robson (2002) suggests reliably blending and utilizing unrefined research methodology will misinform the exploration. Subsequently, picking the correct research procedure is an indispensable piece of the entire research. The researcher must carefully define the parameters he/she chooses and clarify each movement of choice. Applied Research is research undertaken with the intention of applying the results of the findings to solve specific problems currently being experienced in a managerial context. Research is done chiefly to enhance the understanding of certain problems that commonly occur in organizational settings and seek methods of solving them. This is commonly known as Basic Research (or Fundamental or Pure Research) (Bell, E. and Bryman A., 2003) (Saunders, Lewis and Thornhill, 2009).

The Saunders research onion provides the researcher with a well-defined and designed approach to conducting and executing a study. It consists of various layers as described in the figure above to assist the researcher to penetrate better in the research area. The researcher unequivocally accepts that Saunder's et al 'onion' model would be the most reasonable and gainful for this study so as to get the key inquiries responded in due order for a reliable and valid analysis.

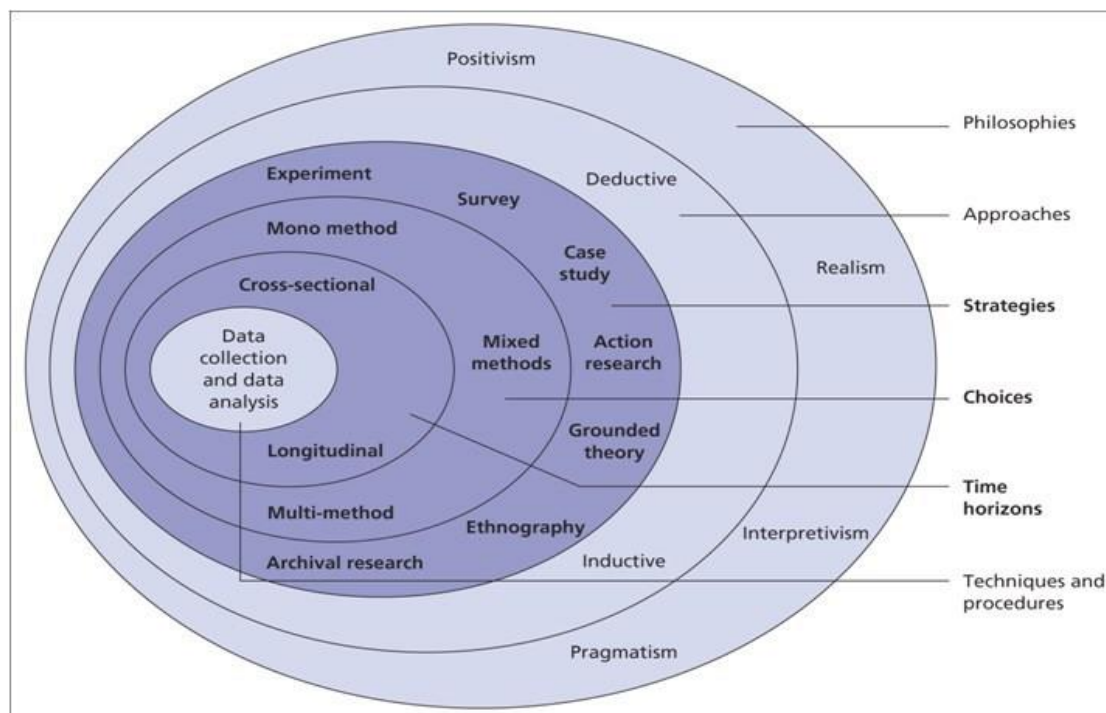


Figure 5 - Research Onion (Source: Saunders et al, 2009)

### **Research Philosophy**

This is the first layer of the Saunders Onion (see figure 5) defines the research philosophy. The research philosophy consists of four major categories namely Positivism, Realism, Interpretivism and Pragmatism.

- **Interpretivism**: It is a methodology featuring the significant idea of society's support in social and cultural life. This theory unequivocally accepts that it is esteemed important to comprehend the contrast between people in our jobs as social beings and furthermore comprehend the world from social creatures' perspective which prompts translations of

subjective and non-subjective inquiries. Phenomenology or non-positivism is a variation of Interpretivism in which ideas are generated inductively and this is valuable in business and management studies to understand the human experience and stakeholder reflection. The data gathered using this theory is natural as opposed to being artificially generated (Remeyni et al, 1998).

- The researcher will be using the research philosophy of Interpretivism as opposed to the other three philosophies as it meets to fulfill the need of the researcher. While the nature of reality of other philosophies tends to be rather objective and focus of interest is general or average, Interpretivism tends to be more socially constructive with respect to the nature of reality, and specific and unique to a goal of interest.

<b>Assumptions</b>	<b>Positivism</b>	<b>Interpretivism</b>
<i>Nature of Reality</i>	Objective, Tangible, Single	Socially Constructive, Multiple
<i>Focus of Interest</i>	What is general, average and representative	What is specific, unique and deviant
<i>Subject/Researcher Relationship</i>	Rigid separation	Interactive, cooperative, participative.

*Table 1: Research Methodology (2019)*

### ***Research Approach***

The second layer of the Saunders Onion is the research approach (see figure 5). There are two choices for the researcher to select from; the Inductive approach and the Deductive approach. The researcher decides what approach to select in correlation with the decision made during the selection of the research philosophy. As the researcher will be using Interpretivism approach of philosophy, the inductive (building theory) type of approach will be used for this study (Creswell, 2003). In this study, the researcher gathers information and then asks open-ended questions to his participants. The researcher then records the data collected from his participants and then analyses the data to form themes or categories. The researcher then looks for broad patterns, generalisation, theories from the themes or categories. The findings are then connected to any previous/ existing literature. According to Saunders et al (2009), the inductive type approach is mainly about gaining an understanding of the meaning's humans attach to events. A collection of qualitative data and close understanding of the research context are emphasised by the inductive type of approach. Also, the inductive type of approach has a key advantage as compared to the deductive type. The inductive type of approach provides a more flexible structure to make changes to the content or the research as the study unravels or unfolds during the course of the research progress. It has a comparatively less concern with the need to generalise (Saunders, Lewis and Thornhill, 2009).

### ***Research Strategy***

The third layer of the Saunders Onion depicts the various options of strategy a researcher can opt for to do the study. The decision taken at this stage is influenced directly by the decisions taken for the layer 1 and layer 2 of Saunders onion. A strategy is explained as the manner in which information is picked up and hypotheses are

delivered and tried and maybe likewise the connection between hypothetical points of view and research issues (Blaikie, 2000). In addition, it additionally alludes to the procedural structure inside which the research has been directed. As seen from figure 5, the various available research strategies include action research, grounded theory, surveys, case study, experiments, ethnography and archival research. These are defined below;

- *Action Research*: This approach is used when the researcher collaborates with a subject to analyze an organizational problem and find solutions for it. It has three types; Positive, interpretive and critical. Such a strategy encourages a collaboration between the researcher and the host organization in order to reach better results in the study.
- *Grounded Theory*: The grounded theory type is a subjective technique system that utilizes inductive strategies to foresee and disclose conduct so as to fabricate theories. The outcomes for the exploration are basically gotten from the examination that has been directed and not from where the information is assessed to build up previous frameworks. An inductive method grounded theory strategy consists of four stages namely codes, concepts, categories and theory. A disadvantage of using this method is the researcher induced biasness.
- *Surveys*: The survey technique is most ordinarily utilized with deductive methodology as it permits the researcher an immense practical mechanism for social affair enormous volume of information on some random subject. The methodology for this high quantitative research includes testing a delegate extent of the populace and used to look at the instrumental variables between various sorts of information (Saunders et al, 2007). This type of strategy uses tools like interviews, questionnaires and documentation reviews.

- *Case Study*: This procedure can be explained as an appraisal of at least one person or case so as to create key highlights and set up clear ends and speculations. Consequently, the information gathered under this methodology could possibly incorporate watching parts of conduct or sorting out meetings with members with recording for future reference (Saunders et al, 2007). Trials Experiments or trial research can be characterized as a procedure that examines aftereffects of analysis against the normal results (Saunders et al, 2007). The study inquiries about the connection between components or free factors and decided against the expectation of the research results or the dependent variable.
- *Experiments*: This form of research strategy can be successfully utilized in organizations so as to break down cause and influence connections. The deductive methodology is basically utilized for this research strategy to examine so as to test speculations. Experiment research is typically utilized in causal investigations. In particular, this research strategy examines include a control with an autonomous variable so as to evaluate its effects on subordinate factors. The nature of relationship between these variables is categorized into symmetrical, reciprocal and asymmetrical.
- *Ethnography*: This examination technique can be characterized as a close perception of individuals for contemplating their social connection and anthropological practices. In this examination methodology, the researcher leads the exploration while being a piece of the network or circumstance, they are directing the exploration on and intends to comprehend the distinction of significance and significance or conduct from that viewpoint (Bryman, 2012).
- *Archival Research*: Archival research can be characterized as research-led from existing materials/existing informational collections or chronicle records. This examination system permits the researcher for exploratory just as illustrative

unmistakable investigation of changes followed over a period and it can likewise allude as verifiable research so as to set up results.

For this examination, the proper research system so as to address the research questions and targets must be received. Along these lines, so as to encourage that, the researcher has selected the case study strategy. Further elaboration can be gotten from Creswell (2003), as Qualitative philosophy is the most reasonable for directing exploration system when the research questions are shaped with 'how' and 'what' about the contemporary arrangement of occasions over which the researcher has almost no control. The idea of the case study approach is to gather information so as to create hypotheses after the breaking down of gathered information and referencing them to the writing audit for further end. NVIVO which is a Qualitative information examination apparatus will be utilized so as to decide the outcomes. This product is uniquely intended to break down subjective information and has been utilized by analysts over decades. The research incorporates a semi-structured questionnaire for the meeting to address the research question. The significance of utilizing semi-organized meetings is to assemble a greater amount of information from the research subjects and let them talk openly. Since this zone of research is of tremendous nature, any additional data can be essential for the examination.

### ***Research Choice***

The fourth layer of the Saunders Onion (see figure 5) talks about the choice of research method used. The research choice is classified into three categories namely Mono method, multi method and Mixed method of choice. While each method of choice has its own perks and flaws, the decision of which type of method to choose is highly influenced by the decision taken by the researcher in the previous three layers. Tashakkori and Teddie (2003) suggest that mono strategy represents an exploration directed uniquely by utilization of one technique which could be either quantitative or subjective/qualitative. Then again, Multi-Method is sub-classified into

multi-technique and blended or mixed-method strategy (Saunders et al, 2009). Keeping this in mind and after careful study, the researcher uses the Mono method of choice for his research. This is chosen over the Mixed method or Multi methods as the researcher want to gain detailed insights on the study. In the Mono method, research *choice* involves the use of Qualitative method of research. As the researcher's study focuses on key issues faced by Managers, it is important for the researcher to use the qualitative method to get information from the managers (Payne and Payne, 2004).

