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AN ANALYTICAL ENQUIRY OF HRM PRACTICES IN THE EMPLOYEES OF RAILWAY PONMALAI WORKSHOP, TIRUCHIRAPPALLI

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ABSTRACT

Human Resources (HR) practices have an impact on performance and competitive strategies of organizations. Taking into account that Human Resource Management (HRM) has a strategic role for organizations; it is possible to say that the design of HR functions and practices should also be aligned with the expectations of employees. The rapid change of factors such as globalization, economical and legal arrangements, technology has influence on organizational structures. These changes will have a positive impact on organizations only if the attitudes of employees to the organization are positive. Otherwise these changes may cause negative results such as job dissatisfaction, high turnover rate or absence of employees. In order to manage these change factors, organizations need to have and retain talented employees to work with high performance. In order to



retain these employees, organizations should make efforts to increase the motivation and commitment of their employees. HRM function of organizations has an important role on increasing the motivation and commitment of employees because the development of organizational commitment needs effective HRM practices.

KEYWORDS: Employee commitment, HRM practices, Motivation .

INTRODUCTION :

As the world is becoming more competitive and unstable than ever before, manufacturing-based industries are seeking to gain competitive advantage at all cost and are turning to more innovative sources through HRM practices. The organizational set-up of the firm, notably its human resource management practices, also matter to the contribution of human capital to innovation performance, and it this effect that we mainly address in this chapter. Thus, management deploys training arrangements, makes decisions on reward structures, sets up teams, allocates decision-rights and so on, and these arrangements have implications for the

contribution of human capital to innovation. The influence of these practices may be modeled both in terms of mediator (human capital mediates the influence from HR practices to innovation performance) and moderator (practices weaken or reinforce the link from human capital to innovation performance) models.

The practice of HRM must be viewed through the prism of overall strategic goals for the organization instead of a standalone tint that takes a unit based or a micro approach. The idea here is to adopt a holistic perspective towards HRM that ensures that there are no piecemeal strategies and the HRM policy enmeshes itself fully with those of the organizational goals. For instance, if the training needs of the employees are simply met with perfunctory trainings on omnibus topics, the firm stands to lose not only from the time that the employees spend in training but also a loss of direction. Hence, the organization that takes its HRM policies seriously will ensure that training is based on focused and topical methods.

It is a necessity that the strategic approach to human resources issues to be addressed in modern organizations. Changing internal and external environmental conditions and new problems emerging and complex understanding of management-organization is the most important source of competitive advantage must not forget to give strategic importance to man. Into almost every part of the world as a result of globalization, operations, growth, downsizing, mergers, restructuring and corporate responsibility as the lives in the process, introduced concepts such as active and working every day to try a new technique in the management of human resources in organizations, management is becoming a very big importance and priority. Therefore, human resource management issues to be addressed at the highest level in the organization and management of strategic decisions are required. People in all matters related to the organization as a whole is brought together and integrate in a way compatible with its surroundings. Managers with strategic decisions and practices focus on results and it should reflect the thoughts and actions.

In this perspective; HR functions as employee selection and recruitment, training and development, performance evaluation, compensation management and investigating their relationships between organizational commitments have become very important. Monetary compensation is important but not sufficient to keep employees. Praise, appreciation and positive feedback from managers and peers for a job well done is imperative to generate job satisfaction and commitment. Recognition is considered as a main objective to maintain the feeling of high involvement Koys (1988, 1991) found that employees' commitment is related directly to their faith in the intention of the organization's HRM practices to keep skilled employees and treat the fairly. Employee's skill, training, personal development practices including job redesign/enrichment shows positive results in building employee's confidence level as a result of affective commitment (Meyer, Becker & Vandenberghe, 2004). Also attractive benefits package are viewed by employees as a sign that the organization cares and supports its employees, resulting in the development of a strong affective commitment (Meyer & Allen, 1997). From this point, it is possible to say that good HRM practice can improve commitment and efficiency in organizations by motivating employees.

