A Study of HRM Practices and Its Impact on Employee's Job-related Management skill in Public Limited Companies

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Abstracts

The range of knowledge and skills planned comprise both tacit and explicit knowledge. The author considered the first four categories are useful for the convey administration, while the last (general management capacity) is most favourable to the individual. Fink et al. Conclude that repatriate knowledge may be useful in enhancing a firm's competitiveness, acknowledge the difficulties in capitalising on this, particularly if repatriates exit before such knowledge has been transferred. He also point out that the size of the firm, and it stage in the internationalisation process is a critical factors.

The HRM practice has analysed Market specific knowledge, local system (Political, Social, and Economic), local language and local custom. This study evaluate Personal skills, inter-cultural knowledge, self confidence (ability to make quick decision) flexibility, tolerance and Implementation of Job –related Management skill, communication, Project Management, Problem solving. It finds the relation of HRM practice and Network knowledge, Meeting diverse people, clients, suppliers, subsidiary, personal, other expertise. Finally it repatriates of General Management capacity. It tested with hypothesis by Regression and Correlation analysis. An enlarged job description, broader job responsibilities, exposure to other parts of the organisation.

Keywords: Human Resource Management Practices, Job–related Management skill, Network knowledge, Network knowledge

1. Introduction

Here are various HRM Practices bundles designed and practiced for employees. Formalized

HRM Practices contain heave towards you and retain bent, train people for testing roles, develop skills and competencies, promote team spirit, improves job satisfaction through attractive compensation, enhance paradigm of living of employees, develop cordial business relations and generate better employment opportunities. Employers design these various formalized HRM Practices to improve employee's performance but research has shown that HRM Practices without benefit may act as a saddle on the employee rather than recuperating performance.

The knowledge and skills are acquired through typical international assignment. A study of 19 Indian companies repatriates some answers. Based on in-depth interviews, *Fink et al* .classified repatriate knowledge into five categories.

II. Objectives of Study

The main objective of the revision is to scrutinize and analyze the impact of human resource management practices on Job analyse of private sector companies employees.

III. Review of Literature

In order to examine the association between HRM practices and Job analyse the researchers, academicians and policy makers have investigated several studies in different occasion periods. Many researchers have demonstrated that HRM practices and Job Satisfaction are the key factors for employee presentation. In this paper a challenge has been made to assess the relationship between HRM practices and Job Satisfaction of private Companies employees.

Greenwood (2002) defined HRM as the productive use of people in achieving the organization's strategic business objectives and the satisfaction of individual employee needs. Wright et al. (1994), distinguished between the firm's human resources (i.e., the human capital pool) and HR practices (ie., those HR tools used to manage the human capital pool). The HR practices include staffing, training, rewards, appraisal, work design, participation, recognition and communication (Wright et al., 2001).

Irfan Saleem1 & Aitzaz Khurshid (2014) suggests that HR practices should be implemented with the intent of maximizing employee's outcome that in turn will improve Organizational Performance through enhanced Organizational Commitment of employees, Transparent Recruitment & Selection, Training & Development opportunities for employees and Personal Skill based Compensation of competent employees.

According to **Gisela Demo, Elaine Rabelo Neiva et al (2012) in** Brazilian Administrative review stated that Studies have also been conducted in cultures other than the American and European ones. Majumder (2012) verified strong relationships between HRM practices and employee satisfaction in Bangladeshi private banks, and Kim and Lee (2012) found evidence that HRM policies and practices improve strategic capabilities and firm Personal Skill in management consultant firms in South Korea. The study by Demo (2010) showed positive and strong relationship between HRM policies and organizational justice in both private and public Brazilian organizations. Guest and Conway (2011) confirmed the association between both more HRM practices and higher HR effectiveness and a range of performance outcomes.

There is indeed a consensus that HRM practices produce higher organizational performance when integrated into business strategy **(Ezzamel, Lilley, & Willmott, 1996; Guest & Hoque, 1994)**. This is also true for small firms. The study conducted by Katou (2012) showed that HRM policies have a positive effect on organizational performance through employee attitudes (satisfaction, commitment, motivation) and employee behaviours (absences, turnover, disputes).