For the Qualitative Research, the researcher will be using the direct (non-disguised) method of Individual Depth Interviews (IDI). The researcher will be using this over the focus group or the indirect method as it provides the researcher with a greater depth of insight (Bell, E. and Bryman A., 2003). In the Individual depth interviews, the researcher can attribute the responses directly to the respondent, unlike focus groups where it is difficult to determine who made the point. Individual Depth Interviews also result in free exchange of information as compared to focus groups (Greenbaum, Thomas L., 1997). This is highly suited for sensitive and confidential issues. Also, in an Individual Depth Interview, the respondent is under no social pressure and therefore can answer well.

### ***Time Horizon***

The fifth layer of the Saunders onion (see figure 5) depicts the Time horizon within which the research has to be completed. (Saunders et al, 2007) classified time horizon into two categories namely longitudinal research design and cross-sectional research design. Keeping in mind the nature of time allowed, it is amazingly difficult to lead longitudinal research for Business and Management related research as it includes an immense measure of time and cash so as to direct it and finish up it.

The researcher for his study thus uses the cross-sectional research design which falls under the time limitation provided by the Dublin Business School for submission of the dissertation. This design uses a sample consisting of a group of individuals having different perspectives. A sample is a sub-group of population selected for participation in the research study. Sample characteristics also known as statistics are then used to make inferences about the parameters used in the study. The cross-sectional method is most relevant in my case as the data needs to be collected only once. Another advantage of using the cross-sectional type of design is that it can be completed in a limited time frame unlike the longitudinal design of research (Greener and Martelli, 2018).

### ***Techniques and Procedures***

The sixth and the inner most layer of Saunders research onion (see figure 5) depicts the techniques and procedure opted for the use of data collection and analysis of the research. This is the last challenging barrier for the researcher to execute correctly in order to achieve the desired results.

### **Population and Sampling**

The sample design begins by specifying the target population defined in terms of elements, sampling units, extent and time (Saunders, Lewis and Thornhill, 2009).

The Sampling design process involves six steps; defining the population, defining the sample frame, selecting the sampling technique, determining the sample size, executing the sampling process and validating the sample. The study will be done for a cross-sectional time horizon type. It is in accordance with the time frame given by Dublin Business School for the dissertation phase provided to the researcher. The researcher uses the qualitative method of research choice, a type of mono method and rejects the use of multi or mixed methods as he wishes to have an in-depth insight of the research area.

For the Qualitative research, the researcher will be interviewing HR Managers at the Auto component Manufacturing Plant based in South India in October 2019. This will be done using technique of Individual Depth Interviews. The researcher for sampling follows the non-probability method of self-selection sampling. The researcher has selected 4 HR talent managers working at Auto component Manufacturing plant as these managers are highly qualified and skilled with Industry experience of over 15 years in the Indian Manufacturing market. These managers will be able to provide in-depth information of the issues at hand in the industry and share their knowledge for the research purposes (Taherdoost, Hamed, 2016).

### **Data Collection and Data Analysis**

The researcher as mentioned priorly, has opted for the use of Qualitative research choice for this study. The researcher opts for in-depth interviews as to the focus group. The reason for choosing this method is that the sample of managers available have vast experience of over 15 years in the manufacturing industry. It would be wrong to miss an opportunity of getting in-depth insight of the manufacturing industry straight from managers who have worked for such a long time in the Indian Market. It gives the researcher more information and knowledge to enhance and explain the actual scenario of the manufacturing sector in the Indian market. For the qualitative method of research, the researcher uses digital recording devices like 360 Microphone and mobile phones for his data collection. The qualitative research is going to be implemented by one-on-one interviews personally in the manufacturing plant in Chennai, India. Under special circumstances, the interviews can be done using video calls using media like Skype, Facetime or other web-based applications.

The interviews were for a duration of 30-40 minutes each and were taken by the researcher with the help of a questionnaire. A semi-structured questionnaire is developed by the researcher in accordance with the themes explained in the literature review so as to direct the

findings to meet the aims, objectives and scope of the research. The researcher adheres to all the rules mentioned in the DBS Postgraduate Business Dissertation Guidebook with respect to preparing an interview questionnaire. The recorded interviews are then used for the next step of research process which is data analysis.

The data analysis is done by use of analytical software like NVivo software along with use of Microsoft Access, Excel spreadsheet and Notarised transcript provided by a language translator/Interpreter and verified by a Notary (Robson,2011). The data analysis is done by using equipment like Laptops, personal computers and notarised transcripts of the interview provided (Fisher, Colin, 2004). Analytical software NVivo 12 is used to code the transcripts and then themes are identified using the same software. It is an important step in qualitative research to analyse the data collected for thematic analysis using the six-step process suggested by Braun and Clarke (2006). After the six-step process is executed, the researcher compares the primary data findings with the secondary data to draw conclusions stating empirical evidences for each recommendation and conclusion.

### ***Reliability and Validity***

An important part of any research is knowing how reliable and valid one's research is. It is the basis of future research topics and future extensive study. Reliability alludes to whether you find a similar solution by utilizing an instrument to gauge something more than once. In straightforward terms, it is the virtue of how much research technique produces steady and predictable outcomes.

A particular measure is viewed as dependable or reliable if its application on a similar object of estimation number of times creates similar outcomes. Research reliability can be further classified into four categories namely Test-Retest Reliability, Parallel forms Reliability, Inter-Rater Reliability and Internal Consistency Reliability.

The researcher's primary data collected is verified using the parallel form reliability method where the sample (HR managers in manufacturing plant) participate in the test (same interview questionnaire) on Performance management and appraisal at Company ABC.

Validity in reviews identifies with the degree at which the study quantifies the right components that should be estimated. In basic terms, Validity alludes to how well an instrument measures what it is expected to gauge. Research validity can be divided into either internal or external group.

It is further classified into five types:

1. Face validity
2. Construct validity
3. Criterion-related validity
4. Formative validity
5. Sampling validity

Subjecting to reliability and validity, the research ensured that both the primary and secondary data collected were from valid sources and reliable so as to ensure efficient delivery of research objectives. The researcher in order to maintain the reliability and validity of the information which is to be derived from his subjects, seeks to ensure that the interview questionnaire prepared is apt for the same. The researcher does a pilot study to check the reliability of the questionnaire developed.

### ***Research Bias***

According to Saunders et al, the analyst i.e. the researcher himself is influenced by the asserted questioner inclination, also known as the interview bias. He may Influence the interviewee in how the inquiries are asked. On the off chance that the researcher doesn't consider the way that the meetings leave space for elucidation, he may have a pre-made inclination that he will most

likely apply, and his finding of the examination may not be correct. The results of the exploration still stay emotional and can't intelligently be demonstrated. As to sort of the interviews, the proper reactions can change after some time on account of progressively predisposition (Saunders, Lewis and Thornhill, 2016).

### ***Ethical Considerations***

In the modern-day research, the researcher always tends to face various components of legal and ethical issues when research conducting human participation is involved. The researcher has the duty to protect the integrity, privacy and confidentiality of personal information of the research subjects. Mistreatment of research subjects is considered as research misconduct. Mistreatment in this context means no ethical review approval, failure in following approved protocol, absent or inadequate informed consent, exposure of research subjects to any sort of harm, failure in maintaining confidentiality of the research subject (Sng, Yip and Han, 2016).

(Bryman and Bell, 2007) refer other issues pertaining the researcher include legal issues pertaining to regulatory bodies, avoiding bias, inappropriate research methodology, incorrect reporting and inappropriate use of information, fraud in research and publication, plagiarism and conflicts of interest in the research subject.

The mitigation strategy for these issues is very simple. The researcher will be providing the research subjects with a background on why the research is being conducted i.e. the purpose of research along with a small brief about the researcher himself. Also Consent forms will be provided to research subjects which will cover what is the information they provide used for and that the information remains strictly confidential. So as to encourage and maintain a strategic distance from any of the moral issues and concerns, interview questionnaire for the subjects would not be nosy and would enable interviewees to have full opportunity to talk and the privilege to "decline to reply" if they should be. The subjects (interviewees) reserve the

option to be guaranteed that the data acquired would be utilized only and just for 'instructional and research purposes' thus, it won't be revealed any further without the interviewee's assent.

The researcher makes no compromise on any type of communication done in relation with his research in order to maintain 100% transparency. Apart from the mitigation strategies mentioned above, the researcher also adheres to the Dublin Business School ethical guidelines, the GDPR rules and regulations practised both in India and Ireland, acknowledge work of any author used in the dissertation and reference it in Harvard style available in the bibliography section. The researcher keeping the interviewees confidentiality and anonymity for security reasons as top priority also takes the interviewees consent before the interview. The information and consent sheet can be found in the appendix section of the document. The names of the interviewees are hidden to maintain confidentiality. The researcher avoids the use of foul/offensive language in both the interview questionnaire and the Interviews too.

### ***Limitations to the Research***

- Sample access issues is a potential threat towards the researcher's study as 100% response rate is highly unlikely due to the political and social factors of the organisation and the geographic. This creates a possibility of having a high margin of error. For example, according to Saunders (2009) for the sample size of population 100 at 95% level of confidence and the margin of error at 3%, predicted rate of response is at 91 responses.
- The validity and reliability of the data might also have imperfections (Berman, R., Brown, 2006).
- The researcher predicts that the answers to questions might not be frank and open.
- Bureaucracy in organisations might not allow the researcher to yield 100% truthful answer which he expects.

- Taking the external factors like socio-political and economic factors in India along with the different work culture in the country, the participation process of respondents is given utmost importance and regarded as a critically sensitive factor in the research.
- Time is a very big limitation in this research as the researcher has only 12 weeks to complete the dissertation. This means that the data collection and analysis must be done under 4 weeks and this requires critical attention as in India, the work culture is different and practices also vary from industry to industry.
- The researcher proposes to mitigate these limitations as much as possible by first making the respondents feel relaxed, calm and secure about the confidentiality of their answers. A confidentiality clause will be provided along with the letter of consent before the responses are recorded from each of the respondents showing that it is not compulsory for the respondents to answer a particular question if they wish to do so (Blumberg, Boris, Cooper, Donald R. And Schindler, Pamela, 2008).
- Pilot studies are a way to mitigate the time issues. Pilot study helps the researcher estimate the time required and validate the questionnaire. The number of participants for the pilot study depend on factors like time and money, objectivity of study and sample size (Saunders, Lewis and Thornhill, 2009).

## **Discussion and Presentation of Findings**

The chapter discussion and presentation of findings of the dissertation focuses on mainly the result and how it is derived. The chapter describes in detail about the analysis of data, the participants and a brief of their background. The themes are developed and the analysis is described in the latter of the chapter. The researcher would like to make a disclaimer;

*“The transcripts are respectful of what each respondent said literally. There might be syntax errors or broken sentences which the researcher requests the reader to overlook.”*

This chapter includes the information from the qualitative research analysis done by the researcher. The aim of this chapter is to display the findings clearly to the reader.

The researcher conducts four semi-structured interviews at the auto component manufacturing company in Chennai, South India. A semi-structured interview questionnaire having 24 questions was developed and used to interview 4 HR managers having expertise in the manufacturing industry. The average time for each interview was 30 minutes. Each interview was tape recorded and then transcribed on a word document. Due to confidentiality reasons, and to maintain anonymity and safety of the interviewees, each interviewee is assigned a code I1, I2, I3 and I4 respectively.

