

INDIAN SERVICE ORGANIZATIONS': STUDY OF THE IMPACT OF HR PRACTICES ON EMPLOYEE PERSPECTIVES.

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Abstract: The goal of this study is to determine how High control in Indian service jobs influence employee performance. A total of 105 samples were gathered from the registered offices of various service organizations in India. The frameworks for surveys were collected and statistically analyzed. The impact of recruitment and selection, endplate, training practices, program evaluation, and performance appraisals on staff perceptions of performance were all assessed. HR practices have been shown to have a strong correlation with employee performance. Recruitment, remuneration practices, and promotion strategy have all had a substantial impact on employee performance. The implications of the findings, as well as the study's limitations and future research prospects, are examined.

Keywords: HR, recruitment, compensation, training, performance assessment, promotion practices, the perceived performance of employees.

INTRODUCTION

Human resources is commonly regarded as one of the most important components in ensuring that company-wide employee performance criteria are met. To succeed, a company must be able to cut costs, introduce new goods and processes, improve productivity, and move quickly. (Luthans & Sommers, 2005). Unfortunately, especially in India, these human capital approaches seldom receive attention they need. HR activities were supervised by the department in the previous decade as Indian firms wanted to establish value through HR activities.

Organizations have realized that if the Hr department is not given adequate attention, employee performance would deteriorate over time. HR practices are favorably associated to organizational and individual performance, according to a multitude of scholars.

HR practices are a device that lets all employees to participate in the company's policies and work hard to meet the company's goals. They must be selected and cost-effectively executed after being assessed on a regular basis. Effective human resource management, according

to Harter et al. (2002), may develop and gain awareness, motivation, synergy, and devotion, all of which can assist a company obtain a competitive advantage. Standard HR practises do make a difference in terms of management effectiveness.

India's financial services sector is being prepared for rapid expansion. In addition, service technology has contributed considerably to the growth of the India market, which has been steadily increasing over the last decade. Over a billion people currently work in the service industry. Human resource practices in the workplace are often recognized as being one of the most significant factors influencing job performance in any organization.

HR's function in Indian companies has been restricted in the past, but it is growing. Human resource management is a competitive advantage for any firm (Becker & Hustled, 1998). The service industry has shown a strong commitment to improving employee performance through better HR practises.

HR practises are a collection of organisational

features that work together to boost employee productivity. Perceived employee performance is influenced by five factors of HR practises, according to this research study model. Individual factors include recruitment and selection, wage policies, training methods, performance appraisal, and promotion plans. Employee

performance fluctuates as a result of a lack of group cohesiveness, as well as other factors of HR Practice. As a result, determining the impact of HR policies on job satisfaction in India's service industry has become crucial, and this research was conducted to contribute to the existing data.

