

Effect of Employees' Perception of Human Resource management Practices in Public Sector

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Abstract:

In the business world, the HRM role is very immense and essential part of every business. The present study aims in understanding the Employees' Perception of Human Resource management Practices in Public Sector. These practices are followed by the corporation for the sustainable development of its future and improving the quality of work among employees. The study has identified the significant value for the Annova by using SPSS. The study covered both primary and secondary data collection method. The analysis shows that there is a positive impact and relationship among Human Resource Management Practices as dependent variable and age as independent variable.

Introduction:

The practice of human resource management (HRM) is concerned with all aspects of how people are employed and managed in organizations. It covers activities such as human resource planning, recruitment and selection, and talent management, performance management, learning and development, reward management, employee relations, employee well-being and health and safety and the provision of employee services. HRM practice has a strong conceptual basis drawn from the behavioural sciences and from strategic management, human capital and industrial relations theories. The term "best practices" refers to the HR systems that have the greatest impact on the workforce and the organization.

Human Resource Management (HRM):

Human Resource Management (HRM) is a planned approach to managing people effectively for performance. It aims to establish a more open, flexible and caring management style so that staff will be motivated, developed and managed in a way that they can give of their best to support departments missions. Good HRM practices are instrumental in helping achieve departmental objectives and enhance productivity.

The various Human Resource Management Practices involved in this study are recruitment procedures, training and development, employee motivational practices, communication methods, labour welfare facilities, employee participation in management, grievance handling, trade union activities, superior subordinate relationship, compensation, performance appraisal system, employee engagement and career development, were all the practices are dependent on each other practices.

Review of Literature:

Varun Shenoy et al, (2018) The process of recruitment is a primary method of people absorption function in any organization. Various companies small and big, strategize and adopt various tactics in choosing the right source of recruitment or hiring quality professionals on to their workforce. Therefore, this research aims to investigate or enquire the various research literature published on various main recruitment methods implemented in company's recruitment process or function. In this paper, the resultant outcomes based on last 20 years literature investigation are discussed in detail through a systematic review. Accordingly, the relevant resultant outcomes post the literature investigation is published by making suggestions for sustenance in the industry.

Moazzam Ijaz et al (2016) Training and development of employees and job satisfaction of employees are two crucial components for the performance of employee. In this study the influence of training and development on employee performance through job satisfaction was

studied. 115 questionnaires were distributed among employees i.e. executives and managers of Telecom companies in Abbottabad, Haripur and Mansehra of which 105 were returned. Convenience sampling technique was used for data collection. The response rate was 91%. The finding of our study showed positive impact of training and development and job satisfaction with employee performance. Training and development will lead to higher job satisfaction level in employees and they will fulfill their duties with a great deal of responsibility with best performance.

Mensah and Tawiah (2015) embarked on a study in Ghana titled “Employee motivation and work performance: A comparative study of mining company in Ghana”. The paper empirically compared the impact a motivated employee makes in mining companies in Ghana. The study found that due to high risk associated with mining, and the huge contribution of mining to Ghanaian GDP, the management placed high premium on staff motivation both intrinsically and extrinsically, with special interest in health and safety of the workforce.

Roxana Şeitan (2017) Reaching effective communication by organizations represents a challenging mission. The objective of this article was to discuss the communication strategies and organizational discourse practices studied by various researchers and published in nine major academic journals between 1981 and 2015. After reviewing the literature, the findings illustrate that annual reports are examined by revealing different structures, catalogues of sub-texts, types of discourses, graphs, themes, indicators, words classifications. Study of organizational discourses using communication theories offer valued information to the researchers and organizations. Literature review was performed in academic articles referring to human resources that allowed us to observe what information about employees is relevant for the organizational discourses.

Shrinivas K. T (2013) in his study find out various welfare facilities provided at the company (Bosch limited Bangalore). The study discusses extend of awareness among the employee's with various statutory and non-statutory welfare measure. It is found that most of the welfare facilities like medical canteen, working environment safety measure etc. are provide by company and most of the employee's are satisfied with the welfare facilities.

Mohamad Nasir Saludin and Shahrul Nizam Salahudin (2014) This study was conduct to measure impact of employee participation perception on productivity, teamwork and organizational commitment using 132 usable questionnaires gathered from 132 Multinational Companies (MNC) in Malaysia. Outcomes of cerrelation analysis shown statistically significant relationships were found between employee participation perceptions and productivity, teamwork and organizational commitment. Findings also suggest that managers perceived high productivity, greater teamwork and high organizational commitment when employees allowed to participation in decision making. These finding suggest that employee participation perceptions have a significant impact on the improved productivity, teamwork effectiveness and organizational commitment.