According to **Yoon Jik Cho and Theodore H. Poister (2013)** in Public Management Review stated that both public and business management scholars have demonstrated that HRM practices affect employee attitudes (e.g. Arthur, 1994; Gould-Williams, 2004; Huselid, 1995). Reflecting organizational philosophy, HRM practices signify interactions between employers and employees (Tzafrir, 2005). For example, Arthur (1994) classified human resource policies into two categories: 'control' and 'commitment' human resource systems. Whereas the former focuses on increasing efficiency by reducing labour costs, the latter seeks to enhance desired employee attitudes and behaviours – and thus performance – by strengthening psychological linkages between employees and organizations (Arthur, 1994).

According to **B. P. Cozzarin and S. A. Jeffreyb (2014**) in his research on Human resource management practices and longitudinal workplace performance stated that HRM by itself reduces productivity while HRM with BENEFIT increases productivity.

IV. Research Methodology

The present study is an exploratory research seeks to examine and analyze the impact of human resource management practices on Job Satisfaction of private sector Company easing employees. For the present study Public Companies are taken as case study. The sample units include executives, middle level managers and managers of Public Companies. For the study 72 respondents (managers) and theses 72 respondents has collected the data's and views from their subordinates around 150 averages of each company out of total company 19.were contacted for obtaining the information regarding HRM practices. But due to busy time schedules of companies' employee and their engagement in various activities the numbers of respondents were restricted up to 300. For obtaining the required information interview method is used and structured schedule is filled by the researcher.

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Methodology:

For the current study two methodologies are followed. The first is **Qureshi** and **Ramay (2006)** scale on HRM practices comprised of 25 statements on training, team work, Personal Skill appraisal, General management capacity, and Network Knowledge. The second is **Singh (2001)** scale on Job Satisfaction comprises of 20 statements. The reliability and validity of these instruments is found to be within acceptable norms.

Analysis of the Study.

1. To analysis Market specific knowledge, local system (Political, Social, Economic), local language and local custom.
2. To evaluate Personal skills, inter-cultural knowledge, self –confidence (ability to make quick decision) flexibility, tolerance.
3. Implementation of Job –related Management skill, communication, Project Management, Problem solving.
4. Finding the relation of HRM practice and Network knowledge, Meeting diverse people, clients, suppliers, subsidiary, personal, other expertise.
5. Repatriate of General Management capacity. An enlarged job description, broader job responsibilities, exposure to other parts of the organisation.

Model Specification

Further for analyzing the impact of human resource management practices on Job Satisfaction the multiple linear regression models have been applied using SPSS. The regression model is depicted as:

JS it = β0 + β1 (M) + β2 (P) + β3 (JM) + β4 (NK) + β5 (GC) + eit

In the above equation β0 is constant and βi are the regression coefficient of the explanatory variables, while eit is the residual error of regression.

Dependent and Independent Variables

The HRM Practices of Companies employees are occupied as dependent variable in the regression model. The independent variables used in illustration are Market specific Knowledge (M), Personal skills (PS), Job–related Management skill (JM), and Network Knowledge (NK) and General Management capacity (GC).

Hypotheses

For examining the impact of HRM Practices of Companies the following null hypotheses have been framed.

H01: Market specific Knowledge has no significant impact on HRM Practices of Companies

H02: Personal skills has no significant impact on HRM Practices of Companies

H03: Job–related Management skill has no significant impact on HRM Practices of Companies

H04: Network Knowledge has no significant impact on HRM Practices of Companies.

H05: General Management capacity. It has no significant impact on HRM Practices of Companies

Organizations are challenging through implementing the exclusive HRM practices and outstanding to the globalization organizations approve the generally up-to-date HRM practices in direct to accomplish the organizational goals. Best HRM practices are beneficial for both employee and employer; it plays a significant task in productive development of the organization.

Job evaluate is an attitude which is a result of harmonizing and summation of regular precise likes and dislikes experiences with the Job. Job analyse for an employee is the level of analyse according to Job. Job evaluate is a crucial pointer of how labour force feel about their Job and describe how much they are satisfied with his or her facility. The scrutinize level of employees also related with augment productivity of the organization. Job consider of an employee is essential to the success of an organization. In an organization a high rate of worker contentedness is directly related to an insignificant turnover rate. Thus, keeping employees' analyse in their Jobs with their careers should be a foremost priority for every organization.

