

STRATEGIC OD INTERVENTIONS FOR EMPLOYEE PERFORMANCE

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INTRODUCTION:

With the increasing competition in the global market, Organization development (OD) is used as a powerful and crucial developmental tool for organizations to get success. Competition in the global market has made it difficult for the organizations to maintain its competitive advantage by low-cost leadership or product differentiation strategy. These developments give for a highly committed and competent workforce. Human resources play a crucial role in functioning of organizations, because human resources combine those activities designed to provide, motivate and co-ordinate the competent workforce of an organization. For committed and competent workforce OD is used as a change management tool. Better understanding of OD depends upon changing internal environment of organization.

Now a days, irrespective of the size and turnover of organization, every organization is adapting OD interventions. It is used especially in the case of organization wanting to implement changes at any level. OD creates a friendly and stress free working atmosphere. By this, employees feel free and encouraged to work under any circumstances. Such friendly atmosphere facilitates workers to work efficiently for increasing the profitability of the organization. From the various OD interventions Team interventions are mostly used in organizations.¹

Teams are gaining importance in organizations when compared to individuals. Teamwork depends on each team member being able to anticipate the needs of others; adjust to each other's actions, and have a shared understanding of how a procedure should happen. The team members not only share expectations for accomplishing group tasks, but trust and support one another and respect one another's individual differences. Among various team interventions **Role Analysis**

Technique (RAT) is significant. This intervention mainly discussed upon the role clarity of team members.

Role clarity:

Role clarity is necessary for individuals and team members to understand how their work and involvement in the team process fits in to larger picture. Clarifying roles on a regular basis is essential for a high-performing work team. These roles can be defined formally or informally as per the team member's requirements. If team members are not able to understand their roles, it leads to dissatisfaction and frustration. Due to the inefficiencies of team members the quality of project becomes low. To avoid these complications, management has to give clarification of roles to the teams and it should be done at the initial stages of project.

Individuals who reported higher role clarity also reported higher role effectiveness and performed better than those with lower role clarity'.²Team performance is better if all the members in the team have clear picture about their. So higher role clarity of team members reports higher team performance. In Teams, it is the responsibility of tem leader to know whether the team members are having clarity about their roles or not. If the team performance is not up to the mark, due to poor understanding of their roles, it points back to ineffective team leadership.

Team Building

Team building is a process of designing work in which employees feel free to work united rather than single. It develops communication and co-ordination among employees. If team building session is in a proper way then employees work coordinately and for improved productivity. In order to build effective teams successful individuals are needed. The main aim of team building is to improve coordination levels of employees. It encourages working as a team.

The team members not only share expectations for accomplishing group tasks, but trust and support one another and respect one other's individual differences. Your role as a team builder is to lead your team towards cohesiveness and productivity. A team takes on a life of its own and you have to regularly nurture and maintain it, just as you do for individual employees.

Pharmaceutical industry:

The pharmaceutical sector is a research-based industry which increases the life of public through innovations in medicines preparation. Indian Pharmaceutical Industry has witnessed a robust growth over the past few years moving on from a turnover of approx. US \$ 1 billion in 1990 to over US \$ 20 billion in 2010 of which the export turnover is approximately US \$ 8 billion. The industry ranks 3rd in terms of volume and is 14th in terms of value globally.³ India's rich human capital is the strongest asset for Indian Pharmaceuticals Industry which is a Knowledge-led industry. Various studies show that the scientific talent pool of Indians is the second largest English-speaking group worldwide, after the US. This enables easier access to qualifications that handle the basic work in a plant or an R&D set-up in India. Many of the Indian pharmaceutical companies are experienced in servicing top multinational companies for their highly regulated markets, meeting their stringent quality expectations. Nearly 5 lakhs of employees are working in 12000 firms; out of them 2900 firms are large scale units.⁴

OBJECTIVES:

1. Knowing the process of team building & development in pharmaceutical companies.
2. To analyze the impact of experience on role clarity.
3. To analyze the effect of role clarity of team members on employee performance.

HYPOTHESIS :

H0: Experience of team members doesn't affect the team performance.

