

Sno	Name of the Scholar	Name of the Supervisor	Title of the Research Topic	Ph.D. Award
2.	Ms. S. Srilalitha	Prof. M.V.Lakshmi & Prof. D. Ravinath	The Impact of Kaizen events on perceived employee performance : a study on Indian Automotive component manufacturing companies	April 2014

ABSTRACT

The automotive component industry in India is around two-thirds the size of the OEM (Original Equipment Manufacturer) segment and this proportion is around one to two times in mature markets like Europe, America and Japan. To face the competition, most of the automotive component manufacturing organizations including Indian companies have turned to ‘Kaizen Events’ in the process of lean initiatives and continuous improvement to gain the benefits.

This research studied the impact of kaizen events on perceived employee performance and examined the relationships between Kaizen Event Indicators (KEI) and Perceived Employee Performance Indicators (PEPI) in Indian automotive component manufacturing organizations. The term perceived employee performance (PEP) is an important element in the process of effective kaizen event implementation. Many organizational problems are related to employee performance, and successful implementation of kaizen events is perceived to be dependent on employee performance of the organization. The research design has two components, Kaizen Event Indicators (KEI) as independent variable and Perceived Employee Performance Indicators (PEPI) as dependent variable. And these two research components comprise nine parameters of the study covering fifty four (54) survey questions comprehensively.

The research methodology entailed two stages, stage one aimed at developing a company-wide baseline of Perceived Employee Performance Indicators (PEPI) with a pilot study. A Cronbach Alpha Co-efficient reliability was conducted to test the reliability of the questionnaire and the Alpha value was found to be 0.842 which is acceptable as it is statistically significant. Stage two carried out the surveys through questionnaire and followed by personal interviews to study the impact of kaizen events on perceived employee performance. This study was conducted among a sample of eight hundred and forty five (845) employees, covering the ‘Team Leaders’ and ‘Team Members’ of automotive component manufacturing companies, spread over Chennai cluster, Tamil Nadu, India. The study considered five types of companies such as 1) Engine parts, 2) Drive Transmission & Steering Parts, 3) Suspension & Brake Parts, 4) Electrical Parts and 5) Body and Chasis.

The study results revealed that the kaizen event indicators are the important aspects in improving employee performance among kaizen team members as the results of correlation analysis of Kaizen Event Indicators (KEI) and Perceived Employee Performance Indicators (PEPI) were correlating significantly. In other words, Kaizen Event Indicators (KEI) and Perceived Employee

Performance Indicators (PEPI) are found to be mutually interdependent in increasing the improvements of kaizen event implementation effectively.