Bogdanova et al (2008) stated that HRM practices try to develop and allocate human capital in the best possible ways in order to achieve long-term goals; they provide them with many benefits and good environments that would boost employee's motivation, Job evaluate, and increase their Personal Skill.

Gürbüz (2009) remarked that in order to sustain in the market human resource management (HRM) practices and Job analyse of employees have many significant benefits for organization.

V. Data Analysis and Interpretation

Data has collected from 19 companies of New Delhi, Chennai, Bangalore, Hyderabad, Mumbai and Pune. Most of the respondents are the HR Managers and HR Officer of they have given their view through the e-mail questionnaire. According to the questionnaire we have placed the Hypothesis.

Analysis of 19 Companies

In the below table has shown the result of analysis of 19 companies' employee, we have analysed their HRM Evaluation: Market specific Knowledge; Personal Skill; Job related Management skills; Network Knowledge; General management capacity and its intercepted by total HRM of the Project. Whereas for the Market specific Knowledge purpose collected the view of 564 and Personal Skill is 664 respondent,, Job related Management skills is 500, Network Knowledge is 535, General management capacity 983 and finalise it was intercepted by Job Satisfaction column which is sum of 737.
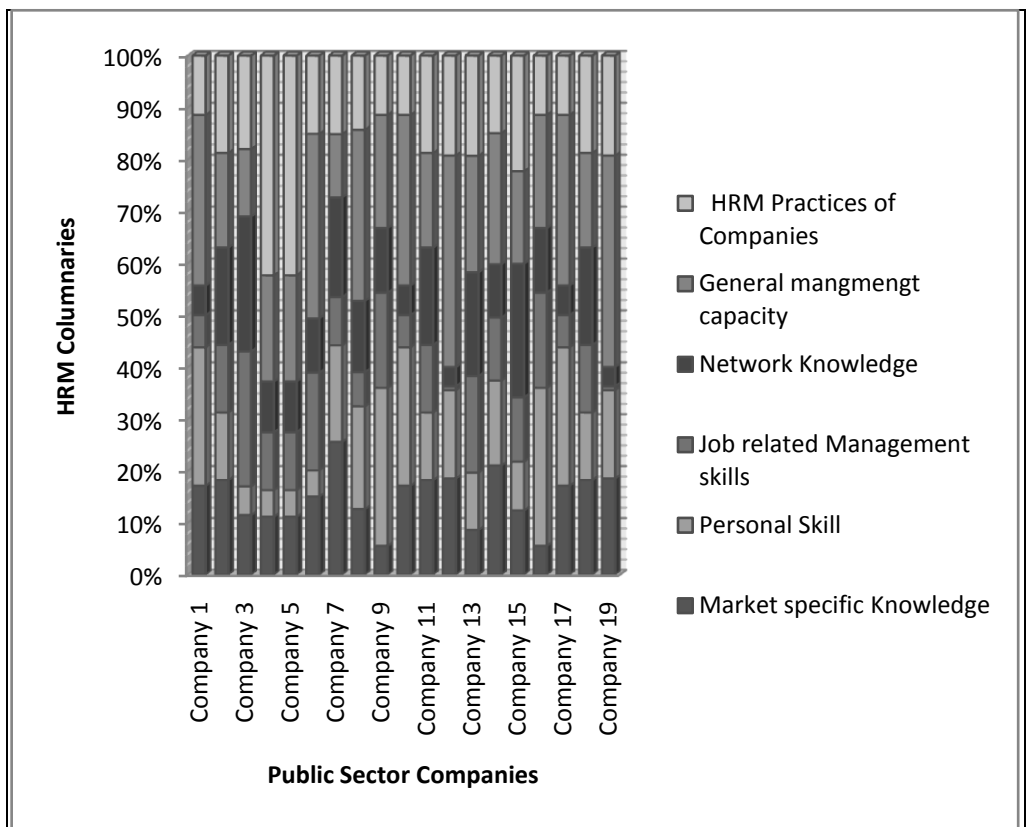
Graph