### ***Material Used:***

As the researcher has decided to continue with the subjective or qualitative strategy for this exploration and shortlisted to interviews as the primary data collection method, an example questionnaire was made so as to introduce in the interviews. It is in Appendix-1. The questionnaire was made so as to discover the information which will legitimately support the pursuers and researcher think about the present and new patterns in the current and emergent trends in the performance management and appraisal system in the manufacturing sector in

India. It comprises 24 questions framed in a semi-structured way so as to enable the participants to include the incentive with full opportunity. The interview was the main type of material utilized for this research and it was the equivalent for all the four interviewees. Aside from the questionnaire, an assent structure i.e. a consent form was likewise utilized for all the four interviewees which feature the endorsement of being a piece of the research by sharing their insight and ability. It is uploaded separately however; a sample copy of consent form is also available as Appendix- 2.

***Participants:***

The researcher must make certain about the research area and what is he attempting to accomplish out of it. As referenced previously, Research on Performance management and appraisal is an enormous territory and even by narrowing it down to the manufacturing sector, it is as yet difficult to gather the information that can support every one of the enterprises, nations, and zones. Thus, maybe it was fundamental to pick the research subjects dependent on the information, ability, and venture they are working at and from to what extent they have been with the organization. Also, time limitations or calendar accessibility is another requirement for the HR Managers which is the reason, the researcher had attempted to get a couple of the interviewees i.e. the HR managers to pursue the meeting. In the end, the researcher picked the members whom he believes are the best for this research and their information will be significant and good for investigation. Remembering every one of the limitations, the researcher had talked with four members who all originated from the manufacturing foundation. All the four interviewees were selected through mutual grounds and contacted to set-up interviews as per their calendar availability. The interviewees although having a very busy schedule, took time out for this research as they too had keen interest in the findings of the research and the results it portrayed. A brief introduction about each interviewee is provided below:









### ***Procedure:***

The interviews were all conducted in India at various Manufacturing Plants of the organisation. The interviews were a One on One interview at various venues in the manufacturing plant. Interview 1 was taken first and subsequently the other interviews followed. The researcher had initially done a Pilot study to test the reliability of the interview questionnaire. The participants were not provided a sample of the questionnaire. this resulted in getting spontaneous and true answers from each participant. Each participant was reached via mutual grounds and given brief information regarding the researcher, the researcher's profile, the purpose of the research and what role the participants played in the research. The participants were given an information and consent sheet which consisted of the details of the research in advance. This was done to ensure voluntary participation for the research. A sample copy of the information and consent sheet is attached in the appendix section of the document (see Appendix-2).

### ***Data Analysis and Findings:***

The researcher groups the questions based on the research objectives proposed so as to gain a better understanding of the findings and provide a holistic view of the links between findings and research objectives. The answers are provided by the interviewees and each participant is assigned a code I1, I2, I3, and I4 resp.

#### **1. What do you as a manager in the Manufacturing sector think are challenges associated in Industry 4.0?**

- ✓ I1 suggest *“If you see in our company, we have lot of machines. If you see the provision available in our machines, it is not suitable for implementing the industry 4.0 applicability that is a new challenge. the new Trends or new machines, it comes along with the provision of industry 4.0 implementation. Since We started 10 - 20*

*years back. So, all machines are old so that is the big challenge with respect to industry 4.0 implementation.”*

- ✓ I2 advocates “4.0, we can say that challenging will be the skill level. we are to match skills with 4.0 technology, whatever is going to be implemented. It is going to be skill mapping with the 4.0 industry footprint. It is going to be a challenging, anyway we have sufficient time. Once we attain 4.0 then maybe there'll be difficulties in skill developing but, in the meantime, we can develop these skills.”
- ✓ I3 similar to I2 talks about skill mapping. I3 advices “I see as such challenges to be the skill; The people skills and the people's perception. It needs to go. I see that are one way of what we see the 2.0 and 4.0 industry is growing in one other way. There is another area we need to balance it badly. The people who recommended see one where we are developing and development activities are going on-site and another site the same people are there. people are not new. we are old people and we need to have more development and knowledge-wise, their skill-wise and the technology-wise, the tools how they use it. So, these things the development of skill is parallelly required. This I see as a challenge towards 4.0.”
- ✓ I4 gushes out what most manufacturing industries in India are facing with respect to industry 4.0. I4 puts “Industry 4.0 is yet to start in our factory. We haven't yet touched 4.0. It is in a very early stage. We are undergoing basic training process. We are met a few consultants to help us with the process. We are worried if this will create a challenge for people. Getting people, a job is a big question mark. That worries me the most in my perspective.”

## 2. What according to you is Talent management in the manufacturing sector?

- ✓ I1 said *“See talent management, we consider both potential as well as performance. these are two main categories. when we consider the talent management so one person should have the potential to perform and talent. A high-performing candidate is required should have the subject matter knowledge and meet department requirement competencies. Both have to be shown.”*
- ✓ I2 suggests *“See talent management in automotive industry, sees a huge flex in volume. In order to manage it, we used to have some 20 percent to 30 percentage of flex man power which is contracted labour. That is the only difficulty in talent management. Rest we have a very good structured ratio of people what we are maintaining. Based upon the market scenario and market analysis, there is always plus and minus in the flow. So, managing this agency labour or Flex man power i.e. the ancillary section of people is the only difficult thing in this statement, I think.”*
- ✓ I3 advices *“In the manufacturing sector, we always see that talent management is showing them a next level of career progression means we need to show a clear-cut pathway for the people where they are going to be land tomorrow. That is the way what we see as talent management not only there managing for today. we will help the individual life. It should help their career progression and it should benefit that mutually for the organization as well as the people. It should give monetary benefit for the people. It is not only for the productivity or for the improvement on the manufacturing employer part. The employee's remuneration and monetary thing should also get parallely improved.”*
- ✓ I4 agreeing a bit with I1 and I2 says *“See talent management in the manufacturing sector, is very simple. It does not matter if I recruit a topper or an average student from an institution. If the person is able to understand what the industry requirement is and*

*if he/she is able to adapt to the industry requirements beyond their studies and adopt the requirement of the organisation, then that is what comprises of talent management to me. It starts with the early stages of recruitment for us.”*

### **3. What Principle of TQM is practiced most according to you?**

- ✓ I1 put forward *“The philosophy of TQM based on the PDCA cycle. what we have done here is with respect to each department if you see all the functional competencies we derived for each department. there is no confusion or dilemma. What a person is required is very clearly defined this respect to each department. We have categorised in three different areas like functional competencies and process improvement competencies and behavioural competencies - these 3 competencies are base for an employee to perform well in the organisation. Every year these competencies change. TPM, TQM, Kaizen, 5S all system related requirements were keen practices, everything you captured in this. Our talent management process is with respect to each department competencies identification itself. It's based on PDCA cycle, which is best for the TQM Methodology.”*
- ✓ I2 suggests *“Toyota is one of the best practices in auto industry. Wherever you go, when you see Toyota, it is the best in auto industry in terms of quality. I'm not saying the production quantity but in terms of quantity, Toyota is the number one. Apart from this, we are following the same concepts like Kaizen and 5S.”*
- ✓ I3 proposes *“we are following TPM under TQM pillars here. Kaizen we are using it. Small group activities and suggestion schemes we have adopted here. Apart from that the safety, following all aspects of safety under CSR. Then, training, development and learning, all these pillars are utilized here”.*

- ✓ I4 agrees with all the other participants and suggest the same. I4 says *“I would say in TQM, first is the employee part. We are more focussed on employee engagements like involving people in small group activities isuzi, 5s activities, quality circle activities, kaizens and suggestions. We have launched various schemes which help create energy in people apart from their routine work.”*

#### 4. Which best practices are followed and implemented at your factory?

- ✓ I1 suggests *“Reward and recognition are one part. To track the morale, we have pricing policies and we have cross functional team activities and we have our own system of motivating and developing people through projects called TUK – “Taiyari Udayan ke”.*
- ✓ I2 proposed *“I can say that various practices like Kaizen, 5S activities, employee engagement and employees participating in various internal and external competitions are followed in our factory”.*
- ✓ I3 put forward in detail, *“If you ask me, I would say whatever I practice, all these things to be best practices. It depends on the person who sees for it. I would say that the employee connect and performance management system are the best practices I would say as well as the databases and what I carry. An example would be the tracking mechanism of our employee database and the tracking mechanism of the employee performance management. These things I would say. And especially the talent management and performance management part if I have to say, we have a separate wing of our academy embedded with a strong base of employee portal.”*
- ✓ I4 who is involved more with productivity-based targets says *“We have divided the factory into different zones. There is a total of 8 zones. Each zone is given common parameters like productivity, quality, Kaizens, suggestions and 5S. now based on the score from each activity and parameter, the overall zone score is calculated. Based on*

*this, we started the group cash award system. This is one of the best practices we have introduced which has led to better productivity and quality in process”*

**5. Which factors of performance in the organisation act as indicators of an employee’s performance?**

- ✓ I1 and I2 propose *“There are objectives to set during the goal setting period and then we have performance development programmes to ensure the performance is up to the mark.”*
- ✓ I3 advocates that *“We have KPI’s i.e. key performance indicators. Each department has their own KPI’s. Productivity-based, health and safety based, HR based and customer based. A few KPI’s include near miss observation, jobs produced per hour, target jobs, customer PPM, WFCC, welfare, customer complaints, defective units produced/returned. Apart from these, we also have 33 different areas of competencies that are tracked every month which act as indicators of an employee’s performance in the organisation.”*
- ✓ I4 in similarity with I1, I2 and I3 suggests in details the factors as *“productivity and quality are one of the parameters, but there are various other performance indicators as well. Apart from these, there are various kaizen activities, employee engagements in activities, their attendance, behaviour at work, attention to work, attitude, aptitude, number of suggestions and Kaizens given for improving plant activities. All these areas are covered for the blue-collar level. All this data will be collected for final appraisal for blue-collar level staff. For the white-collar staff, we have a concept called X-Matrix. We have introduced this concept from organisation level and it starts with policy deployment. We first derive organisational goals in the X matrix concept. From the action plan, it is derived as department goals and in turn*

*derived to individual goals. Ultimately, when the individual goals are fulfilled from the action plan, then the department goals will be fulfilled. This in turn leads to the fulfilment of the organisational goals. This concept is linked directly with the KRA of the people and the monthly incentives scheme.”*

**6. What are the different Performance methods used to evaluate the performance of employees at your factory?**

- ✓ All the 4 participants gave the same answer that *“the rating technique of managing employee’s performance is used at their organisation”*.

**7. Who is responsible for the rater identifier i.e. who decides which person is the one who is going to evaluating the employee performance?**

Cc: Does the performance evaluator undergo any specific training or auditing w.r.t. the performance evaluation process.