H1: Experience of team members affects the team performance.

H0: There is no significant relationship between role clarity and employee performance.

H1: There is a significant positive relationship between role clarity and employee performance.

REVIEW OF LITERATURE:

Michael Richard Tierney (2002)⁵ focused on OD interventions especially team building to evaluate the various techniques for development in corporate management companies. The main objectives of the author are; is team building used as an effective tool in OD. Participation levels in activities sponsored by organizations. Various models are presented to suggest the value of interventions as a framework for the application of team building. Framework that the author stated is helpful in the formation of new teams and the development of existing work groups.

Barry Z. Posner & D. Anthony Butterfield (1978)⁶ explained role clarity in terms of personal outcomes and organizational effectiveness. The survey was conducted on a sample of 490 respondents in 20 insurance offices. The outcomes of role clarity are job satisfaction, personal influence, organizational effectiveness, and task-oriented leadership. It was proved that in high-performing offices had greater role clarity than members in low-performing offices.

Avinandan Mukherjee & Neeru Malhotra (2006)⁷ examined the effects of role clarity and its antecedents and consequences on employee-perceived service quality. As per the study on a sample of 342 call centre representatives of a major commercial bank in the UK, key antecedents of role clarity considered here are feedback, autonomy, participation, supervisory consideration, and team support; while key consequences are organizational commitment, job satisfaction and service quality. The major findings of the study indicate that feedback, participation and team support significantly influence role clarity, which in turn influences job satisfaction and organizational commitment.

SAMPLING:

	Company Name	Production Employees Strength	Sample chosen
Large Companies	Hetero Drugs	3200	220
	Dr. Reddy's Lab	3055	200
Medium Companies	Fleming Labs	300	52
	Covalent Pharma Ltd	180	50
Total Sample			522

The sampling method adopted for this study is non-probability sampling method in which convenience sampling method is used. The researcher has chosen the companies as per her convenience and availability of permissions, contacts with the employees.

Questionnaire method was adopted to get the responses from the respondents. Well structured questionnaire were personally distributed among the sample. The data is analyzed by using statistical tools like Weighted Average Method, Frequency Method, ANOVA and Chi-square method for hypothesis testing with the help of Microsoft Excel and Statistical Package for the Social Sciences (SPSS) version 16.0 for windows.

DATA COLLECTION:

The primary data is collected by distributing questionnaire to the employees and also by discussions with the employees of four pharmaceutical companies located in Hyderabad. Out of four pharma companies, two are large and remaining two are medium size companies. Based upon the company turnover and employee strength, selected pharma companies are categorized as large and medium.

The secondary data is collected from the company records, websites and also at the production units of as mentioned four companies. An effort has also been made to present different studies in newspapers, journals, magazines and also from the doctoral works.

EXPERIENCE, ROLE CLARITY AND EMPLOYEE PERFORMANCE:

In the case of large companies it is clear that teams are formed frequently and at beginning of new projects. In the case of Dr. Reddy's Lab, 80.5% of the respondents said that teams are formed at the beginning of new projects and remaining respondents opted frequently. In the case of Hetero Drugs, 79.1% of the respondents said that teams are formed frequently and remaining opted beginning of new projects. In medium companies also teams are mostly formed frequently of beginning of new projects. No teams are formed in middle of project.

In Dr. Reddy's lab 71.5% of the respondents said that they are working in temporary teams and remaining in permanent teams. But in the case of Hetero drugs it is quite different. Nearly 85.5% of the respondents are working in permanent teams. It is clear that team members maintain the same members until the project is completed. In medium companies both permanent and temporary teams are there. Here an attempt has been made to know which teams are present majorly. Majority of temporary teams are present.

Nearly 71.2% of respondents regularly get chance of to be a team member in Dr. Reddy's lab. In the case of Hetero drugs 83.8% of the respondents said that frequently they get chance of to be a team member.

In Dr. Reddy's lab 97% of the respondents told that companies conduct training & development programs. In Hetero Drugs, 87.7% of the respondents told that Orientations programs are conducted mostly to promote team working skills.