HRM Value of Five Factors

Table-I

Data Analysis and Interpretation

Particulars	Total Sample	N(Company)	Max	Min	Mean	Std. Deviation
Market specific Knowledge	564	19	45	16	29.68	8.49
Personal Skill	664	19	88	11	34.94	23.64
Job related Management skills	500	19	54	1	26.31	17.22
Network Knowledge	535	19	58	5	28.15	15.58
General management capacity	983	19	85	21	51.73	17.22
Total HRM of the Project	737	19	91	24	38.78	20.06

Table I Showing the Mean Value and Standard Deviation of HRM practices and Job Satisfaction.

The training practices provide Satisfaction to all the respondents between "small extents" to "very great extent". On a normal the respondents are satisfied to a gigantic extent from the training practices provided by the organization.

The Personal Skill evaluation system provides Satisfaction to all the respondents between "moderate extents" to "very great extent".

On an average the respondents are satisfied to a large pinnacle from the Personal Skill appraisal system provided by the organization. Respondents are satisfied to a small extent with the training practices and Network Knowledge practices offered by the Companies.

The most important factor General management capacity showed that respondents are satisfied "to a large extents" with the salary packages and other remunerations benefits.

The average value (38.78) showed that the employees are satisfied to large extent with the HRM practices offered by the Companies.

The mean value of Job Satisfaction showed that the employees are satisfied to a large extent.

Correlation between HRM and Job Satisfaction

Table –II

Correlation between HRM and Job Satisfaction

	Market specific Knowledge	Personal Skill	Job related Management skills	Network Knowledge	General management capacity	Total HRM of the Project
Market specific Knowledge	1.00					
Personal Skill	-0.21	1.00				
Job related Management skills	-0.37	0.23	1.00			
Network Knowledge	-0.22	-0.08	0.74	1.00		
General management capacity	-0.10	0.44	0.07	-0.41	1.00	
Total HRM of the Project	-0.31	-0.43	0.22	0.18	-0.20	1.00

In the above Table II Correlation between Market Specific Knowledge and Personal Skill is 0.94, Personal Skill and Market specific Knowledge is -0.21, Personal Skill and Network Knowledge is -0.08, Personal Skill and General management capacity is 0.44 whereas Personal Skill and HRM of the Practice is -0.43. Secondly Correlation between General management capacity and Network Knowledge is 0.74, Network Knowledge and HRM of the Practice is 0.18.

Thirdly Correlation between Market specific Knowledge and Job related Management skills is -0.37, Market specific Knowledge and Network Knowledge is -0.22, Market specific Knowledge and General Management capacity is -0.10, Job related Management skills and HRM of the Practice.

Findings of Regression Model

In order to determine the existence of multi co linearity problem, the simple correlation matrix among independent variables is analyzed and presented in the Table .Cooper and Schindler (2003) argued that a multi co linearity problem exists when correlation scores are 0.8 or greater.

Table-III

Regression Statistics	
Multiple R	0.647144617
R Square	0.418796155
Adjusted R Square	0.176627886
Standard Error	18.43694215
Observations	18

By the evaluation of HRM Job satisfaction as dependable variable and others (Market specific Knowledge, Personal Skill, Team Work, and Employees Participation General management capacity) is Independent variable with X factors

Table-IV

ANOVA

	df	SS	MS	F	Significance F
Regression	5	2939.22	587.84	1.729	0.20
Residual	12	4079.05	339.92		
Total	17	7018.27			

As per ANOVA analysis we found degree of freedom 5 with residual value of 15, but Sum of square is 2939.22 with residual value of 4079.05, but Mean square with ANOVA analysis is 587.84 with residual value of 339.92. Whereas F value considered as 1.72 and is significant with 0.20.

Table-V

Regression Analysis-I

Explanatory Variables	Constant	M	PS	JM	NK	GM
Variable	Total HRM of the Practice	Market specific Knowledge	Personal Skill	Job related Management skills	Network Knowledge	General management capacity
β	0.51	0.01	0.17	0.04	0.21	0.35
t-value	-0.69	2.96	-1.47	-2.28	1.33	-0.37
R²	0.64					
F-Test	0.20					

Coefficient effect (**βi**) is a predictor of each variable related to HRM practices. The regression analysis results reveal the following observations.