- ✓ I1, I2, I3 and I4 conclude that *“the immediate supervisor is the person who is going to evaluate the performance of the employee. The hierarchy is a bottom to top approach i.e. the evaluation is done by the immediate manager/line manager, then the report is submitted to the respective Head of the Department and then finally submitted to the HR managers for final approval.”*

**8. What is the frequency of evaluation at your factory?**

- ✓ All the 4 participants advocate to *“one frequency of performance evaluation annually with one mid-term review done 6 months before the annual review to ensure that employees are on the right trajectory towards their overall targets as promised during the goal setting period.”*

**9. What is the method of evaluation and instrument used?**

Cc: What are your thoughts on use of Hard and soft skills to evaluate performance?

- ✓ I1, I2, I3, and I4 suggest the use of “*Unstructured 360-degree Feedback along with other parameters which include KPI’s, department competencies and productivity related functional competencies to evaluate the performance of the employees. As we are in the manufacturing sector, productivity targets are important and therefore stress more on the functional competencies when evaluating performance*”.

**10. Could you define the performance criteria used when evaluating the performance?**

Cc: When auditing performance, do you seek support?

- ✓ All the four participants advocate that “*when evaluating performance, the criteria is to check the overall performance throughout the year of the employee, avoiding any recency effect or Halo/Horns effect and then rate them based on what scale they best fit into. This gives the final performance evaluation result for the employee. The managers do not seek any external support from consultants or agencies when auditing the performance. It is done internally in the presence of heads of departments in relation with the HR representatives*”.

**11. What are the challenges that Managers face when appraising employees at your factory?**

- ✓ I1 says “*For every individual, the expectations are very high. As a manager when we see, we always see the method. Normally we select some key performers and some average will be there and the ratio will be like that only. From this perspective it is ok but as individual perspective it is not okay. As for each individual whatever he thinks*

*is good he performed well. when we connect to each employee and we make them to recognize why we've given this rating and why are you are considering in this rating that is the challenging part. No issues for AB. For CD, particularly handling These people it's really challenging. Definitely sometime people also argue - Have you seen my performance? We need to clarify those people. That is the challenging one during the performance”.*

- ✓ I2 suggest *“We see when it comes to performance evaluation, sometimes it might happen that the employees are assessed on the basis of their face value. It rarely happens but it does happen. This is the bitter truth of the manufacturing sector. So, a minimum level of subjectivity is possible in the industry. It will be between 2-3% and is unavoidable. We as HR need to check with him what is the issue he is facing. We have to understand with the employee what is it the real factor behind it. This kind of things come; I'm not saying they don't come, but yes when they come, we need to look into such matters. Also, if we go in-depth for this 2-3%, we fail at the remaining 98%. Therefore, we focus on the larger view or have a holistic approach towards this rating.”*
- ✓ I3 contrary to I1, I2 and I4 proposes *“I don't see yet any challenges, I always see the positive environment in here. When we are engaging, promoting and rewarding employees, we create a conducive environment around the employee where they accept the positives, don't have any negative elements or vibrations or pessimist thinking. People are really optimistic and always look for future targets and achieving them to be in the book of rewards. Once they are rewarded, we have a “voice of employee page” which is displayed in the notice board where in a picture of the employee and a message from their side is noted. Apart from this, there is also an employee network portal having a section employee corner where employees from*

*around the world access and see who are the employees rewarded for exceptional performance for that Quarter. This is done to encourage them and help in the growth of their careers.”*

- ✓ I4 agreeing with I1 and I2 suggests *“One of the things we strongly ensure is to avoid the effect of recent incidents to damage the overall performance of an employee. The appraiser must try avoiding a recent incidents effect on the appraisee. The appraiser should look at the overall 12 months performance and beyond their performance level, they should also look for the person’s requirement in the future. Apart from this, they should also consider the loyalty they have given to the organisation for many years. We keep in the minds of the departmental heads when reviewing this year’s performance, to look at the employee’s previous records too. The evaluation should have some weightage for the previous work as well. The evaluation should not be biased. For this reason, we have made the performance evaluation an easy process. What we do is we take a certain percentage from the monthly score card and then activities and other practices like attitude, aptitude, productivity and other parameters they follow have a defined percentage. This then adds to one’s overall performance evaluation report.”*

## **12. What are the rewards and benefits offered at your factory?**

- ✓ I1, I2, I3 and I4 put forward that *“the rewards and benefits offered are the same what the industry currently has to offer. On the contrary, we provide a 10% hike in increment as compared to industry provision of 8%. The training and development offered at our company along with the choice of job rotation is a benefit which helps improve the performance of our employees as compared to other organisations. The*

*rewards which I mentioned before are what we provide other than these incentives, bonus, vacations, paid leaves, insurance benefits, pension plans.”*

- ✓ I2 also puts in *“The rewards and benefits come under the employee engagement in our company. Whatever competitions we do like kaizen activity, 5s activity, highest output, etc. is rewarded on a monthly basis. We have a forum or a meeting once a month where we discuss about the KPI’s and achievement of last month. During that period, whoever performs the best in terms of job or output, will be rewarded during that meeting. The rewards are both monetary and non-monetary.”*

### **13. What are the challenges of implementing best practices when appraising employees?**

- ✓ All the four participants suggest that *“meeting the expectations of the employees is tough. Each employee is different. Each person has a different set of competencies matching and sometimes, the appraiser appraises employees based on their face value. Apart from this, bureaucracy in the manufacturing sector is high in India and few employees are not happy with the result they get. This is due to managers sometimes not grading well and the central tendency of managers to rate every employee in the centre and not give either very good or satisfactory rating to the employees. Matching the skill-set with the competencies and expectations is a challenge.”*
- ✓ I4 also adds, *“the best practices include sort of more into motivating employees and work life balance and keeping the employee engaged with the company, motivating or trying to boost the performance of the employees. If it motivates the employees, then it is good. But today, we see that money alone does not motivate employees. Beyond money, people today are looking for job satisfaction, respect for their job role,*

*recognition in team and superiors, importance for their role and appreciation. These I feel is challenging as manufacturing sector in India right now is not in its best state.”*

#### **14. What are the effects of these challenges on the Operational and Strategic**

##### **Performance of the organisation?**

- ✓ I1 proposed *“It's not affecting the performance of the organization and All. Only it's a time being escalations only. This feedback is helping the employees in become performing more better & increasing the productivity.”*
- ✓ I2 suggest *“Whatever the company performance is, it is directly linked to its business. If the company's business is doing good, then it can pay its employees in a good manner. If a company is not performing, then nothing can be done. If you take a hundred percent, 30 to 40 percent will be linked with the employee's performance. This company is not performing that they need to manage. In such situations, we need to match the employee salary with current market situation because we need to retain them in place. If next year, the market situation is better and the company performs well, I will be giving back more to the employees. We have an analysis of how the company is moving. Today, what many of the companies do is share their profit. They give this share as an incentive for its employees. It is mainly followed in the IT sector. Here we do not have such a provision due to presence of labour groups and trade unions. In IT sector, it is a business and the companies give this. But as we have a union and other thing, it is covered the settlement and the long-term settlement signed by union heads. In manufacturing we cannot have this open forum as it disrupts the union policies and affects the company. Therefore, it is handled sensitively in a different manner. Once the agreement is signed with the union, it cannot be taken back even if the company performs good or bad.”*

- ✓ I3 advocates emphasising on values to build a better strategic position in the competitive industry today. I3 regards *“Our strategic performances lie with our values. In my organisation, it is completely designed to “Play to Win”. And we cannot just achieve the only one value play to win easily. We are operating with respect to each and every area of what we follow each and every activity what particularly we take, we follow the operate with respect concept. Value-based organisation is the biggest strategy for us to achieve each and every one. This is our mantra. This therefore drives, motivates and makes us or helps us to frame each and every activity we take up in the organisation.”*
- ✓ I4 following up on I1, says *“I agree to this to a certain extent. But this is applicable majorly only to the flex man power. If you take our organisation, we have not done anything wrong to the people to face major up’s and down’s. it is within the control of the organisation. It has not affected our people much and we ensure that it does not affect our employees either”*

**15. In today’s competitive industry, Coaching and mentoring are best practices that organisations use to increase the productivity of their workforce. What are your thoughts on this?**

- ✓ I1 proposes that *“When it comes to the industry also instead of conducting one interpersonal skill for 20 people, if I go and talk to one person - what are your strengths? How do you interact with the other department person or your own department person?, that will be more receivable for him or her - because when we see a people or see a person and after observing their behaviour and their attitudes little bit so we can directly give what is required to him. Ok, so that comes under the mentoring - one to one coaching. Here for training program, every week we deliver*

*one content, but we don't know how it matches with all the 20 people. The content is only one same but people are different - twenty. Ok, so compared to these, the coaching and mentoring is very good method only thing time constraint.”*

- ✓ *I2 lays emphasis on coaching and mentoring on a large scale. I2 suggests “We have a mentoring concept so whenever a new employee joins in the same department, some senior person we will allocate to mentor for six months. He should be with that person. So that he can understand the culture, subject and whatever maybe the experience, say 10 years or 20, this is the company policy. He may be a genius in X company, but our company is different. The shift from company to company is different. You may be working in a different company and when you come to this company, entire thing like reporting, the way of working, the culture, everything will be different. Maybe concept and technology could be same, but the way of working is different and this matters the most when joining a new company. We see that when a new employee joins a department, he looks like the odd man out. But, when we attach the employee with people in the department, he starts moving with them and becomes more connected to them and gets the culture of the company. So, it is a must for all new employees to have a mentor provided by the company. The culture of the company is more important. Engaging is more important. Technology and skills are secondary. When these two come, everything else is easy. You can learn the skills. But without engaging and engagement, nothing can be done. Without understanding the culture of the company and without embracing or mingling with the culture, we cannot do anything. It is an open point. Every industry will have their own culture. If you take any company in the manufacturing sector, be it an Indian company or Korean company or Japanese company, every company has their own way of doing*

*things; has their own culture. Adapting people to this culture is the main thing. Once this is achieved, skills and technology fall in place automatically.”*

- ✓ I3 passively denies direct use of coaching and mentoring and justifies this as “*I completely disagree with your statement because they are not looking for any coach out and they are not looking you to help them. They have a number of ideas, now they are asking us to please listen once I have a number of ideas. Your methods are old and your approach is something different. This is my perception. I see this as my perception because the new guys whomever I recruit have a number of ideas and they don't want to listen what do you think. They want you to recognise and they want you to reward their ideas and they want you to listen their stand. If he fails, then you can coach them and they will listen. They will not simply accept what you say. They want to try their way and undergo that process whatever they say. My statement is they are more data-based people. They are more transparent people and they don't want to simply follow as the old age people have shown bossy culture by having a lot of data and information but if you see the younger generation, those who come for the employment, are much knowledgeable not in terms of experience but in terms of education. In such a scenario, they want to perform.”*
- ✓ I4 agreeing with I1 and I2 says “*Yes, I totally agree with you. It is definitely required for organisations to have coaches and mentors. Every organisation might not have all the skills within the organisation. They definitely seek mentors and advisors who can train and handover the organisation to employees who will take it to greater heights.”*

**16. Technology has overtaken every aspect of Industry making majority of processes automated. With shifts in technology and rapid growth of AI in industries today, what are your opinions on use of AI in Performance management?**

Cc: Using AI and big data to monitor attendance, work deadlines, team/ group meeting and KPI's to track activity of the individual. Is your factory also shifting with this use of technology?