Nearly 54% of the respondents said that company forms teams at the beginning of new project. It is clear that teams are formed mostly in medium companies when new projects are taken up. In.

The above table clearly shows that presence of temporary teams is more in covalent pharma. Nearly 72% of the respondents said that they are working in temporary teams. In Fleming labs presence of permanent teams is more compared to temporary teams. 69.2% of the respondents said that they are working in permanent teams.

The above table depicts that in covalent pharma employees regularly get chance to be part of the team. 76% of the respondents told that they get chance for working in a team regularly. In Fleming labs 38.5% of the respondents told that regularly they get chance and 44.2% frequently.

For promoting team working skills companies adopt various development programs. The above table shows four of such development programs that are helpful for promoting team working skills in employees. In Covalent pharma 98% of the respondents told that company conducts training & development program for improving team working skills of employees. In the case of Fleming labs 71.2% of the respondents told that company follows training and development programs. 26.9% of the respondents told that company conducts other development programs.

HYPOTHESIS TESTING:

Experience Vs Performance

	Large companies	Medium companies
DF 4 0-5 years	220	59
5-10 years	73	27
10-15 years	113	9

15 years above	14	7
Total	420	102

Source: Primary data

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	33.733 ^a	4	.000
Likelihood Ratio	41.984	4	.000
Linear-by-Linear Association	6.144	1	.013
N of Valid Cases	420		

a. 1 cell (10.0%) has expected count less than 5. The minimum expected count is 1.48.

Ho is rejected and hence, H₁ is accepted as Pearson Chi-Square value significant level of p (0.00) is less than 0.01. The Chi-Square table value for 4 d.f at 0.01 level of significance is 18.36 which is less than the Chi-Square calculated value of 33.733. It means that the experience of team members affects the team performance.

Table-1: Correlation Coefficient b/w Role Clarity and Employee Performance (large companies)

Variables	E. Performance	Role Clarity
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Employee Performance	Pearson Correlation	1	.288**
	Sig. (2-tailed)		.000
	N	420	420
Role Clarity	Pearson Correlation	.288**	1
	Sig. (2-tailed)	.000	
	N	420	420

** . Correlation is significant at the 0.01 level (2-tailed).

The table-1 reveals that significant value of $p (0.001) < 0.01$. Therefore, H_0 is rejected and hence H_1 is accepted. It means that there is significant positive relationship between role clarity of team members and employee performance in large pharma companies.

It means if employees have clarity about their role automatically performance of the employees is better. Role clarity depends upon commitment, demands, expectation and obligations of team members.

Table-2: Correlation Coefficient b/w Role Clarity and Employee Performance (medium companies)

Variables		Role clarity	Employee Performance
Role clarity	Pearson Correlation	1	.586**
	Sig. (2-tailed)		.000
	N	102	102

Employee Performance	Pearson Correlation	.586**	1
	Sig. (2-tailed)	.000	
	N	102	102

** . Correlation is significant at the 0.01 level (2-tailed).

The table-2 reveals that significant value of $p(0.00) < 0.01$. Therefore, H_0 is rejected and hence H_1 is accepted. It means that there is significant positive relationship between role clarity of team members and employee performance in medium pharma firms. It means employees who reported higher role clarity also reported higher role effectiveness and performed better than those with lower role clarity.

Findings:

- Role clarity influences the working nature of employees, because employees who have more clarity regarding their role they perform much better than the less clarity employees.
- There are different factors that influence the role clarity of team members; commitments, open communication, flexibility, clear team objectives and listing of roles and responsibilities.
- All these factors are understood and performed by the employees in pharmaceutical companies in an effective manner.
- A team is a composition of both fresher and experienced employees, in which newly joined employees can learn from the experienced employees. So in this manner, experience of team members affects the team performance.

Conclusion:

From the entire study I want to conclude that both experience and role clarity is crucial for team members to improve their performance. Based upon the experience, task achievements and completion of work in time, pharmaceutical companies evaluate the performance of the employees. In pharmaceutical companies teams are mostly formed at frequently or beginning of new projects. Team leader plays a crucial role in allocating roles to the team members.

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