Ramya (2014) A grievance is any discontent or feeling of unfairness and in the workplace, it should be pertaining to work. A grievance is more deep-seated than a complaint. Complaints are expressions of grievances, but a grievance is deep rooted such that the employee takes appropriate remedial action to seek satisfaction. Grievances at the workplace must be based on the foundation of employer-employee relationship and employment-related. The researcher adopted descriptive research design. Data was collected from 50 employees through random sampling design. The primary data for this study was collected with help of the questionnaire. The secondary data was collected from the books and journals for reference. The major findings will be discussed in the full paper.

Eliza Marks and Anna Olsen (2015) This paper provides an analysis of what trade unions can offer to reduce the vulnerability of migrant workers to forced labour and human trafficking in the Greater Mekong Subregion (GMS) and Malaysia as a key destination for GMS migrant workers. The exploration of the potential for the engagement of trade union partners is a timely contribution to the forced labour and anti-trafficking debate, given the shift

towards a more holistic labour rights approach, and the ensuing search for more actors and partnerships to combat these crimes, which led to adoption of the Protocol of 2014 to the Forced Labour Convention, 1930, (Forced Labour Protocol) in June 2014. Examples from Malaysia and Thailand highlight the role that trade unions can play in policy development and service provision, and also some of the challenges associated with unionization of a vulnerable, temporary, and often repressed, migrant workforce.

Sturman, M. C., & Park, S. (2016) Understanding how the relationship between a subordinate and manager develops over time has been a critical matter both for academics and for business. In both academic journals and industry publications, some writers have argued that the relationship is driven by perceptions of fairness and treatment, and that developing the relationship can lead to better performance. Others have argued that higher performers get better treatment and resources, which results in superior relationships with their managers. There is really no clear answer of what comes first perceptions of fairness, satisfaction with the supervisor, or job performance and which leads to which.

Adler and Ghiselli (2015) The present study examined university students' perceptions of compensation and benefits offered by companies they seek to work for upon graduation. An extensive review of the literature indicated a need for a better understanding of perceptions of university students regarding companies overall employer brand which included compensation and benefits as factors that affect those perceptions. Students at a major university were surveyed and indicated the items related to compensation and benefits related to brand image which were most important to them were, good medical benefits, above average retirement plans and tuition reimbursement.

Ajitha and Panchanatham (2015) investigated the impact that Performance Appraisal has on attitude of employees in New Private Sector banks in Karur town, Tamil Nadu. Data were obtained from forty respondents in six branches of three new private sector banks which include Axis bank, ICICI and HDFC bank through questionnaire. The findings of the study indicated the respondent's satisfaction with the formats and contents of Performance Appraisal system and their confidence on appraiser. The respondents indicated their relative dissatisfaction with feedback system and the openness, fairness and accuracy of Performance Appraisal used.

Objectives of the Study:

- To find out the opinion differences of employees on Human Resource Management Practices followed in public sector based on their Demographic Age Group factors.

Research Design:

Descriptive research design adopted for this study. Formulating objectives, designing the methods of data collection, selecting the sample, collecting, processing, analyzing and reporting the data are comes under this research design.

Sampling Technique:

Stratified random sampling was followed for this study by using simple random sampling. The sample size is 600 employees taken from public sector.

Method of Data Collection:

The study has been covered both primary and secondary data collection method.

Primary Data:

The primary data collection method was used for collecting the data by using the structured questionnaire. The data was directly collected from the employees in public sector.

Secondary Data:

The secondary data was collected from the library, journals internet etc.

Statistical Tools:

The data was analysed by using one way annova.

