

GOAL ORIENTED APPROACH AND PRODUCTIVITY

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Abstract

In the competitive work culture of today, goal-oriented strategies are important in boosting productivity, efficiency, and motivation levels among workers. This research examines the effect of systematic goal-setting on organizational productivity, with a focus on the use of SMART goals and goal-setting theory in a well-known manufacturing company in Harohalli. With a descriptive research design and stratified proportionate simple random sampling technique, data were gathered from 100 department supervisors to measure their knowledge and use of goal-setting strategies. The results show that most of the respondents (73%) have low knowledge about goal-oriented strategies, and 62% of them indicate low productivity measurement, which shows a lack of formal goal-setting practice. Further, the influence of motivational factors, time management, accountability, and performance measurement on productivity was also examined. The research highlights that organizations need to improve goal-setting systems, adopt technology-based performance monitoring, and upgrade supervisor training to enhance overall efficiency. By applying goal-driven best practices, organizations can promote a high-performance culture, boost employee engagement, and deliver long-term productivity gains.

Keywords: Goal-Oriented Approach, Goal-Setting, Productivity, SMART Goals, Employee Motivation, Performance Measurement, Workplace Efficiency, Organizational Development, Supervisor Training, Time Management

Introduction:

In the fast-paced and competitive working world of today, productivity is a primary factor in determining organizational success. A goal-directed methodology has become a robust model for maximizing effectiveness, motivation, and general performance both at the individual and team levels. As a basis to psychological and management models, this methodology focuses on setting well-defined, quantifiable goals that inform action and decision. The goal-setting theory, as presented by Locke and Latham, postulates that challenging and specific goals result in greater performance due to the channelling of attention, energization of efforts, and persistence promotion. When the tasks of workers or individuals are aligned with well-defined goals, they gain purpose, which in turn increases participation and minimizes inefficiencies. In addition, the inclusion of structured goal-setting systems, like SMART goals (Specific, Measurable, Achievable, Relevant, and Time-bound), makes sure that goals are realistic and achievable, hence promoting sustainable productivity. This study investigates the role of goal-centricity in productivity by analysing the most important factors, including motivation, time management, accountability, and performance measurement. Through the analysis of

theoretical concepts and empirical data, this research intends to shed light on how organizations and individuals can use goal-setting strategy to increase efficiency, innovation, and job satisfaction. Goal Oriented Approach - Locke and Latham (2002): A goal-oriented approach is "a specific, challenging, and attainable objective that provides direction, motivation, and focus for individuals or organizations. "Productivity - Drucker (1967): Productivity is "the effectiveness with which an organization (or individual) converts its inputs into outputs."

Methodology:

Aim:

To study the Goal oriented approach and productivity in one of the reputed manufacturing industries in Harohalli.

Objectives:

- ❖ To Understand the level of goal-oriented approach.
- ❖ To determine the goal setting practices of employee.
- ❖ To highlight the personal beliefs and challenges of employees.
- ❖ To analyse the overall goal-oriented approach and productivity.

Hypothesis:

- ❖ There is no significant difference between the educational qualification of the respondent and Goal Oriented Approach and Productivity
- ❖ There is no significant difference between the monthly income of the respondent and Goal Oriented Approach and Productivity
- ❖ There is no significant relationship between the age of the respondents and overall Goal Oriented Approach and Productivity.

Research Design:

A research design is a methodical, in-depth plan of how an inquiry into a scientific issue will proceed. We use an overarching method to logically combine the various research components. The collection, measurement, and interpretation of data are all outlined in the research design. Descriptive design is used to describe characteristic of a population or phenomenon being studied the same design would be adapted by the researcher to describe the goal-oriented approach and productivity. The study centers on studying different aspects of Goal Oriented Approach, Goal Setting Practices, Productivity Assessment, Perceptions Beliefs and Challenges.

Universe and Sampling:

In this research, the universe means the research environment where the study takes place. The researcher has selected a renowned manufacturing company as the research universe, with 4,000 employees in total. For ensuring systematic and unbiased sampling of the participants, a probability sampling method is used because the population size is known exactly. In

particular, the stratified proportionate simple random sampling technique is employed to pick respondents so that there is a representative sample from various strata in the organization. The ultimate sample size for this research is 100 respondents, all of whom are department supervisors. This sampling technique improves the reliability and generalizability of the research findings by gaining insights from major managerial staff in the organization.