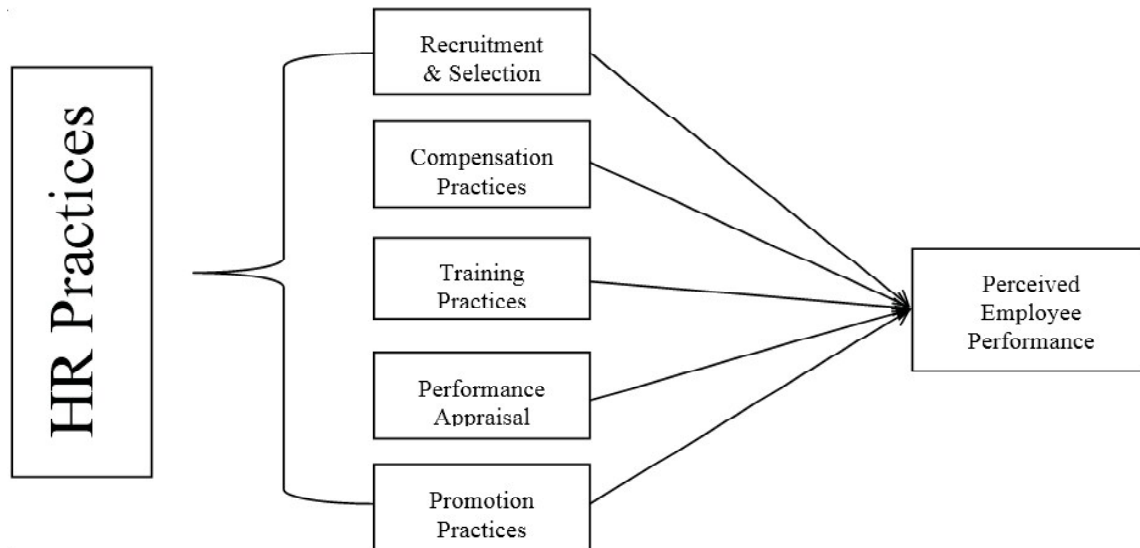


Figure 1: Framework for Thought

The overall goal of this research was to discover the following:

- To determine the impact of recruitment and selection in developing Indian services organisations' employee performance.
- Determining the role of compensation policies to improve the performance of Indian Service Organizations.
- Determine the role of training processes to improve the performance of employees in Indian services and the role of the performance assessment to improve employee performance.
- To determine the importance of development policies to enhance employee performance in Indian service organisations..

LITERATUREREVIEW

The literature survey can be utilized in empirical studies that examine the relationship involving Resource

management practices and employee performance perceptions, including such recruiting and selection, compensation, training, and career development. In this study, the perceived performance of employees is studied in HR procedures.

Indian companies typically focus their human resources activities on developing their skills, culture and efficiency (Singh, 2000). Khan (2010) found that in a fast pace company environment, it is necessary to have a strategy for improving performance and developing and applying HRM practises. Shikha (2010) has been examining the conduct of HRM amongst employees of Indian commercial banks to investigate long-term competitive advantages in HRM practises.

Recruitment, selection and placement are the first step (Rao, 2010). Selection is the selection process for the best candidate according to their qualifications and employment requirements (Bhattacharyya, 2010). The process of selection is long and broader for large

businesses and varies from industry to industry (Venkatesh, 2008). Organizational selection is based on non-job features such as attractiveness, focus and interpersonal skills (Prakash 1994).

By recruiting and selecting businesses can gain the necessary human resources for their goals and objectives (Dessler, 2010; Huselid, 1995). In dynamic market areas, effective recruitment also enables companies to address market opportunities and challenges proactively. There is often use of interviews. Over the past decade, the use of objective and standard testing has increased (Dessler, 2010; Andersen, 2000; Aycan, 2001).

As a result, a pay-for-performance programme boosts productivity and product quality while also lowering absenteeism, turnover, and accident rates (Jyothi and Venkatesh, 2006). Kuldeep Singh (2000) has chosen 84 businesses that represent all of the key home industries. When incentives are used correctly, they can contribute significantly to an organization's survival and growth (Dessler, 2010; Milkovich and Boudreau, 1998).

The training climate research conducted by Alphonsa V.K. (2000) was carried out at a major private hospital in the city of Hyderabad. 50 directors from various healthcare organizations were recruited at random for the study. Training between foreign officials has an effect on employee performance, according to Githinji Angela (2014). A total of 144 UN Support Office staff worked in the Africa Mission in Somalia for the study. Employee participation in changing processes is often increased as a result of training, according to the findings.

Professional development plans that are organised on a regular basis allow employees to develop their skills and knowledge while also contributing considerably to better organisational outcomes. Employees who are well-trained require less monitoring, have stronger motivation, and have lower turnover rates in general (Gutteridge et al., 1993). It is expected that training will help to lessen the effects of factors on employee discontent at work (Xiao, 1996). As a result, people may receive rigorous training in a variety of tasks as well as job skill development (Ahmad and Schroeder, 2003). In order to attain the

necessary levels of performance, employees must be compensated and provided with appropriate incentives in addition to training. In the Egyptian petroleum sector, one of the most essential roles of human resource managers is training and development.

Employees should be reviewed regularly and unbiasedly, which is proof of a competent performance evaluation process in any company. Pettijohn et al. (2001) noted that having an explicit and transparent performance assessment system in place, where the process results are shared openly, tends to improve work satisfaction and organisational commitment by boosting customer perceptions of fairness. Employee performance assessment is a useful tool for employee performance assessment and strategic measures to improve employee performance (Lawler and McDermott, 2003). In Pakistani Semi Governmental Agencies (SGOs), a better performance evaluation aligned with HRM policies improves work satisfaction and helps to reduce employee turnover intentions, thereby boosting organisational performance.