The adjusted value of R^2 highlights that 0.64% variability in the HRM practices of employees can be explained by HRM practices (independent variables).

An F-Test value is 0.20 and p-values less than 5% for the data variables indicates the very well fit of regression model. In other words the null hypothesis (Ho: There is no effect of given explanatory variables on dependent variables) is rejected.

The regression results highlights that Personal Skill appraisal has no significant effect on HRM practices at 5% level of significance.

The regression coefficients of the other independent variables of HRM practices are statistically significant at 5% significance level and they have significant influence on Job Satisfaction of the employees of Public Companies.

Table-VI

Regression Analysis-II

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Market specific Knowledge	91.98	31.05	2.96	0.01	24.32	159.64	24.32	159.64
Personal Skill	-0.83	0.56	-1.47	0.17	-2.06	0.40	-2.06	0.40
Job related Management skills	-0.50	0.22	-2.28	0.04	-0.97	-0.02	-0.97	-0.02
Network Knowledge	0.67	0.50	1.33	0.21	-0.43	1.77	-0.43	1.77
General management capacity	-0.57	0.58	-0.97	0.35	-1.83	0.70	-1.83	0.70
Total HRM of the Practice	-0.25	0.37	-0.69	0.51	-1.06	0.55	-1.06	0.55

As shown in the above table the results of regression analysis can also be depicted in the regression equation form based on regression coefficients.

Pit = 0.51 + 0.01M + 0.17PS + 0.04JM +0.21ENK + 0.35GM

Based on the above equation it can be inferred that Personal Skill (P) has negative and insignificant influence on HRM of the Practice (HRMP), whereas Employee involvement (EI) has negative but significant influence on HRM of the Practice (HRMP). The **β**1 is 17.8%; t-value is 2.41which is less than p-value at 5% level of significance. Thus H01 is rejected. It means Market specific Knowledge has significant influence on HRM of the Practice in Public Companies.

The **β**2 coefficient shows –0.15% influence of Personal Skill   (PS) on HRM of the Practice But these results are not statistically significant at 5% significance level. The t-value is -.0.67, which is more than p-value at 5% level of significance. Thus H02 is accepted and it is inferred that the Personal Skill   has no significant influence on HRM of the Practice.

In the HRM practices Job related Management skills (MS) shows positive correlation with HRM of the Project The **β**3 shows 0.04 % influence on the HRM of the Practice, t-value is 1.41 and p-value is less at 5% significance level hence H03 is rejected.

The regression results reveal that Network Knowledge (NK) has negative and significant influence on Job Security. The **β**4 coefficient shows 0.41% influence on the HRM practices, t-value is -2.49 and p-value is less at 5% significance level. Hence H04 is rejected. Thus it is observed that in case of Public Limited Companies Employee involvement has significant impact on the HRM of the Project

The regression coefficient **β**5 which measures General management capacity has -0.11% influences on HRM of the Practice of sample employees. The t-value -0.61 and p-value is more at 5% significance level. Hence H05 is accepted

VI. Finding of the Study

1. HRM Practices in any organization directly affects the Personal Skill of employee.

2. Effective HRM Practices motivates employees towards work which improves employees as well as organizational Personal Skill.

3. HRM Practices with benefits like flexible job definitions, cross Market specific Knowledge and work teams, incentive based pay will definitely improves the employee Personal Skill.

VII. Conclusion and Suggestion

The present study is an attempt to examine and analyse the impact of human resource management practices on HRM of the Practice of private sector Company easing employees. In the present study, the estimated regression model identified that the HRM practices like Market specific Knowledge, Personal Skill, Job related Management skills and General management capacity has significant impact on HRM of the Project on the other hand Employee involvement has no significant impact on HRM of the Practice of the employees of Public limited Companies.

The study recommends that Public Limited Companies has to build new policies to improve employee's involvement at middle level and senior level management. Other practices like Market specific Knowledge, Personal Skill, Job related Management skills and General management capacity need to be maintained in order to achieve high level of HRM of the Project

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