REVIEW OF LITERATURE

Julian Gould-Williams (2003) assesses the impact of bundles of HR practices on workplace trust, job satisfaction, commitment, effort and perceived organizational performance. A theoretical model is developed and tested using data collected through a postal survey of UK local government employees. The results support the hypothesis that HR practices are powerful predictors of trust and organizational performance. These findings demonstrate the need for public organizations to re-evaluate their current battery of HR practices in an attempt to improve overall performance.

BARUTÇUGIL (2004), HRM AIMS

- o To help all employees reach optimal performance and to use fully their capacity and potential,
- o To convince employees to exert more effort for reaching organizational goals,
- o To use human resources in an optimum way to reach organizational goals,
- o To meet employees' career expectations and development,
- o To unify organizational plans and HR strategies and create and maintain a corporate culture,

- o To offer a working environment stimulating hidden creativity and energy,
- o To create work conditions stimulating innovation, teamwork, and total quality concept,
- o To encourage flexibility for achieving learning organization.

Minbaeva (2005) viewed HRM practices a set of practices used by organization to manage human resources through facilitating the development of competencies that are firm specific, produce complex social relation and generate organization knowledge to sustain competitive advantage. Against this backdrop, we concluded that HRM practices relate to specific practices, formal policies, and philosophies that are designed to attract, develop, motivate, and retain employees who ensure the effective functioning and survival of the organization.

Lopez-Cabrales et al. (2009) examine how two sets of modern HRM practices (“collaborative HRM practices” and “knowledge-based HRM practices”) and employees’ knowledge influence the level of innovative activities as they pertain to product innovation. Using a sample of 86 Spanish manufacturing firms, the results indicate that HRM practices are not directly associated with innovation unless they take into account employees’ knowledge. Specifically, the analyses suggest a mediating role for firm-specific uniqueness of knowledge between collaborative HRM practices and innovative activity. The findings suggest that the so-called knowledge-based HRM practices and innovation output appear not to be linked.

Laursen and Pedersen (2011) posit that the HRM practices considered in the literature involve: a) delegation of responsibility, such as team production; b) knowledge incentives, such as profit sharing, individual incentives and incentives for knowledge sharing; c) internal communication, encouraged for instance by practices related to knowledge sharing or job rotation; d) employee training, both internal and external; and e) recruitment and retention, such as internal promotion policies).

Sinikka Vanhala , Eleni Stavrou (2013) explore HRM practices and HRM-performance (HRM-P) link in public and private sector organizations across three societal clusters: the Anglo, the Germanic, and the Nordic European. The article is based on international Cranet HRM survey data collected from large private and public organizations. According to results, HRM is more advanced in private companies than in public sector organizations, even across three societal clusters. Instead, the analyses related to HRM-P link in private and public organizations refer to interesting similarities but also differences between organizational sectors (public versus private) and societal clusters. The main limitation is retaining in those performance indicators that are applicable in both private and public organizations: subjective measures of productivity and service quality, only. Performance measures relevant especially in the public sector (e.g. qualitative targets, attaining budget frames) were not available, and the operationalization of HRM as an index covering the main areas of HRM may have reduced differences between public and private organizations. More in-depth research designs are needed in public sector HRM-P research.

NEED OF THE STUDY

Human resources are considered as the most important asset of an organization and human resources management function plays a vital role for organizations to gain competitive advantage. Several studies have shown that Human Resources (HR) practices have an impact on performance and competitive strategies of organizations. Taking into account that Human Resource Management (HRM) has a strategic role for organizations; it is possible to say that the design of HR functions and practices should also be aligned with the expectations of employees. The rapid change of factors such as globalization, economical and legal arrangements, technology has influence on organizational structures. These changes will have a positive impact on organizations only if the attitudes of employees to the organization are positive. Otherwise these changes may cause negative results such as job dissatisfaction, high turnover rate or absence of employees. In order to manage these change factors, organizations need to have and retain talented employees to work with high performance. In order to retain these employees, organizations should make efforts to increase the motivation and commitment of their employees. HRM function of organizations has an important role on increasing the motivation and commitment of employees because the development of organizational commitment needs

effective HRM practices.