A promotion increases the responsibilities and salary of an employee. According to studies, internal promotions filled nearly 75% of vacancies. Pergamit (1999) analyzed the connection between career advancement and job satisfaction using NLSY 1989-1990 waves data. Promotions have a great impact on employee gratification and workers to recognise (De Souza, 2002). According to human resource management (HRM) studies (Fuller and Huber 1998) on inbuilt labour markets, promotions affect virtually every aspect of organisational life. According to Filtering and Soeters, performance and progress are positively linked (2006). Cooperating HR policies (including promotional benefits) improve operational efficiency (Park et. al., 2003).

Perceived Employee performance: Organizations are struggling to ensure that their people produce in their best possible way (Nzuve& Singh, 1992). The effect of human resources management methods on employee perceptions in Pakistan in the telecommunications sector was investigated in Marwat et al. (2009). The results revealed that all the factors studied have a positive relationship with pay and training.

Baloch et al. (2010) recently reviewed three HR practises: compensation systems, advertising policies, and performance assessment procedures for employee perceptions. There was a strong relationship between remuneration and perceived performance techniques, promotion and employee perception procedures, and perceived performance evaluation, with correlation data being taken into account. His colleagues and Collins. (2005) examined small businesses and found that good HR strategies have a significant impact on employee results. The relationship between employee performance and company performance and eight different practise of human resources was examined by Teseema and Soeters (2006). The connection between employee performance and 11 HR practises was investigated by Huselid (1995).

Baldwin (2008) defines the ability of employees to take effective and efficient steps to achieve the organization's set objectives. The achievement of individual and team skills is, according to Armstrong and Baron (2004), an advantage for employees, which can help them realise their potential contributions to achieve their organisational and personal aims. Kelleher says that the staff and management of the company are inextricably linked (2011). Critical success factors (KPIs) are used to calculate these returns (Kelleher, 2011). To assess the performance of employees, to manage them effectively, we must evaluate and understand how a wide range of elements interact (Aguilera, 2005). The management of employees' performance involves a number of approaches and actions. However, this depends on the company's overall strategy (Arthur, 2001). A number of barriers must however be removed and numerous procedures for improving performance examined. To look at ways to promote and sustain good performance, elements that determine performance are an example (Burlacu, 2012).

Efficiency measures include all issues which affect an employee's work, either directly or indirectly. In accordance with Armstrong (2009), performance targets are agreed when the targets are fixed. Performance measures must demonstrate that the desired result is reached and as expected by the employee. This provides management feedback on the monitoring of performance. Competencies, adaptability and proactivity

In three categories Griffin, Neal as well as Parker (2007) identifies key performance assessments.

METHODOLOGY

This research targeted at examining the impact of Indian Service Organizations HR practise on perceived performance of employees. The five HR practises (recruitment & selection, remuneration, training, performance evaluation and promoting practises) and perceived employee performance have been found and addressed in a linkage. The nature of the study is predictive given that HR practises maintain the performance of staff.

Hypothesis:

Hypothesis1: Perceived Employee Performance (PEP) is subject to various individual demophysical variables in the service organisations of India (age, gender, level of work, qualifications, tenure) and to organisational demographic variables (number of staff).

Hypothesis2: The perceived performance of employees (PEP) in service organisations in India depends on the practise of HR.

CONCLUDING OBSERVATIONS

In recent years, it has been clear that if any organisation, though normal modifications and enhancements in its operations, provides disruptions and techniques for making its employees more productive. The goal of this research is to look into the relationship between human resource practise and performance. The primary focus of this study was on the influence of HR practices on worker performance in Indian companies. The service business is one of India's fastest-growing industries. It has been demonstrated to give large staff with possibility for advancement. As a result, designing and implementing an effective and efficient HR Practice Policy to support the talent in these industries is essential. The foundation for attaining organisational goals is a good HR foundation that is transparent, outstanding, and pushes employees to work hard. To obtain better results, it is past time to establish and adopt standard and unbiased HR processes. The results of the study indicate that HR practise

affects employee performance as supported by Singh, in line with previous research (2004). HR practises should be given greater attention for the outcome of better employees.

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