- ✓ I1 suggests *“this kind of indication or Artificial Intelligence kind of thing will improve the employee’s performance. ‘Oh, time is going ok I have to do this like that.’ For the area manager also, by clicking the data he will take within 2-3 minutes. He need not to set time and say okay last month this happened, this month that happened, you know everything comes in this system, right. Apart from getting salary one day, every day, we need that strokes that definitely will motivate employees and their performance. We didn't implement like that anything so far, but that kind of initiatives definitely will support and increase the employee’s performances.”*
- ✓ I2 proposes *“AI, currently we are using it. It is a structured one. See this will reduce a lot of human errors. if you go with these technologies, we can go to the next level. We can reduce the timing and we can reduce the errors. These are the two things we can do. All right so a human error that we cannot avoid. But with this technology we can improve the result”*.
- ✓ I3 strongly agrees with use of AI and says *“The thing is without these tools, without this big data nowadays we cannot manage I would say. This is the present tool used by everyone. If you see in India, in the 90s only the systems started coming. Without this big data, without AI, we cannot survive. This is how we are nurtured as without them; we cannot run the show. The older generation has not seen this. That era was*

*different. Today one cannot manage without this big data and AI; this would be my single line answer.”*

- ✓ I4 although hesitant about the current implementation of AI in the plant, advocates use of AI as *“we are using AI and data management. We have not entered industry 4.0 yet but we have done many activities like SAP, smart manufacturing is implemented in our plant. We have a joint system of all productivity parameters like OE and ODT in data in one system. Apart from this, data security and data integrity are also given high priority in our plant and we work towards it. It is in its preliminary stage in our plant. We have implemented the biometric system for attendance purposes.”*

#### **17. What are the trends in Performance and Appraisal Systems today in the Industry?**

- ✓ I1 provides an insight like *“See for senior level people we have implemented BSC, it’s in old form only but in BSC with respect to finance and internal complaints and learning and team development - these are all the key area we focus and all our KRAs should match in line with this key areas, so I, as seen in my previous companies is not available like BSC it was only a PMS approach, we have balance core part system also. I don't know whether it is latest trend or old but... yeah.”*
- ✓ I2 advocates the harsh truth about performance management and appraisal systems of the manufacturing industry in India. I2 says *“Acceptance of 360 feedback is really difficult. You can say that 360, 270, but practically it is very difficult. It will take some more time. Maybe years to come to implement 360,270. It will take some time. The culture, people, generation will change. So, in a scenario, it will come. It will take time but eventually it will come.”*

- ✓ I3 talks about the changing mindset of employees to trends in PM. I3 suggests *“New concepts and techniques, theoretically if you ask, I don't have much to say. I'm not so well versed on this area but practically when we see the people, the challenging mentality has grown nowadays. They want to take as a challenge. If we give them a set of targets, they are not working; but if you give them as a challenge, I am just to reframe the word goals towards the challenge. We need to set everything as a challenge. Then only, does the younger generation take it in its spirit to achieve it.”*
- ✓ I4 talk about his/her perception of the trends in PM & PA systems as *“Increment has today moved to KRA system along with KPI's achieved and goals achieved as promised during the goal setting process. It may go forward by the appraiser appraising the appraisee. I feel this will go off and the appraisee will be reviewed by other members of his own team. We may experience that one's colleague will be giving input about them and based on that, a certain weightage will be added to the evaluation. Sometimes it's just not the colleague. It can be a customer too. This is highly new and sensitive in the manufacturing sector, but it is in the initial implementation phase.”*

## Discussion and Result

### *Thematic Analysis (Braun and Clarke, 2006)*

The Braun and Clarke thematic analysis is done in six steps. It is one of the critical stages of any Qualitative study. The findings presented are empirical evidence of the research. The researcher would like to mention the research aims which were proposed for the study:

- To identify the challenges that Managers face when appraising employees at the Auto component Manufacturing company.
- To examine the challenges of implementing best practices when appraising employees.
- To study the emergent trends and challenges of implementing performance standards.

**Table 1** Phases of thematic analysis

Phase	Description of the process
1. Familiarizing yourself with your data:	Transcribing data (if necessary), reading and re-reading the data, noting down initial ideas.
2. Generating initial codes:	Coding interesting features of the data in a systematic fashion across the entire data set, collating data relevant to each code.
3. Searching for themes:	Collating codes into potential themes, gathering all data relevant to each potential theme.
4. Reviewing themes:	Checking if the themes work in relation to the coded extracts (Level 1) and the entire data set (Level 2), generating a thematic 'map' of the analysis.
5. Defining and naming themes:	Ongoing analysis to refine the specifics of each theme, and the overall story the analysis tells, generating clear definitions and names for each theme.
6. Producing the report:	The final opportunity for analysis. Selection of vivid, compelling extract examples, final analysis of selected extracts, relating back of the analysis to the research question and literature, producing a scholarly report of the analysis.

*Figure 10: (Braun and Clarke, 2006)*

The point of the essential research was to think about the strategies pursued by HR managers in the manufacturing business, challenges confronted, and best practices to conquer the equivalent in PMS. Four HR Managers partook in the research and discoveries are drawn



competitiveness and provide competitive advantage in the industry (Garza- Reyes, 2015). I3 stressed more on customer focus as a factor of overall organisational performance where as I4 laid emphasis on the productivity-based approach of utilising HR to improve overall organisational performance (Youndt et al., 1996; Monks et al., 2012). For organisations to be able to perform and stay ahead in competition, the employees must perform well. There are numerous PM instruments and systems that are generally followed in companies– and the most widely used ones are KPI's, performance examinations leading to appraisals, 360 and continuous feedback, MBO, prize awards reward, and recognition, and last however not the least is the Personal and Professional Development Plans (PPDP) (Marr, 2018).

I1 and I4 suggest how the manufacturing sector is highly volatile in terms of flex man power and why it needs to kept under control. The small section of ancillary staff tends to disrupt the overall performance as the contracts are not between the organisation and the employee, but with the unions; and with unions, the tender of contract means the final word- what's on the paper is on the paper. No changes whatsoever. I2 describes how PMS has evolved over the years and the rapid shifts in technology adding to its growth and lustre. I2 describes the harsh truth behind how PMS was a decade ago. Face value and biasness or subjectivity were visible proficiently in organisations in the manufacturing sector. Employers appraised an employee based on his/her face value. Subjectivity was at the brim of the PMS. The employees who did not get the recognition or reward that was due them, started moving away from the organisation. I3 describes PMS to be successfully audited for an employee if his/her overall performance is taken into consideration and not the work due to his recent achievements/failure (Sahoo and Yadav, 2018; Dang and Goyal, 2017). I3 says an organisation cannot achieve competitive success if the organisation does not focus on the quality success factors i.e. the workforce. All the four participants elude on use of rating technique of the PMS. I1 and I3 talk about the rating technique of performance management

being used widely in the manufacturing sector but I2 and I4 lay emphasis on why other methods like critical incident, ranking, free-form and assessment centres are avoided.

These methods do not align with the principles of the manufacturing sector. I4 put forward the importance of avoiding errors like central tendency, attribution bias, recency effect or stereotyping in order to ensure authenticity in performance audit (Grote, 1996; Armstrong, 2009; Gunnigle et al., 2011). I1 and I4 focus on the importance of goal setting and objective setting during the initial goal setting period of the performance cycle so that the employee has a clear idea of what his/her targets are for the fiscal year (Moraa and Datche, 2019; Evans et al., 2011). I2 brings out the importance of using performance cycles to counter attrition rate in organisations as one's performance shows if one is fitting well in the organisation or not (Bhardwaj and Singh, 2017). Performance management has blended technology to make the work easier. I1, I3 and I4 strongly believe in the use of technology to address performance criteria for employees (Smith, 2019). AI can be used for identifying the strengths and weaknesses of entry level employees by use of Business intelligence source codes. It is also used for rewarding and motivating employees when a job is done. Use of AI and big data will make the performance assessment easier and keep tabs on the continuous improvement of the employee, says I2 (Stănescu, 2015; (Armstrong, 2009, p. 272; Cardy and Leonard, 2015). I1 and I4 also credit to employees not being able to reach out to their superiors for help and assistance due to various structural or hierarchical issues to be clouding with one's performance (Marr, 2018; Raharjo and Sulistiasih, 2019; Cunha et al., 2018; Parker et al., 2013, p. 409). It is comprehended from one of the managers that the mix with SMART targets is another test since it again relies upon the customer the HR work with, where the rating is troublesome. What's more, unmistakably adjusting the objectives is a test and managers are attempting to fix it. A powerful PMS adjusts the hierarchical and individual objectives to accomplish an upper hand (Cheche and SMA, 2014).

### *Challenges Managers face during PA in the manufacturing sector*

A compelling PMS would be a one that effectively characterizes the desires for the association and adjust each individual's objective to them (Cheche and SMA, 2014), and requires a profound understanding of how the procedure happens at various settings (Cardy and Leonard, 2015). PA or performance appraisal is a quite extensive and challenging process of the PMS. Although highly important for an organisation, it is also time consuming. (Deloitte, 2019) in their human trends survey report advocate that their organisation spent roughly 200 million hours only on performance management and audit of its employees. It has planned to reconsider its PA system so as to make the process less intensive and time bound. I3 talks about how an employer feels when an employee attends the PA meeting. I3 says it is tough showing an employee, a sound trajectory of their career using leadership skills and committing to them for future growth if they perform well by quantifiable targets like productivity and quality of products give a boost in morale and motivate the employee to perform better because of the everchanging laws in India (Khanna, Sharma and Laroia, 2011; Youndt et al., 1996; Sader, Husti and Daroczi, 2019). All four participants accept that PMS in the manufacturing sector in India has significantly evolved. Today, talent speaks for itself. Subjectivity, biasness, face-value recognition are treats of the past which manager a decade ago might've used but today, technology has shifted the way things work (Hutchinson, 2013, p. 134). Organisations have heaps of data on each employee which is continuously updated and monitored to add to their performance audit (Sader, Husti and Daroczi, 2019). I3 suggest that during PA cycle audits, employees seek answers as to where they have lacked so as to get such a rating (Cardy and Leonard, 2015; Cheche and SMA, 2014). I1 lays emphasis on motivating the employee before, during and post PA as it has major psychological effects on the minds of the employee (Raharjo and Sulistiasih, 2019; Mitchell et al., 2019). I1, I2 and I4 put forward a challenge faced during PA is the feedback

process. Employees during a 360-degree feedback are not coping well sometimes with the feedback they have received. Peer comparisons are automatically rising and the employees starts to doubt his/her self-worth in the organisation (Zondo, 2018; Korenková, Závadský and Lis, 2019). I3 when describing this, also adds that AI has helped managers today overcome this challenge by allowing the managers to show data which is being continuously updated on the employee's profile to show their performance throughout their time with the organisation (Lichtenthaler, 2019). One of the most integral part of an employee's lifespan in an organisation is the PA (Stănescu, 2015; Hutchinson, 2013, p. 134). Despite the fact that there are normal difficulties like less help from HR and the executives for actualizing these methods, incorporative workers, the most significant is that the absence of preparing for supervisors to give valuable input and oversee them effectively as concurred by every one of the respondents (Geraghty, 2014; Cardy and Munjal, 2016). The researcher was not ready to decipher the greatest test in dealing with the HR, as every one of them had their very own view – fulfilling, work adaptability, constrained rating, and criticism, yet two of them concurred that feedback is a major test. Likewise, each of the four needed to state that they do micromanage a couple of employees relying upon people. One major challenge managers face is the cultural issue. I1 advocates the use of coaches and mentors to unhook the new employees holding values of the previous organisation and attaching them to the values and culture present in the new organisation (Caine, 2019; Jackson, 2019; Aziz, 2019). I4 refers to criticism and constructive feedback being causes what employees do not accept. I3 puts forward employees today like challenges and define targets or objectives to be challenges which they want to overcome. I3 in a pseudo way encourages use of coaches and mentors after the PA process as he/she believe that the new employee (mainly millennials) is more likely to listen to a senior employee after having failed in a task, done in their way (Loo-See and Leap-Han, 2013).