DATA ANALYSIS AND INTERPRETATION:

TABLE – 1: ONE WAY ANNOVA TABLE FOR EMPLOYEES OPINION TOWARDS HUMAN RESOURCE MANAGEMENT PRACTICES BASED ON AGE GROUP FACTORS

HR Practices	Age	N	Mean	SD	F	p	DMRT
Recruitment Procedures	Up to 45 years	98	3.8102	1.01671	13.407	0.000	1>2>3
	46 to 55 years	362	3.4597	.91825			
	Above 55 years	140	3.1871	.82417			
	Total	600	3.4533	.93306			
Training and Development	Up to 45 years	98	4.0283	.70514	11.804	0.000	1>2>3
	46 to 55 years	362	3.7627	.82039			
	Above 55 years	140	3.5460	.59448			
	Total	600	3.7556	.76851			
Employees Motivational Practices	Up to 45 years	98	3.7815	.90480	3.828	0.022	1,2>3
	46 to 55 years	362	3.7132	.84527			
	Above 55 years	140	3.5113	.77139			
	Total	600	3.6772	.84276			
Communication	Up to 45 years	98	3.6603	1.04305	7.569	0.001	1,2>3
	46 to 55 years	362	3.5043	.87095			
	Above 55 years	140	3.2418	.68327			
	Total	600	3.4686	.87206			
Labour Welfare Facilities	Up to 45 years	98	3.4204	1.08694	5.191	0.006	1,2>3
	46 to 55 years	362	3.4425	1.11701			
	Above 55 years	140	3.1100	.84999			
	Total	600	3.3613	1.06313			
Employee Participation in Management	Up to 45 years	98	3.3082	1.14736	4.901	0.008	1,2>3
	46 to 55 years	362	3.1790	.99182			
	Above 55 years	140	2.9214	.95562			
	Total	600	3.1400	1.01718			
Grievance Handling	Up to 45 years	98	3.5957	1.18935	1.383	0.252	--
	46 to 55 years	362	3.5701	.79508			
	Above 55 years	140	3.4393	.73783			
	Total	600	3.5438	.86011			
Trade Union Activities	Up to 45 years	98	3.7619	1.00457	6.931	0.001	1>2>3
	46 to 55 years	362	3.5419	.82223			
	Above 55 years	140	3.3488	.78197			
	Total	600	3.5328	.85400			
Subordinate Superior Relationship	Up to 45 years	98	3.7976	.97087	5.660	0.004	1>2,3
	46 to 55 years	362	3.5483	.83541			
	Above 55 years	140	3.4321	.71788			
	Total	600	3.5619	.84022			
Compensation	Up to 45 years	98	3.6786	1.08469	3.068	0.047	1,2>3

	46 to 55 years	362	3.5366	.87252			
	Above 55 years	140	3.3911	.78154			
	Total	600	3.5258	.89398			
Performance Appraisal System	Up to 45 years	98	3.9245	.81558	8.012	0.000	1>2>3
	46 to 55 years	362	3.7735	1.05503			
	Above 55 years	140	3.4586	.76299			
	Total	600	3.7247	.96858			
Total HR Practices	Up to 45 years	98	3.7061	.83586	7.990	0.000	1,2>3
	46 to 55 years	362	3.5484	.76728			
	Above 55 years	140	3.3261	.62218			
	Total	600	3.5223	.75677			

Source: primary data

The one way ANOVA was done on the sample size of 600 in public sector employees. From the above table age was considered as an independent variable and HR practices was considered as a dependent variable. Employees' age was cataloged into three sets such as up to 45 years, 46 to 55 years and above 55 years. HR practices was cataloged into eleven sets such as recruitment procedures, training and development, employees motivational practices, communication, labour welfare facilities, employee participation in management, grievance handling, trade union activities, subordinate superior relationship, compensation and performance appraisal system.

Null Hypothesis: There is no significant difference towards HR practices with respect to age group of the public sector employees.

With regard to recruitment procedures, the factor recruitment procedures obtained F ratio was 13.407 and p value was 0.001. Hence, the stated null hypothesis was rejected. It is found that recruitment procedures factor was varied based on their age group. The p score was significant and post hoc test Duncan multiple range test was run. The age group up to 45 years perceived higher level, followed by 45 to 55 years perceived next level and the age group above 55 years perceived lower level towards recruitment procedures in public sector.

In case of training and development, the second factor training and development calculated F ratio was 11.804 and p value was 0.001. Hence, the stated null hypothesis was rejected. It is found that training and development factor was varied based on their age group. The p score was significant and post hoc test Duncan multiple range test was run. The age group up to 45 years perceived higher level, followed by 45 to 55 years perceived next level and the age group above 55 years perceived lower level towards training and development practices in public sector.

The third factor motivational practices obtained F ratio was 3.828 and the p score was 0.022, which was significant at 1% level. It is found that motivational practices factor was varied based on their age group. The p score was significant and post hoc test Duncan multiple range test was run. The age group up to 45 years and 45 to 55 years has perceived higher level when compared the age group above 55 years towards motivational practices in public sector.