Tools for data collection:

In this research, the Likert scale is utilized as the tool for data gathering to measure the connection between goal orientation and productivity at one of the manufacturing companies. The Likert scale is an extensive psychometric scale that provides researchers with an ability to examine attitudes, opinions, and perceptions on a numbered scale, supplying quantifiable statistics for analysis. This approach is most effective in assessing the extent to which department supervisors apply and practice goal-setting approaches in improving workplace productivity. In order to guarantee concentrated and pertinent findings, the researcher has focused on department supervisors as the main respondents, given their pivotal role in establishing goals, tracking performance, and pushing productivity within the organization. The ordered questionnaire, based on the Likert scale, contains statements regarding goal-setting strategies, employee motivation, performance evaluation, accountability, and effectiveness. The respondents will express their degree of agreement or disagreement on a scale, and it will be possible to have an objective view of their thoughts regarding the effects of goal-directed practices on productivity.

Results & Discussion:

Table 1. Distribution of respondents based on overall goal-oriented approach and productivity

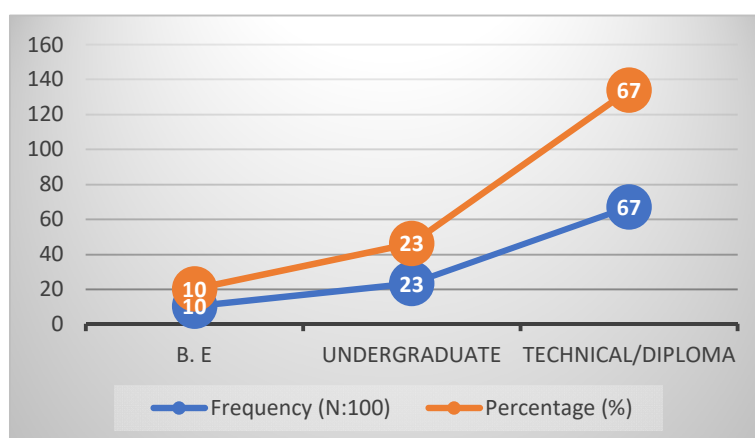
Goal Oriented Approach and Productivity	Low	Percentage	High	Percentage
Goal – Oriented Approach	73	73	27	27
Goal – Setting Practices	59	59	41	41
Productivity Assessment	62	62	38	38
Perceptions, Beliefs and Challenges	51	51	49	49

From the given table 1, it is evident that three – forth (73%) of the respondents have low knowledge on Goal Oriented Approach. In similarly, the majority (62%) of the respondents have low knowledge on Goal Setting Practices. It also states that majority (59%) of the respondents have low knowledge on Productivity Assessment. More than half (51%) of the respondents have low knowledge on Perceptions, Beliefs and Challenges. It is notable that less than half (49%) of the respondents have high knowledge on Perceptions, Beliefs and Challenges. It states that more than two – fifth (41%) of the respondents have high knowledge on Goal Setting Practices. It also states that less than two – fifth (38%) of the respondents have high knowledge on Productivity Assessment. More than one – fourth (27%) of the respondents have high knowledge on Goal Oriented Approach.

Table 2. One-way analysis of variance between Educational Qualification of the respondents and overall Goal Oriented Approach and Productivity

Factors		Sum of Squares	DF	Mean Square	F	Statistical Inference
Goal-Oriented Approach	Between Groups	32.447	2	16.224	2.169	P>0.05 .120 Not Significant
	Within Groups	725.663	97	7.481		
	Total	758.110	99			
Goal Setting Practices	Between Groups	202.207	2	101.103	5.636	P<0.05 .005 Significant
	Within Groups	1739.983	97	17.938		
	Total	1942.190	99			
Productivity Assessment	Between Groups	185.437	2	92.719	3.356	P<0.05 .039 Significant
	Within Groups	2679.563	97	27.624		
	Total	2865.000	99			
Perceptions, Beliefs, and Challenges	Between Groups	153.856	2	76.928	1.290	P>0.05 .280 Not Significant
	Within Groups	5786.734	97	59.657		
	Total	5940.590	99			
Overall Goal Oriented Approach and Productivity	Between Groups	1998.203	2	999.101	3.339	P<0.05 .040 Significant
	Within Groups	29024.707	97	299.224		
	Total	31022.910	99			

G1= Goal Oriented Approach; G2= Goal Setting Practices; G3= Productivity Assessment; G4= Perceptions, Beliefs and Challenges; G5= Overall Goal Oriented Approach and Productivity.



The presented table 2, reveals that, there is a significant difference between educational qualification of the respondents with regard to Goal Oriented Approach. It is also evident that there is no significant difference between the educational qualification of the respondents and the dimensions of the study which includes Goal Setting Practices, Productivity Assessment, Perceptions, Beliefs, and Challenges and Overall Goal Oriented Approach and Productivity.