I1 and I2 connect challenges in PA to the skill competency and behavioural competency of the employee (Muralidhar, 2016). In spite of the fact that every one of the respondents concurred that they would give input for poor entertainers, just half would send them for preparing as a procedure and afterward PDP which doesn't prompt an effective PMS as recommended by Shruthi et al. The researcher translated that half of the managers gain certainty over years to lead appraisal meetings and give criticism, while just one of the respondents concurred that they should experience preparing routinely to give input. About the 360 feedback, a large portion of them decided in favour of consistent criticism yet shockingly, they don't pursue the equivalent (Buckingham and Goodal, 2015). One of the respondents concurred that continuous feedback is now followed in his group, while the researcher might want to think about that just in the event that it is pursued over the organisation. It is comprehended from one respondent that 360 isn't better on the grounds that the appraisee would attempt to intrigue the appraisers (Cardy and Munjal, 2016). None of the respondents concurred with Hutchinson who expressed that the greater part of the organisation has begun to pursue 360-degree criticism instead of one individual for the examination in light of a portion of the issues looked by conventional performance framework and has demonstrated to be a gainful ground (Hutchinson, 2013). I1 and I3 also claim that managers today have changed and that the entire process of PA is chaotic. I4 add that in the older days, managers took this matter to be highly sensitive and would spend time individually with each employee to understand the performance they have delivered by being in their shoes to have a holistic view of what the employee is thinking (Mihai, Băjan, and Crețu, 2017). (Stănescu, 2015) stated that a complex concept that integrates all business activities and continuous improvement of organisation is the performance appraisal of the performance management system.

### *Best practices in PMS to overcome the challenges*

Employees today feel that companies “poach” their talents and “benchmark” their practices but do not follow them. All the four participants strongly believe that the use of best practices is must for an organisation to succeed and stay ahead in this competitive market. But, each to their own perspective, had different views of best practices. For instance, I1 strongly believes in training and development or continuous learning through internal trainings provided by the organisation (Santhosh Kumar and Rajasekar, 2011; Garg, Punia and Jain, 2019). I2 and I4 recommend the use of coaches and mentors right from the recruitment stage (Eliza and Daniel, 2018; Caine, 2019). I3 advocates use of coaches and mentors after the employee fails to perform in a particular task (Aziz, 2019). All the four participants strongly advocate to the use of proper communication (Pfeffer, 1985; Stavrou and Brewster, 2005), having a strategic plan for yearly activities (Mitchell, Obeidat and Bray, 2013; Gerhart, 1996; Huselid, 1995) and practice HPWP’s (Huselid, 2005). I1 and I4 shedding more light on how to advocate the problems that arise challenges due to PMS suggest use of practices that engage the employees and keep them more connected to the organisation (Pandita and Ray, 2018; Varalakshmi and Rath, 2017). I3 on the contrary, suggest the use of variables like work commitment and job satisfaction to overcome these challenges (Garg, Punia and Jain, 2019; Cofer, 2009; Muralidhar, 2016). All four participants put forward that times are changing and employees now look for value which is more than money. Talent in the industry today looks for work life balance (Mitchell, Obeidat and Bray, 2013).

I1 put forward, SMART goals are achievable when there is proper guidance from the seniors in the organisation (Joutsenvirta, 2013; Parker et al., 2013, p. 409). All the four participants agree that rewards and recognition are mandatory (Delery and Doty, 1996; Loo-See and Leap-Han, 2013; Monks et al., 2012; Gunnigle et al., 2011). I3 resorts to using softer means of HRM to overcome the challenges in the industry (Stavrou, Brewster and Charalambous,

2010). (Gooderham et al., 2008) recommends the use of extensive reward packages to ensure employee performance and boost morale in value among employees. I2 and I4 suggest that the implementation of best practices start right from the recruitment and selection stage (Monks et al., 2012). It is the commitment of HR to the employee and not the commitment of the organisation to the employee who is recruited. I4 also recommends that managers today during the PA, need to be provided adequate training (for skills) and development (for competencies) to ensure fair auditing of an employee's performance (Jackson, 2019). I1, I2 and I3 put forward that the concept of goal or objective setting is critical and employees must not deviate from the proposed trajectory. I4 gushes the bitter truth from his/her experience of over two decades that goal/objective setting period is not a plan to execute perfect results but improve the psychosocial parts of an employee, for instance, labourer duty, promise to the company, and occupation fulfilment satisfaction (Davis, 2015, p. 30). I4 also suggests the use of the balanced score card to help improve the overall performance of an employee. I4 believes that constructive and timely feedback is the key to bring the performance curve back on the forecasted path/trajectory (Moraa and Datche, 2019). I1 concludes to skill or competency development or the use of training and development continuously to meet the desired result (Montague, 2013). Adding to this, I2 persists on use of a more method which can help an employee understand better what the values and vision the organisation sees for him and vice versa. I2 regards to use of coaching and mentoring in today's competitive market to have that upper hand in business (Covella et al., 2017; Jackson, 2019; Shruti et al., 2017, p. 48; Caine, 2019). I3 believes in the traditional methods of increased rewards and packages along with industry offered benefits like 401K savings plan, medical insurance, paid holidays, extra vacations, staff lunches and dinners to increase the morale of the employees (Cappelli, 2008; Schraeder and Jordan, 2011).

All the four participants agree that it at the end comes down to the employee fitting in with the organisation values and culture and if the employee thinks that the particular organisation is the one, they see a career in (Bhardwaj and Singh, 2017; Kohnen, 2006).

## **Result**

### *Research Recommendations*

The researcher interviews four HR Managers working in the auto component manufacturing company to satisfy all the aims and research objectives presented and successfully complete the research in the proposed area of Performance management systems and performance appraisals. After analysing each subject, the researcher has following recommendations; Performance Management systems or PMS is a chaotic process. PMS affects the life span of an employee in the organisation. A failed PMS means an organisation which is failing and sometimes they are too blinded with superficial figures to see it. The researcher understands that the performance technique of “rating method” is opted by the organisation. The researcher recommends the organisation to develop a more efficient way of rating or grading the performance of its employees. Employees who are millennials having an appetite of growth in their stomach, want to achieve results faster and climb up the ladder of success faster. As we know, it is not that easy to do so in the manufacturing sector. PMS is the fastest route to success or growth and development they desire in the manufacturing. But managers are not able to deliver this growth to the employees because of the failing model of their PMS. The various interviews conducted proposed various reasons as to why the PMS in their organisation fails. The most common errors the researcher finds are lack of preparation, lack of objectivity, untimely and unconstructive feedback. The researcher recommends that management in the organisation to devise a strategic plan for its execution. The researcher recommends training the managers who do the performance audit so as to avoid any errors that may possibly incur. The researcher recommends managers to use both formal and informal ways of appraising and motivating their subordinates or workforce to perform better. Continuous feedback given constructively, ensures that employees do not zone out of the performance curve or trajectory they have so set during the goal setting period. Managers

should focus on providing feedback which is detailed and formative, and not just summative. Apart from these, the researcher notices that the manufacturing sector in India is not in its best market conditions right now. Employees are constantly under the impression of “if’s” and “but’s”. the researcher recommends that line managers and direct managers who handle a majority of blue-collar employees and trade unions, start giving these employees a new direction. Announcing a clear direction or path helps the employees see the final target better. Managers should remove fear and metrics from the employee’s mind. Managers and supervisors should try to induce a system or an environment in the manufacturing plant which is more motivating and interesting for employees to perform better. There is a huge gap present in the manufacturing sector when it comes to superiority- inferiority complex at work place. Today, managers should abolish that existing system and try creating conversations among peers. When a manager talks with a subordinate, it boosts the morale and self-value of the person. He/she tends to feel overwhelmed and this is seen clearly in the increase in their performance level. The researcher again would like to mention the importance of timings. Managements should try to make their PA process more often, short spanned and robust. The researcher recommends line and direct managers to give a continuous feedback and criticism on the performance of employees in the blue-collar level so as to ensure that employees do not go astray of their desired trajectory. Another important recommendation the researcher would like to put forward is educating managers (using training) and employees (using coaching). The researcher suggests training managers on how to audit the performance of the employee and emphasise on taking support or assistance from someone who doesn’t know them during the initial stages to avoid any subjectivity. The researcher would also like to add that coaching and mentoring employees is the equivalent of moulding one to being the best version possible. Coaches assigned to new recruits help the employee settle, blend in and embrace the culture and values of the organisation. It is important to unhook an employee

from the values and culture of their previous company as every organisation is different in culture and values; the skills and techniques might be same, but the culture is always different. The researcher would like to add to the recommendations that the era of tell and sell approach of appraisal interview style existed two decades ago in the manufacturing sector. The time of tell and listen style of appraisal interview approach came into existence a decade ago. Today, competition is outgrowing every second and managers need to improve their styles to adapt to this volatile market. The researcher recommends the use of a more pragmatic approach to address this problem; a problem-solving appraisal interview style approach to benefit the organisation to do better. The researcher finally recommends organisations to look more into the awards, rewards and most importantly recognition as today employees seek recognition and value of respect for their work and themselves; sometimes more than monetary benefits as well. A happy employee is an employee who performs well in the organisation both for him/herself and the organisation.

#### *Research Strengths and Weakness*

- The researcher has issues facing qualitative analysis as the Analytical software NVivo could not understand the accent of the participants. This was later resolved by consulting the professor in charge regarding NVivo. Help was given by the new appointee to the researcher on this subject to facilitate issues regarding analysis of the qualitative data gathered.
- As the researcher does not have any extensive experience in writing a dissertation, there is a higher probability that the research aims and objectives formulated might be too broad and the primary data collected might be flawed. Also, due to this lack of experience in conducting research and producing academic paper of such standards, the researcher is likely to have compromised in the scope and depth of discussions when compared to the work of experienced scholars.

