

*An Analytical Study of Human Resource Management Practices
and Its Influence on Employees Satisfaction*

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Abstract: Many research has been completed on the connection of human resource Practices and job satisfaction of employees however the main focus and theme behind those research studies has been the developed countries. In this paper study the challenges to investigate the influence of human resources management practices on employees' job satisfaction. It was originate that reasons like performance appraisal, training and development, empowerment, participation in decision making in decision making, payment influencing human resource management practices have important connection with job satisfaction. This research paper will be descriptive research. The data has been collected from the secondary method of data collection. This paper is basically concern with journals, research papers etc. after reviewing the existing literature on human resource management practices, the researchers have found that human resource management practices find affected by directly or indirectly as well as external and internal reasons which influence other variables such as training & development, performance appraisals, compensation, participation in assessment making are found to have high assenting impact on job satisfaction. It has also been establish that other reasons like, empowerment, payment are a key cause of employee job satisfaction. However, self-directed work teams, job rotation, recruitment and selection have very minor impact on job satisfaction.

Keywords: Human Resource Management, Human Resource Practices and job satisfaction, Training and Development.

I. INTRODUCTION

Many investigators have found that HR Practices are positively related with employee job satisfaction (Wright et al., 2003; Spector, 1997; Huselid 1995); Petrescu & Immons, 2008). The plan and main focus of these studies have been developed all organizations. Aycan et al. (2000) found that so far very little research has been conducted in the field of HR practices i.e. training and development, performance appraisal, empowerment, participation in decision making and payment influencing human resource management practices have significant association with job satisfaction in India which explains that this exacting field still has a lot of gap for further research. Aswathappa (2008) established that organizations should have improved HR plans to motivate its employees. Masoodul et al. (2013) found that employee payment is the most important factor affecting satisfaction among employee of public banks.

The influence of human resource management practices traditionally known as HR practices on organizational performance and employee attitudes has been a most important area of research in the developed. Although extremely, very narrow number of studies has been conducted on HR practices in the framework of employee satisfaction in all organizations. Therefore, regardless of valuable contribution supported by empirical support in this regard mostly from corporate sectors of India and the other developed countries, the greater than talk about applicable research gaps in Indian context after a thorough and careful review of

literature have led me to suppose this study. This research has been achieved to fill the available research gap and to discover the relationship between HR practices and job satisfaction in the context of organization in India. This study would expand the modern research and practice of human resource management. Furthermore, it would also be useful for the developed countries as they find developing countries like India. It is therefore necessary to study the potential impact of human resource management practices on employees' job satisfaction.

II. LITERATURE REVIEW

Human Resource Management

Human Resources Management refers to the management of people at work in an organization. It is concerned with the development and effective utilization of human resources to make definite that the organization is capable to accomplish success through people. HRM is also a planned and complete approach to managing people and the workplace culture and environment. HRM consists of the design and implementation of policies and all the practices that can assist in supporting efficient utilization of human resources and the accomplishment of the organization's goals and objectives.

Human Resource Management Practices

Human resource practices are defined as the planned human resource deployment and the organization's progress is targeted towards attainment the goals through efficient management of human capital. Human resource management refers to the policies and practices concerned in carrying out the 'human resource' aspects of a management situation including human resource planning, job analysis, recruitment, selection, orientation, payment, performance appraisal, training and development, and labour relations (Dessler, 2007).

- Performance Appraisal** - Performance appraisal has been defined as the process of identifying, evaluating and developing the work performance of employees in the organization, so that the organizational goals and objectives are more successfully achieved, whereas the same time helping employees in terms of acknowledgment, receiving feedback, catering for work needs and offering career guidance. It is structural formal interview between subordinate and superior that regularly takes the form of intermittent interview in which the work performance of the subordinate is examined and discussed, with the view to identifying the weakness and strength as well as opportunity for skills and development. Organizations can supervise the development of desired employee attitudes and behaviors through the use of the appraisal instrument. This performance appraisal based information could be used for varying the collection and training practices to select and develop employees with the preferred behaviors and attitudes. However, the kindness of skilled employees will be limited unless they are motivated to perform their jobs. Brownell (1982) attentions on human being influence and described contribution as an organizational procedure, in which individuals are concerned and have influence on appropriate conclusions. Consequently, participation in decision making in decision making is an organizational technique, openhanded employees the right to make decisions and the similar amount of responsibility, thus that they think responsive of contributing to organizational performance with the participation in decision making in decision making in hand, their motivation raises, which takes about both individual benefits and organizational effectiveness.