H0: There is no significant difference between the educational qualification of the respondent and Goal Oriented Approach and Productivity

H1: There is a significant difference between the educational qualification of the respondent and Goal Oriented Approach and Productivity

Result: One-way analysis of variance was applied and it was revealed that there is a significant difference among the educational qualification of the respondents and overall Goal Oriented Approach and Productivity. Hence, the research hypothesis is accepted and the null hypothesis is rejected.

Table 3. One-way analysis of variance between Monthly Income of the respondents and overall Goal Oriented Approach and Productivity

Factors		Sum of Squares	DF	Mean Square	F	Statistical Inference
Goal-Oriented Approach	Between Groups	1.625	2	.813	.104	P>0.05 .901 Not Significant
	Within Groups	756.485	97	7.799		
	Total	758.110	99			
Goal Setting Practices	Between Groups	.020	2	.010	.001	P>0.05 .999 Not Significant
	Within Groups	1942.170	97	20.022		
	Total	1942.190	99			
Productivity Assessment	Between Groups	10.018	2	5.009	.170	P>0.05 .844 Not Significant
	Within Groups	2854.982	97	29.433		
	Total	2865.000	99			
Perceptions, Beliefs, and Challenges	Between Groups	23.506	2	11.753	.193	P>0.05 .825 Not Significant
	Within Groups	5917.084	97	61.001		
	Total	5940.590	99			
Overall Goal Oriented Approach and Productivity	Between Groups	26.649	2	13.325	.042	P>0.05 .959 Not Significant
	Within Groups	30996.261	97	319.549		
	Total	31022.910	99			

The presented table reveals that, there is a significant difference between monthly income of the respondents with regard to Goal Oriented Approach. It is also evident that there is no significant difference between the monthly income of the respondents and the dimensions of the study which includes Goal Setting Practices, Productivity Assessment, Perceptions, Beliefs, and Challenges and Overall Goal Oriented Approach and Productivity.

H0: There is no significant difference between the monthly income of the respondent and Goal Oriented Approach and Productivity

H1: There is significant difference between the monthly income of the respondent and Goal Oriented Approach and Productivity

Result: One-way analysis of variance was applied and it was revealed that there is no significant difference among the monthly income of the respondents and overall Goal Oriented Approach and Productivity. Hence, the research hypothesis is rejected and the null hypothesis is accepted.

Table 4. Correlation between the age of the respondents and overall Goal Oriented Approach and Productivity

Variable	Correlation value	Statistical Inference
Goal-Oriented Approach	-.039	P<0.05 Not Significant
Goal Setting Practices	-.057	P<0.05 Not Significant
Productivity Assessment	.017	P<0.05 Not Significant
Perceptions, Beliefs, and Challenges	.085	P>0.05 Not Significant
Overall Goal Oriented Approach and Productivity	.022	P<0.05 Not Significant

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

*Correlation is significant at the 0.05 level (2-tailed).

From the presented table it is evident that there is no significant relationship between the Age of the Respondents and Goal Oriented Approach, Goal Setting Practices, Productivity Assessment, Perceptions, Beliefs, and Challenges and Overall Goal Oriented Approach and Productivity.

H0: There is no significant relationship between the age of the respondents and overall Goal Oriented Approach and Productivity.

H1: There is a significant relationship between the age of the respondents and overall Goal Oriented Approach and Productivity.

Result: The correlation test was applied with the variables and it was evident that there no significant relationship between the age of the respondents and overall Goal Oriented Approach and Productivity. Hence, the research hypothesis is rejected the null hypothesis is accepted.

Suggestions for the study:

Future studies on the goal-setting approach and productivity can be further developed by incorporating employees at various hierarchical levels instead of concentrating on department supervisors alone. This would give a broader picture of goal-setting effectiveness within the organization. A longitudinal study could also be undertaken to examine the long-term effect of goal-setting on productivity over a period of time, instead of making a one-time measurement. An across-industry comparative analysis would also be conducted to find the best practices and understand which strategies give the most productive results. As the data for this study has been collected through the simple random sampling technique, future studies can refine this method further by taking proportionate samples from various departments to make the results more accurate. In addition, inclusion of the views of employees on their managers' goal-setting tactics would assist in assessing the functional effectiveness of these methods.

Suggestions for the organisation:

The research results show that 73% of the respondents indicated low application of goal-driven methods, pointing to the necessity for the organization to enhance systematic goal-setting practices. The use of established models like SMART goals and OKRs (Objectives and Key Results) can increase precision and focus in goal-setting. Moreover, 62% of the respondents indicated low productivity measurement, pointing to the need to adopt systematic performance measurement metrics. The company should make it a point to have frequent training and development courses for supervisors in order to enhance their leadership qualities and goal-setting skills. An incentive and reward system can also motivate employees to meet their targets, hence increasing motivation and participation. In addition, integration of technology like goal-monitoring software and performance management tools can also simplify the process of setting goals and tracking progress in real-time.