- The level of experience the interviewees possess is a bonus for the researcher. The level of insight that is gained from such industry experts helps the researcher understand and portray the current real-time scenario of the market to the readers.

### *Discussion Conclusion*

In conclusion, this analysis provides a clear understanding of PMS, the strategies used, the mistakes experienced, the difficulties managers face during PA, and best practices to solve it. Nonetheless, more work can be carried out to examine particular patterns in PA, as this study has given a general view and the debate has stood out to support its findings.



## BIBLIOGRAPHY

1. Albuлесcu, S.C., 2014. The Automotive Industry Comments Book reviews in a new Technological Era Viewpoint 8.
2. Armstrong, M. (2009) *Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance*. Kogan Page Publishers.
3. Armstrong, M. (2017). *Armstrong's Handbook of Human Resource Management Practice Ed. 14*. 14th ed. New York: Kogan Page
4. Aziz, K. (2019). Why is humility so relevant for leaders and can it be developed through coaching? *Strategic HR Review*, 18(1), pp.30-33.
5. Becker, B.E., Huselid, M.A., Ulrich, D., 2001. The HR scorecard: linking people, strategy, and performance. Harvard Business School Press, Boston, MA
6. Bhardwaj, S., Singh, A., 2017. Factors affecting employee attrition among engineers and non- engineers in manufacturing industry. *Business & IT VII*, 26–34.  
<https://doi.org/10.14311/bit.2017.02.04>
7. Blumberg, Boris, Cooper, Donald R. And Schindler, Pamela S., Business Research Methods 2<sup>nd</sup> European Edition, McGraw Hill 2008
8. Brocal, F., González, C., Komljenovic, D., Katina, P. and Sebastián, M. (2019). Emerging Risk Management in Industry 4.0: An Approach to Improve Organizational and Human Performance in the Complex Systems. *Complexity*, 2019, pp.1-13.
9. Brown, Reva Berman, Postgraduate Research in Business, Sage Publications 2006
10. Bryman, A. (2012). Social research methods. 5th edn. Oxford: Oxford University Press
11. Bryman, Alan and Bell, Emma, Business Research Methods, Oxford University Press 2003
12. Buckingham, M. and Goodal, A. (2019). *Reinventing Performance Management - Deloitte*. [online] Hbr.org. Available at:  
<https://hbr.org/video/5122969232001/reinventing-performance-management>  
[Accessed 28 Dec. 2019].
13. Caine, S. (2019). Coaching – the new HR craze. *Strategic HR Review*, 18(1), pp.38-39.
14. Cappelli, Peter. (2008). Talent management for the twenty-first century. Harvard business review. 86. 74-81, 133.

15. Cardy, R. L. and Leonard, B. (2011) *Performance Management: Concepts, Skills, and Exercises*. M.E Sharpe.
16. Cardy, R. L. and Munjal, D. (2016) 'Beyond Performance Ratings: The Long Road to Effective Performance Management', *Industrial and Organizational Psychology; Bowling Green*, 9(2), pp. 322– 328. doi: <http://dx.doi.org/10.1017/iop.2016.18>
17. Cheche, S. G. and SMA, M. (2014) 'A Critical Review of Literature on Performance Contracting', p. 6.
18. Cofer, D., 2010. sector based talent: Attraction and Retention. *Economic Development Journal* 9, 40–45.
19. Collins, H. (2010) "Creative Research: The Theory and Practice of Research for the Creative Industries" AVA Publications, p.38
20. Covella, G. *et al.* (2017) 'Leadership's Role in Employee Retention', p. 15.
21. Creswell, "Research Design: Qualitative, Quantitative, and Methods Approaches", Sage Publications (2003)
22. Creswell, J.W. and Plano Clarke, V.L. (2018) *Designing and conducting mixed methods research*. 3rd edn. London: Sage Publications.
23. Cunha, M. P. e *et al.* (2018) 'Why does performance management not perform?', *International Journal of Productivity and Performance Management*, 67(4), pp. 673–692. doi: 10.1108/IJPPM-11-2016-0243.
24. Davis, B. (2015) *Best practices in the field of performance management: A Delphi study*. Psy.D. The University of the Rockies. Available at: <https://search.proquest.com/central/docview/1677167046/abstract/A5458A3103314B7APQ/1> (Accessed: 17 September 2019).
25. Dr. Sanjay Kumar Yadav (2014). Impact of Goods and Service Tax (GST) on economy of India. *Indian Journal of Economics and Development*, [online] 2(5). Available at: <https://1findr.1science.com/item/f78f634f482e5591a721c70c816a0548ea4aa4dd> [Accessed 24 Jul. 2019].
26. Erdogan, B. (2009). Antecedents and consequences of justice perceptions in performance appraisals. *Human Resource Management Review*, 12 (4), 555-578
27. Evans, P.A.L., Pucik, V., Björkman, I., 2011. *The global challenge: international human resource management*, 2. ed., internet. student ed. ed. McGraw-Hill Irwin, New York, NY

28. Fisher, Colin, *Researching and Writing a Dissertation; For Business Students*, FT Prentice Hall 2004
29. Garg, N., Punia, B. and Jain, A. (2019). Exploring High Performance Work Practices as Necessary Condition of HR Outcomes. *Paradigm*, 23(2), pp.130-147.
30. Garr, S., Sloan, N., Agarwal, D. and Pastakia, K. (2019). *Performance management: Playing a winning hand*. [online] Deloitte Insights. Available at: <https://www2.deloitte.com/us/en/insights/focus/human-capital-trends/2017/redesigning-performance-management.html> [Accessed 27 Dec. 2019].
31. Garza-Reyes, J.A., Parkar, H.S., Oraifige, I., Soriano-Meier, H., Harmanto, D. (2012), “An empirical-exploratory study of the status of lean manufacturing in India”, *International Journal of Business Excellence*, 4(5), pp 395-412.
32. Geraghty, J. (2014) *An Exploratory Analysis of Line Managers’ Attitudes and Perceptions towards Performance Appraisals*. masters. Dublin, National College of Ireland. Available at: <http://trap.ncirl.ie/1778/> (Accessed: 23 July 2019).
33. Gooderham, P., Parry, E., Ringdal, K., 2008. The impact of bundles of strategic human resource management practices on the performance of European firms. *The International Journal of Human Resource Management* 19, 2041–2056. <https://doi.org/10.1080/09585190802404296>
34. Greenbaum, Thomas L., *The Handbook for Focus Group Research*, Sage Publications 1997
35. Greener, S. and Martelli, J. (2018). *An introduction to Business Research Methods*. 3rd ed. [eBook] Ventus Publishing ApS, Copenhagen. [Online] Available at: <http://bookboon.com/en/an-introduction-to-business-research-methods-ebook> [Accessed 27 Jul. 2019]
36. Greve, B. (2017) *Handbook of Social Policy Evaluation*. Edward Elgar Publishing. Doi: 10.4337/9781785363245.
37. GST India (2019). *GST: What is GST? Benefits of Goods & Services Tax Bill Explained*. [online] Cleartax.in. Available at: <https://cleartax.in/s/gst-law-goods-and-services-tax> [Accessed 24 Jul. 2019].
38. Gunnigle, P., Heraty, N., Morley, M., 2011. *Human resource management in Ireland*. Gill & Macmillan, Dublin.

39. Hutchinson, S. (2013) *Performance Management: Theory and Practice*. Kogan Page Publishers.
40. iSixSigma. (2019). *Introduction and Implementation of Total Quality Management (TQM) / iSixSigma*. [online] Available at:  
<https://www.isixsigma.com/methodology/total-quality-management-tqm/introduction-and-implementation-total-quality-management-tqm/> [Accessed 26 Jun. 2019].
41. Joutsenvirta, M. (2013) 'Executive Pay and Legitimacy: Changing Discursive Battles Over the Morality of Excessive Manager Compensation', *Journal of Business Ethics*, 116(3), pp. 459–477.
42. Khanna, H., Sharma, D. and Laroia, S. (2011). Identifying and ranking critical success factors for implementation of total quality management in the Indian manufacturing industry using TOPSIS. *Asian Journal on Quality*, 12(1), pp.124-138.
43. Kohonen, J., 2006. The Workforce Scorecard: Managing Human Capital to Execute Strategy. *Quality Management Journal* 13, 52–53.  
<https://doi.org/10.1080/10686967.2006.11918575>
44. Korenková, V., Závadský, J. and Lis, M. (2019). Linking a performance management system and competencies: Qualitative research. *Engineering Management in Production and Services*, 11(1), pp.51-67.
45. Kuczmarski, S. and Kuczmarski, T. (2019). How rewards fuel or fail innovation. *Strategic HR Review*, 18(1), pp.8-12.
46. Kumar Dang, R., Dang, R., Goyal, N. and Goyal, D. (2017). Synergistic Impact of Total Quality Management and Total Productive Maintenance on Manufacturing Performance. *Indian Journal of Science and Technology*, 10(24), pp.1-7.
47. Kumar, Ranjit, *Research Methodology; A Step-by-step Guide for Beginners* 2<sup>nd</sup> Edition, Sage Publications 2005
48. Lee, H. (2018). Moderators of the Motivational Effects of Performance Management: A Comprehensive Exploration Based on Expectancy Theory. *Public Personnel Management*, 48(1), pp.27-55.
49. Loo-See, B. and Leap-Han, L. (2013). Human resource management best practices and firm performance: A universalistic perspective approach. *Serbian Journal of Management*, 8(2), pp.155-167.
50. Malhotra, Naresh, *Marketing Research; An Applied Orientation*, Pearson Education, 2010

51. Malhotra, Naresh. "Questionnaire Design and Scale Development." The Handbook of Marketing Research, Sage Publications 2010
52. Marr, B. (2018) *What are the key tools and techniques for performance management?* Bernard Marr. Available at:  
<https://www.bernardmarr.com/default.asp?contentID=772> (Accessed: 3 August 2019).
53. Mitchell, M., Greenbaum, R., Vogel, R., Mawritz, M. and Keating, D. (2019). Can You Handle the Pressure? The Effect of Performance Pressure on Stress Appraisals, Self-regulation, and Behaviour. *Academy of Management Journal*, 62(2), pp.531-552.
54. Mitchell, R., Obeidat, S. and Bray, M. (2013). The Effect of Strategic Human Resource Management on Organizational Performance: The Mediating Role of High-Performance Human Resource Practices. *Human Resource Management*, 52(6), pp.899-921.
55. Monks, K., Kelly, G., Conway, E., Flood, P., Truss, K. and Hannon, E. (2012). Understanding how HR systems work: the role of HR philosophy and HR processes. *Human Resource Management Journal*, 23(4), pp.379-395.
56. Montague, A., 2013. Vocational and skill shortages in Vietnamese manufacturing and service sectors, and some plausible solutions: Alan Montague. *Asia Pacific Journal of Human Resources* 51, 208–227. <https://doi.org/10.1111/j.1744-7941.2012.00060.x>
57. Moraa, A. A., & Datche, E. (2019). Effect of performance appraisal on employee performance: a case study of national health insurance fund. *The Strategic Journal of Business & Change Management*, 6 (2), 424 –442.
58. Muralidhar, S., 2016. Impact of HR Practices on Job Satisfaction and Talent Management in the Manufacturing Sector. *PES Business Review* 11, 20.  
<https://doi.org/10.21842/pes/2016/v11/i2/140731>
59. Pandita, D., Ray, S., 2018. Talent management and employee engagement – a meta-analysis of their impact on talent retention. *Industrial & Commercial Training* 50, 185–199. <https://doi.org/10.1108/ICT-09-2017-0073>
60. Payne, G. and Payne, J. (2004). *Key concepts in social research*. London: SAGE Publications.
61. Pollitt, C. (2013) 'The logics of performance management', *Evaluation*, 19(4), pp. 346–363. Doi: 10.1177/1356389013505040.
62. Pricewater Coopers Gartner Whitepaper (2009): "The Talent Challenge".