Figure 1. Participation in decision making in decision making process

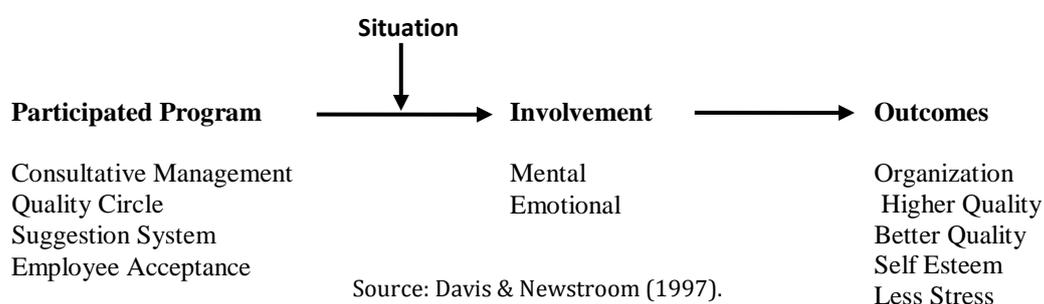


Figure 1 show that in some conditions participation in decision making in decision making will bring together psychological and emotional involvement (Davis and Newstrom 1997). Participation in decision making in decision making increases employee motivation, because the payment on the way to organization goals is appreciated. Job satisfaction and successful cooperation with supervisor will increase, as well, because employees are less stressed, there is less conflict and more commitment to organization goals and, at last, organizational change is better established.

- **Training and Development** - Training and development play an important role in the helpfulness of organizations, and to the practices of people in work. Organizations employees are compulsory to constantly update their knowledge, skills, and work habits. Training and development is a measurement of human resource practices where firms spend on development of their employee's knowledge, skills ability and other required skills to improve the productivity of employees. Training and Development is the Human Resource Management function that officially and systematically provides new learning to increase employee's capabilities. The primary purpose of training and development is to increase organizational performance by increasing employee performance. Training and development can change human resource to human capital where skilled employee would better perform in the success of organization as compared with none or less- trained employees.
- **Employee Empowerment** - Employee empowerment is generous employees a definite degree of autonomy and responsibility for decision-making regarding their specific organizational tasks. It tolerates decisions to be made at the lower levels of an organization where employees have a sole view of the issues and problems facing the organization at a certain level.
- **Participation in Decision Making** - According to Guest and Fatchett (1974), worker participation in management is an old, persistent idea with many meanings. This means that it is not easy to give one definition, which covers all aspects of this concept. Trauss, 1982; Cotton et al., 1988 and Galang (1999) argued that specified that employee participatory schemes change in the scope or mode of participation, with regards to area or contented of participation and to level of participation.
- **Payment** - Payment structure that organizations present to the employees play a key situation in growing employee motivation, performance and productivity. Employees naturally depend on wages, salaries, and so forth to provide a large share of their income and on benefits to provide income and health security. Payment is the bonuses submitted to the employee due to their services. Payment procedure can be divided to direct financial payment and indirect payment whether it financial or non financial. It is a strategic policy in the organization, where it can affect on the employer's possibility to attract new applicants, gain employee's loyalty and ensure the maximum level of performance to meet the organization goal and objective from the employee. Some payment components support commitment to employers, while others motivate engagement in the job. It is possible to motivate one and not the other, though it's generally better to promote both.

Job Satisfaction

The theory of employee satisfaction is a multi-dimensional and interdisciplinary term that has been disturbed the awareness of researchers and practitioners from different disciplines such as human resource management, organizational behavior. In literature there are a large number of studies that analyze the term from many different points of view and its relationship with various organizational variables (Lund, 2003). Though there is no universal definition of employee satisfaction that representation all these dimensions at the same time (Bernal, *et. al*, 2005). Most of the definitions highlight the importance of employees' job related observations that link the opportunity of them and what they receive in return. Some researchers focus on the overall job satisfaction or even life satisfaction of employees (Judge, *et. al*, 2005) But some others highlight a selection of satisfaction aspect such as satisfaction with pay, promotion, supervisor, or co-workers. For example Locke, *ET. Al* (1969)

describes job satisfaction a pleasurable or positive emotional state resulting from the appraisal of one's job and job experiences. According to this, employee satisfaction is a "function of the supposed relationship between what one wants from one's job and what one perceives it as offering.

According to Rousseau's identification the characterization of the organization and the job task factors can be regarded as work factors in job satisfaction, while personal characteristics can be regarded as non-work factors of job satisfaction.