Suggestions for HRD team:

The Human Resource Development (HRD) aims to develop goal-oriented work culture. To enhance goal-setting efficiency, workshops and training sessions must be held periodically for educating supervisors and employees on best practices. Additionally, performance-based appraisals must be coordinated with goal-setting frameworks to make sure that productivity is measured and rewarded systematically. Employee motivation may be increased through matching individual and organizational goals, and having good communication of what is expected. Further, there should be an established feedback mechanism where employees and their supervisors could communicate progress, resolve issues, and adjust as needed. Since gender-based analysis revealed substantial differences in goal-setting styles, the HRD team must also diversify goal-setting styles to accommodate varying work styles and motivational drivers, being inclusive and effective in performance management.

Communication and Feedback Mechanism:

A sound communication and feedback system is vital to improve goal-setting processes and productivity in an organization. Team meetings must be held on a weekly or monthly basis to review goal progress, issues, and required changes, maintaining transparency and alignment with organizational goals. One-on-one performance reviews also offer employees individualized feedback, allowing them to understand their strengths and weaknesses. Employee surveys of feedback can be employed to gather feedback on the efficacy of goal-setting and work challenges, thus allowing HRD to learn and adjust strategies accordingly. Open-door policy and suggestion boxes ensure that employees are free to express their grievances and suggestions, supporting open communication culture. The use of electronic feedback tools, including performance management software and collaboration tools, facilitates real-time monitoring of goals and ongoing feedback. A 360-degree feedback system also supports this methodology by gathering assessments from various sources, such as peers, subordinates, and managers, giving a broad appraisal of performance. Additionally, an acknowledgment and reward to employees for their performance through incentives and reward programs fosters motivation and enthusiasm.

Current trend of Goal Oriented Approach and Productivity:

In today's fast-paced working world, goal-oriented methodology has greatly changed, adopting contemporary techniques and tools for efficiency and productivity. Among the major trends is the embracement of OKRs (Objectives and Key Results) that offer a systematic approach to setting challenging yet quantifiable goals, enabling companies to link individual and team objectives with overall business success. Also, the use of Artificial Intelligence (AI) and data analytics in goal monitoring allows firms to track performance in real time, forecast results, and make well-informed decisions to enhance productivity. Another trend is the agile goal-setting method, where organizations shift from fixed, long-term goals and accept short-term, adaptable goals that may be changed depending on market situations and business requirements. This transformation is especially noticeable in sectors that demand quick adaptation, including technology and manufacturing. Additionally, businesses are shifting to employee-centered goal-setting, prioritizing individual development, skill enhancement, and well-being over performance-based goals. This strikes a balance between organizational productivity and worker satisfaction, resulting in greater engagement and motivation.

Suggestions for Quality Research and Design Department:

An effective Quality Research and Design (QRD) department is essential to guarantee innovation, efficiency, and excellence in product and process development within an organization. To become more effective, the department must emphasize data-driven decision-making through the use of big data analytics and AI-powered tools to evaluate quality trends, detect defects, and maximize research methods. The application of continuous improvement tactics like Lean Six Sigma can optimize processes and maximize efficiency. Implementation of up-to-date technology is of paramount importance in upholding research and design quality standards. Sinking funds into automation, simulation tools, and computer-aided design prototyping enables the department to carry out accurate experiments and cut down on development time. Moreover, incorporating environmentally friendly practices into research and design helps meet environmental regulations and promotes corporate accountability. A

robust collaboration system among the QRD department and other main business functions, including production, marketing, and customer service, will result in better innovation and problem-solving. Having cross-functional teams will facilitate knowledge sharing and enhance the overall design process. In addition, collaborating with outside research institutions, universities, and industry specialists can introduce new viewpoints and cutting-edge know-how.

Conclusion:

This chapter gave an overall analysis and interpretation of the data that was gathered on the goal-oriented approach and productivity among department supervisors in Stove Kraft Limited. The research gave valuable findings on the demographic profile of the respondents, how they perceived the goal-setting practices, and how the practices affect productivity. The results suggest that although an organized goal-setting process is crucial to enhance efficiency, most respondents mentioned low utilization of goal-setting processes and productivity monitoring, reflecting the necessity for more effective implementation and monitoring procedures. The study also indicated that demographic variables like age, gender, marital status, education, and income levels did not play any significant role in the overall goal-oriented behaviour and productivity, further supporting the notion that systematic goal-setting is a strategy applicable to everyone to improve workplace performance. The study, however, highlighted the need for effective communication, ongoing feedback, and technology-based tracking systems to facilitate the successful implementation of goal-setting models.

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