63. Quinton, Sarah and Smallbone, Teresa, *Doing Your Dissertation in Business and Management; The Reality of Researching and Writing*, Sage Publications 2006
64. Remeyni, D., Williams, B., Money, A. & Swartz, E. (1998) "Doing Research in Business and Management: An Introduction to Process and Method" Sage Publications, p.97
65. Research-Methodology. (2019). Deductive Approach (Deductive Reasoning) - Research-Methodology. [online] Available at: <https://research-methodology.net/research-methodology/research-approach/deductive-approach-2/> [Accessed 21 Nov. 2019].
66. Research-Methodology. (2019). Interpretive - Research Methodology. [online] Available at: <https://research-methodology.net/research-philosophy/interpretive/> [Accessed 21 Nov. 2019].
67. Research-Methodology. (2019). Phenomenology - Research Methodology. [online] Available at: <https://research-methodology.net/research-philosophy/phenomenology/> [Accessed 21 Nov. 2019].
68. Research-Methodology. (2019). Qualitative Data Analysis - Research-Methodology. [online] Available at: <https://research-methodology.net/research-methods/data-analysis/qualitative-data-analysis/> [Accessed 21 Nov. 2019].
69. Ridley, Diane, *The Literature Review; A Step-by-step Guide for Students*, Sage Publication 2008
70. Sahoo, S. and Yadav, S. (2018). Total Quality Management in Indian Manufacturing SMEs. *Procedia Manufacturing*, 21, pp.541-548.
71. Salam, M. (2019). Analyzing manufacturing strategies and Industry 4.0 supplier performance relationships from a resource-based perspective. *Benchmarking: An International Journal*.
72. Santhosh kumar, R., Rajasekar, Dr.N., 2011. Applicability of Talent Management with Special Reference to Automobile Industry of Krishnagiri District. *Journal of Commerce and Trade* 5.
73. Saunders, M., Lewis, P. and Thornhill, A. (2009). *Research methods for business students*. 5th ed. Harlow: Pearson Education, pp.210-245.
74. Saunders, M., Lewis, P., & Thornhill, A., (2007). *Research Methods for Business Students*, (5th ed.) London: Pearson Education Ltd
75. Saunders, M.; Lewis, P. and Thornhill, A. (2009) *Research Methods for Business Students*.6th edn. London: Pearson Education Ltd.

76. Schraeder, M. and Jordan, M. (2011) 'Managing Performance: A Practical Perspective on Managing Employee Performance', *The Journal for Quality and Participation; Cincinnati*, 34(2), pp. 4–10.
77. Shruti *et al.* (2017) 'Human Resource Practices and Commitment of Employees in India's Textile Industry in Context of Management Levels', *Journal on Management*, 12(2), pp. 45–60.
78. Silver, L., Stevens, R., Wrenn, B. and Loudon, D. (2012). *The Essentials of Marketing Research*. 3rd ed. Routledge, pp.91-186.
79. Silverman, D., 2013. *Doing Qualitative Research: A practical handbook*. London: Sage
80. Smith, C. (2019). An employee's best friend? How AI can boost employee engagement and performance. *Strategic HR Review*, 18(1), pp.17-20.
81. Sng, B., Yip, C. and Han, N. (2016). Legal and ethical issues in research. *Indian Journal of Anaesthesia*, 60(9), pp.684-688.
82. Stavrou, E., Brewster, C. and Charalambous, C. (2010). Human resource management and firm performance in Europe through the lens of business systems: best fit, best practice or both? *The International Journal of Human Resource Management*, 21(7), pp.933-962.
83. Tafti, M., Mahmoudsalehi, M. and Amiri, M. (2017). Critical success factors, challenges and obstacles in talent management. *Industrial and Commercial Training*, 49(1), pp.15-21
84. Taherdoost, Hamed. (2016). *Sampling Methods in Research Methodology; How to Choose a Sampling Technique for Research*.12
85. Tashakkori, A. & Teddlie, C. (2003). *Handbook of Mixed Methods in Social & Behavioural Research*. Thousand Oaks: Sage
86. Toppo, M. L. (2012) 'From Performance Appraisal to Performance Management', *IOSR Journal of Business and Management*, 3(5), pp. 1–6. doi: 10.9790/487X-0350106.
87. Tuckett, A.G. 2005: Applying thematic analysis theory to practice: a researcher's experience. *Contemporary Nurse* 19, 75/87.
88. Ulrich, D. and Brockbank, W. (2005). *The HR Value Proposition*. Harvard Business School Press: Boston.
89. Varalakshmi, B., Rath, Dr.J., 2017. A comparative study of retention strategy - in manufacturing and service sectors. *International Journal of Advanced Research* 5,

406–414. <https://doi.org/10.21474/IJAR01/5344>

90. Yadav, R. K. and Dabhade, N. (2013) ‘Performance Management System in Maharatna Companies (A Leading Public Sector Undertaking) of India - A Case Study of B.H.E.L., Bhopal (M.P.)’, *International Letters of Social and Humanistic Sciences*, 4, pp. 49–69. doi: 10.18052/www.scipress.com/ILSHS.4.49.
91. Youndt, M., Snell, S., Dean, JR., J. and Lepak, D. (1996). Human Resource Management, Manufacturing Strategy, and Firm Performance. *Academy of Management Journal*, 39(4), pp.836-866.
92. Zondo, R. (2018). The influence of a 360-degree performance appraisal on labour productivity in an automotive manufacturing organisation. *South African Journal of Economic and Management Sciences*, 21(1).

## Appendix

### *Interview Questionnaire*

1. What do you as a manager in the Manufacturing sector think are challenges associated in Industry 4.0?
2. What according to you is Talent management in the manufacturing sector?
3. What Principle of TQM is practiced most according to you?
4. Which best practices are followed and implemented at Your factory??
5. Which factors of performance in the organisation act as indicators of an employee's performance?
6. What are the different Performance methods used to evaluate the performance of employees at Your factory??
7. Who is responsible for the rater identifier i.e. who decides which person is the one who is going to evaluating the employee performance?  
Cc: Does the performance evaluator undergo any specific training or auditing w.r.t. the performance evaluation process.
8. What is the frequency of evaluation at Your factory??
9. What is the method of evaluation and instrument used?  
Cc: What are your thoughts on use of Hard and soft skills to evaluate performance.
10. Could you define the performance criteria used when evaluating the performance?  
Cc: When auditing performance, do you seek support?
11. What are the challenges that Managers face when appraising employees at Your factory??
12. What are the rewards and benefits offered at Your factory??
13. What are the challenges of implementing best practices when appraising employees?
14. What are the effects of these challenges on the Operational and Strategic Performance of the organisation?
15. In today's competitive industry, Coaching and mentoring are best practices that organisations use to increase the productivity of their workforce. What are your thoughts on this?
16. Employee performance is linked with sustainability and green performance of the organisation. Share your views on this?
17. Technology has overtaken every aspect of Industry making majority of processes automated. With shifts in technology and rapid growth of AI in industries today, what are your opinions on use of AI in Performance management?  
Cc: Using AI and big data to monitor attendance, work deadlines, team/ group meeting and KPI's to track activity of the individual. Is Your factory? also shifting with this use of technology?
18. What are the trends in Performance and Appraisal Systems today in the Industry?
19. What are the trends in Manufacturing Sector from a Business perspective?
20. What is Your factory's 5-year plan to improve its strategic position in the competitive industry 4.0?

## *Information Form and Consent Sheet*

### **Information Form and Consent Sheet**

#### **INFORMATION SHEET FOR PARTICIPANTS**

##### **PROJECT TITLE**

Managing Performance of Talent to Increase the Operational Performance at Auto Component Manufacturing Company in Chennai, South India.

You are being asked to take part in a research study on managing the performance and appraisal of employees in the manufacturing sector in India; A case of Auto Component Manufacturing Company. I'm a Master's Student at Dublin Business School and this research project is supervised by David Wallace as well as approved by DBS Research Ethics Committee.

##### **WHAT WILL HAPPEN**

In this study, you will be asked to answer set of questions which are semi-structured for a qualitative research data analysis. These questions are already tested for ethical considerations and they would not force or bind you to lose your identity at any situation and time.

##### **TIME COMMITMENT**

The study typically takes 35- 45 Minutes.

##### **PARTICIPANTS' RIGHTS**

You may decide to stop being a part of the research study at any time without explanation required from you. You have the right to ask that any data you have supplied to that point be withdrawn / destroyed. You have the right to omit or refuse to answer or respond to any question that is asked of you. You have the right to have your questions about the procedures answered (unless answering these questions would interfere with the study's outcome. A full de-briefing will be given after the study). If you have any questions as a result of reading this information sheet, you should ask the researcher before the study begins.

## **CONFIDENTIALITY/ANONYMITY**

The data the researcher collects contains personal information about you like your name and designation at Auto Component Manufacturing Company. The data collected is solely for academic use and any personal data such as name, age, number, email address, gender and career history collected are solely for the interviewee's identification purpose and the interviewee will be identified using a code number to maintain anonymity/confidentiality.

## **FOR FURTHER INFORMATION**

I or / and David Wallace will be glad to answer your questions about this study at any time.

You may contact my supervisor at [david.wallace@dbs.ie](mailto:david.wallace@dbs.ie)

## **INFORMED CONSENT FORM**

**PROJECT TITLE:**

Managing Performance of Talent to Increase the Operational Performance at Auto Component Manufacturing Company in Chennai, South India.

**PROJECT SUMMARY:** This project is a part of Dissertation for Dublin Business School.

It focusses on the effect of performance and appraisal management systems in the manufacturing sector to increase the operational performance of the organisation and evaluates the findings with the previous research conducted in this field. In doing so, it will help to formulate the instances of organisations in the manufacturing sector which successfully increase the operational performance by use of best practices also known as HPWP's (High performance work practices). At the end, this research will provide a discussion which will conclude the research and hence, justify its recommendations.

By signing below, you are agreeing that: (1) you have read and understood the Participant Information Sheet, (2) questions about your participation in this study have been answered satisfactorily, (3) you are aware of the potential risks (if any), and (4) you are taking part in this research study voluntarily (without coercion).

---

**Participant's signature**

Bhavya Rajesh Joshi

**Student Name (Printed)**

---

**Date**

---

**Participant's Name**

Bhavya Rajesh Joshi

**Student Name signature**