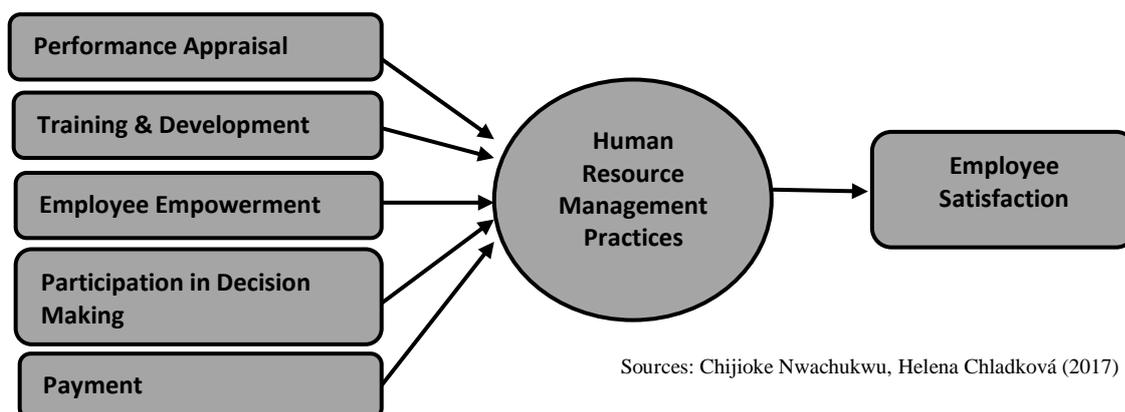
Mullins (1993) declared that motivation is directly related to job satisfaction. A variety of factors such as an employee's requirements and desires, social relationships, style and quality of management, job design, payment, working conditions, perceived long range opportunities, and perceived opportunities in another place are measured to be the determinants of job satisfaction. Byars and Rue, (1997) and Moorhead and Griffin, (1999) Job satisfaction has a important power on employees' organizational commitment, turnover, absenteeism, tardiness, accidents, and grievances. According to Robbins (1999), a satisfied workforce can increase organizational efficiency through less distraction caused by absenteeism or turnover, few incidences of destructive behavior, and low medical costs. Jobs satisfaction is define as an employee's overall sentimental condition resulting from an approval of all features of his/her job. An employee's level of satisfaction near her/his job varies with specific features of the job. These are the nature of the work, pay, promotion, co-workers and organizational context. Many studies have established that job satisfaction is one of the key factors of individual and organizational performance.

Human Resource Management Practices and Employee job satisfaction

Aswathappa (2008) quarreled that organizations should have better HR plans to motivate its employees. Masoodul et al. (2013) originate that employee payment is the most important factor affecting satisfaction among employee of public banks. Mir Mohammed et al. (2010) found that human resource planning (HRP), and training and development positively impact on job satisfaction. Usha Priya (2013) observed the impact of HRM practices on employee satisfaction. The result proves that training and development, and payment and social benefits are positively related to employee satisfaction. Ijigu (2015), study the effect of human resource management (HRM) practices on employee satisfaction in Ethiopian public banks, the results of this study suggest that HRM practices mostly recruitment and selection, training and development, performance appraisal and payment package are positively correlated to employee job satisfaction.

Aswathappa (2008) establish that employee payment is an important factor why people work. He adds that rewarding employee's livelihood position in the society, loyalty, and productivity are also influenced by employee payment. Oyeniya et al. (2014) study the effect of HRM practices on job satisfaction of employees of selected banks in Nigeria. The results show that payment practice, promotion practice, training practice and performance evaluation have a positive effect on job satisfaction among Nigerian banks staff but only supervisory role practice has an inverse effect on job satisfaction. The findings of the study by Rathanweera (2010) suggest that human resource management practices are significant predictors of employee satisfaction, commitment, and retention.

Figure 2. HRM Practices- Employee satisfaction link model



Sources: Chijioke Nwachukwu, Helena Chladková (2017)

III. OBJECTIVES OF THE STUDY

The most important reason of the study was to estimation the influence of HRM practices on job satisfaction in organizations of India. In arrange to assemble these objectives; the next specific objectives have been taken up below our consideration.

- ❖ To characteristics the impact of different dimensions of Human Resource Management (training and development, performance appraisal, empowerment, participation in decision making in decision making, payment on job satisfaction.
- ❖ To recommend a few measures in order to improve the employees job satisfaction level of the organizations.

IV. RESEARCH METHODOLOGY

This research paper is based on secondary and data collected from the various like responsible authorities of the departments and published research papers. Apart from these, data has been also taken from different Books, Journals, Research Papers and other print media. The present study was undertaken to understand the various aspects of Human Resource Management Practices.

V. FINDINGS AND CONCLUSION

The purpose of this research paper to examine the effects of HR practices on job satisfaction of the workers who are functioning in organizations, we discover contribution in decision making, performance Appraisal system, empowerment, recruitment as well as selection, training and development, self-directed team, job alternation payment of the employees in order to contribute the rising literature in relations of a country that have dissimilar work life culture. Empowerment, training and development, participation in decision making in decision making and payment have essential hopeful influences on the employees job satisfaction but not so very strapping like show appraisal.

Since, it was originate that employee job fulfillment is confidently connected with diverse processes of organizational performance; managers often expression the job of rising job fulfillment of their employees concurrently. In this situation definite strategy actions should be adapted to supplement improved job satisfaction of the employees of the said business in particular and entire manufacturing industry in general.

VI. SUGGESTIONS

- ❖ Organizations should initiate appropriate performance appraisal systems which consequence in pay rise, promotion, and training of the employees that will augment on employees' job satisfaction.
- ❖ Human Resource Management of the organizations should offer widespread training and development programs for the employees for enhanced fortification of the employees.
- ❖ The management should afford at least rational payment to the employees for overtime done, or in form of bonus for their genuine effort devoted to earn handsome profit for the organization.

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