The F ratio was 7.569 and p ratio was 0.001, which was significant at 1% level. It is found that communication factor was varied based on their age group. The p score was significant and post hoc test Duncan multiple range test was run. The age group up to 45 years and 45 to 55 years has perceived higher level when compared the age group above 55 years towards communication practices in public sector.

The calculated F ratio was 5.191 and the p ratio was 0.006, which was significant at 1% level. It is found that labour welfare facilities factor was varied based on their age group. The p score was significant and post hoc test Duncan multiple range test was run. The age

group up to 45 years and 45 to 55 years has perceived higher level when compared the age group above 55 years towards labour welfare facilities provided by public sector.

Making analysis with age group of public sector employees with employee participation in management of HR practices, the calculated F ratio was 4.901 and the p ratio was 0.008. It was found that there is significant difference in employee participation in management of HR practices of public sector employees with respect to age group. The p score was significant and post hoc test Duncan multiple range test was run. The age group up to 45 years and 45 to 55 years has perceived higher level when compared the age group above 55 years towards labour welfare facilities provided by public sector. Overall mean scores shows public sector employees moderately perceived towards employee participation in management of HR practices.

Above table accomplished the difference among age group of the public sector employees on grievance handling of HR practices with one-way ANOVA test. The one-way ANOVA test found that F ratio was 0.252 and the p ratio was greater than 0.50, which was not significant. It was found that there is no significant difference among age group of the public sector employees on grievance handling of HR practices.

There is a significance difference among age group of the public sector employees and their trade union activities of HR practices with one way ANOVA analysis was done. It was found that the F ratio was 6.931 and the p ratio was 0.001, which significant 1% level. It was found that there is significant difference among age group of the public sector employees on their trade union activities of HR practices. The p score was significant and post hoc test Duncan multiple range test was run. The age group up to 45 years perceived higher level, followed by 45 to 55 years perceived next level and the age group above 55 years perceived lower level towards their trade union activities of HR practices in public sector.

The ninth factor subordinate superior relationship of HR practices obtained F ratio was 5.660 and the p score was 0.004, which was significant at 1% level. It was found that subordinate superior relationship of HR practices was varied based on their age group. The p score was significant and post hoc test Duncan multiple range test was run. The age group up to 45 years of the public sector employees has higher level perceived subordinate superior relationship. 45 to 55 and above 55 years of the employees were agreed similar opinion.

Compensation of HR practices achieved F ratio was 3.068 and p ratio was 0.047, which was significant at 5% level. It is found that compensation of HR practices was varied based on their age group. The p score was significant and post hoc test Duncan multiple range test was run. The age group above 55 years of the public sector employees has less perceived compensation of HR practices. But, up to 45 and 45 to 55 years of the employees were highly perceived and agreed similar opinion towards compensation of HR practices.

The factor performance appraisal system of HR practices calculated F ratio was 8.012 and the p score was 0.001, which was significant at 1% level. It was found that performance appraisal system of HR practices was varied based on their age group. The p score was significant and post hoc test Duncan multiple range test was run. The age group up to 45 years perceived higher level, followed by 45 to 55 years perceived next level and the age group above 55 years perceived lower level towards performance appraisal system of HR practices in public sector.

Overall HR practices calculated F ratio was 7.990 and the p score was 0.001, which was significant at 1% level. It was found that overall HR practices were varied based on their age group. The p score was significant and post hoc test Duncan multiple range test was run. Up to 45 and 45 to 55 years of the employees were highly perceived and agreed similar opinion towards overall HR practices. The age group above 55 years of the public sector employees has less perceived overall HR practices in public sector. Overall mean score shows that employees have moderately perceived towards overall HR practices in public sector.

Findings:

It is found that there is significant difference towards recruitment procedures, training and development, employees motivational practices, communication, labour welfare facilities, employee participation in management, trade union activities, subordinate superior relationship, and compensation and performance appraisal system and do not differ towards grievance handling based age groups. It is also found that the age group of above up to 45 years of the public sector employees has perceived better HR practices in public sector.

Conclusion:

Human Resource Management Practices are the very important source for the future achievement of target successfully. The study has been conducted to know the effect of Employees' Perception of Human Resource management Practices in Public Sector. The corporation has to obtain these practices regularly for their employees. The corporation can make the awareness to their employees regarding these practices. The employees are enjoying various advantages which are sponsored by the corporation under these practices.

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