OBJECTIVES OF THE STUDY

The following objectives are framed for the present study

- o To study the HRM practices in the railway workshop in Ponmalai, Trichy
- o To know the employee perception about their organizational HRM practices
- o To give suitable suggestions to improve the effectiveness of the HRM practices

METHODOLOGY

The present study is descriptive in nature. It studies the perception employees about their HRM policies and practices. The sample is selected from the railway workshop in Ponmalai, Tiruchy. The sample size is confined as 50 samples. The sample is selected by using convenience sampling techniques. The sample size consists of the employees who are working in different category and designation like manager, Engineers, supervisor and labors.

DATA ANALYSIS AND INTERPRETATION

Frequency of personal profile

Particulars	No.of respondents (n=50)	Percentage (100%)
Age		
Below 30yrs	13	26
31 to 40yrs	21	42
41 to 50yrs	10	20
51yrs & above	6	12
Marital status		
Married	31	62
Unmarried	19	38
Working experience		
Below 5yrs	12	24
6 to 10yrs	23	46
11yrs & above	15	30
Overall HRM practices		
Low	22	44
High	28	56

Source: Primary data

- o More than one third (42 per cent) of the respondents were in 31 to 40yrs of age group, 26 per cent of the respondents were below 30yrs, 20 per cent of the respondents were 41 to 50yrs and remaining 12 per cent of the respondents were 51yrs & above.
- o Majority (62 per cent) of the respondents was married and remaining 38 per cent of the respondents were unmarried.
- o Nearly half (46 per cent) of the respondents were 6 to 10yrs working experience, 30 per cent of the respondents were 11yrs and above and remaining 24 per cent of the respondents were below 5yrs.
- o More than half (56 per cent) of the respondents were high level opinion about overall HRM practices and remaining 44 per cent of the respondents were low level.

Statistical analysis

H_0 : There is no significant difference between marital status of the respondents and their opinion about overall HRM practices

H_1 : There is a significant difference between marital status of the respondents and their opinion about overall HRM practices

Overall HRM practices	Mean	S.D	Statistical inference
Married (n=31)	83.19	1.672	t=18.348 Df=48 .001<0.05 Significant
Unmarried (n=19)	71.22	3.721	

Statistical test: Student 't' test was used the above table

Inference: The above table reveals that there is a significant difference between marital status of the respondents and their opinion about overall HRM practices. Hence, the calculated value less than table value ($p < 0.05$). So H1 is accepted and H0 is rejected.

SUGGESTIONS

- ✦ The procurement function should be concerned with the obtaining proper kind and number of personnel necessary to accomplish an organization's goals. For attaining the purpose of procurement function in more fruitful manner it is recommended to provide enough freedom to the authorities of railway workshop to make use of all sorts of relevant sources and measures of procurement functions.
- ✦ In order to make promotional policy more attractive and motivating in government sector organizations, it is advisable to provide promotion to its employees by considering both seniority and merit aspects instead of considering only the seniority as a base. By this promotional policy the employer can improve the motivation level of good performers as well as average performers.
- ✦ Railway organizations should give due consideration for the praise and recognition system. Because this system will further motivate the good performers to do their task in a more effective way. This will also motivate other employees to perform in a better manner
- ✦ Railway workshop management should provide better opportunities to its employees to reach the peak of their potential. For this they have to provide growth opportunities to employees on the basis of their potentiality and not merely based on seniority. Through this we can generate goal oriented motivation in the performance of employees.

CONCLUSION

In particular, certain HRM practices such as career management, reward system, recruitment may not have immediate effect. HR practice use at the job group level positively related to all dependent variables and that affective organizational commitment partially mediated the relationship between HR practice perceptions and organizational citizenship behavior and fully mediated the relationship between HR practice perceptions and intent to remain with the organization. Effective HRM acquires quality employees, motivates them to maximize performance and helps meet their psychological and social needs. This leads to long term relationships with skilled and happy employees (Stewart & Brown, 2011). HRM focuses on people in organizations. People are a major component of any organizations so organizations with more productive employees tend to be more successful. Employee productivity increases when organizations hire and motivate employees effectively. In addition, good human resource practices create more satisfied employees. It is imperative that management retains its best employees and keeps them committed to the organization in order to attract other quality employees. With the high costs involved in employee selection and recruitment, companies are increasingly concerned with retaining employees.

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