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HR PRACTICES AND ITS IMPACT ON EMPLOYEE JOB SATISFACTION IN IT COMPANIES: A CASE STUDY OF BANGALORE IT COMPANIES

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ABSTRACT

India's software sector presents the case of an internationally competitive high-tech industry in the context of a rapidly developing economy. Human resources management practices play a very crucial role in achieving the organization's goals and maintain the competitive advantage. HRM practices refer to organizational activities directed at managing the pool of human resource and ensuring that the resources are employed towards the fulfilment of organizational goals. The success of an organization depends upon several factors but the most crucial factor that affects the organization performance is its employee. Human resources play an integral role in achieving an innovative and high-quality product/ service. The present study is an attempt to examine and analyse the impact of human resource practices on job satisfaction of IT companies employees. In the study, the estimated regression model identified that the HRM practices like Training, Performance Appraisal, Team Work and Compensation has significant impact on job satisfaction. On the other hand, Employee Involvement has no significant impact on job satisfaction of the employees of IT-BPO companies.

KEYWORDS

human resources, job satisfaction, IT companies employees, compensation, team work.

INTRODUCTION

India's software sector presents the case of an internationally competitive high-tech industry in the context of a rapidly developing economy. India's exports of software services, which accounted for US\$128 million in 1990-91 increased to \$8.3 billion in 2001 (Nasscom Report, 2001). India's total export of IT, ITeS and BPO services grew 14.8% to \$82 billion (Rs 5.01 lakh crore) in 2014-15, according to RBI data. Almost all the major US and European Information Technology (IT) firms have set up software development and R&D centres in India, especially in Bangalore (Nasscom Report, 2001). The competitiveness of the industry is generally attributed to the low cost of scientific and engineering manpower coupled with strong English language skills. The industry has been able to achieve export competitiveness without a domestic market base and despite inefficient input industries and infrastructure. With its colonial heritage, India has legislative and financial systems that tend to fall within the comfort zones of the West, a large workforce who are conversant with the English language, and an independent media. The caste system, British colonization and post independent socialism, have been influential forces in shaping India till the time of liberalization in the 1990s.

India was declared itself open to Liberalization in the year 1991. This paved the way for industrialization and rapid transformation in the Industry and Business sector. Liberalization also meant change in the working style of the people and hence organizations needed to innovate the HRM practices in an effort to ensure survival in an increasingly hypercompetitive environment. (Som, July 2008) (Muduli, June 2012).

HRM practices implemented in private and public sector in India, and found some startling facts, such as the HR practices used in the two sectors were quite similar on parameters such as 1) the structure of the Human Resource management, 2) role of the HR manager in corporate change, 3) recruitment and selection process, 4) compensation and benefits, 5) training and development, 6) employee engagement, 7) and HRM Strategies. It is also found that on certain parameters such as the compensation and training and development, the private sector seemed to have adopted a practical 9 approach such as screening and testing of job applicants to ascertain the applicant's job-fitness, training need analysis, training evaluation, etc. These authors are also of the opinion that Indian IT companies whether big or small implement HRM practices such as employee involvement practices, training and development practices, employee welfare practices, managing employee relations to manage employees. (Stephen A. Stumpf, May-June 2010).

Job satisfaction is an attitude which is an outcome of harmonizing and summation of numerous precise likes and dislikes experiences with the job. Job satisfaction for an employee is the level of satisfaction according to job. Job satisfaction is a crucial indicator of how employees feel about their job and describes how much they are contented with his or her job. The satisfaction level of employees also associated with increase output of the organization. Job satisfaction of an employee is essential to the success of an organization. In an organization a high rate of employee contentedness is directly related to a lower turnover rate. Thus, keeping employees' satisfaction in their jobs with their careers should be a foremost priority for every organization. Bogdanova et al (2008) stated that HR 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 satisfaction, and increase their performance. Gürbüz (2009) remarked that in order to sustain in the market human resource management (HR) practices and job satisfaction of employees have many significant benefits for organization.

REVIEW OF LITERATURE

A. RECENT STUDIES IN HR PRACTICES IN GLOBAL CONTEXT

Human Resource Management Research has always been a very hot topic and has been discussed and researched by several researchers all over the world. There have been several developments in the Human Resource field and the Human resource department has eventually evolved over the years (Paauwe, Nov 2001) (Harvey, Dec 2001). Because of rapid industrialization and globalization, the need for trained and skilled manpower becomes imperative. Companies have started recognizing the importance of the HR Department and are aligning the HR function to the strategic business goals and objectives (Srimannarayana, Oct - Dec 2010). Zulfqar et al (2011) investigated a study to examine the relationship and nature of relationship between HRM practices (compensation, performance evaluation, and promotion practices) and the employee perceived performance in the banking sector of Pakistan. The results of the study found that, the employee perceived performance and HRM practices has the positive and significant relationship. Further results based on analysis indicated that performance evaluation and promotion practices are significant but the compensation practices are not significant.

Human Resource Management would be accountable for the strategic decisions and the overall performance of the organization (Harvey, Dec 2001). A lot of Researchers have emphasized that employees that work in teams or team work has resulted in productive performance of the organization (Carmen CameloOrdaz,

April 2008). Nowadays, there are many companies which have also adopted newer technologies like internet services in an effort to undertake their HR responsibilities. There are many social networking websites available which connect people from the farthest corner of the world. Websites such as naukri.com, timesjobs.com and LinkedIn are very popular websites for recruitments in India. (Bing, 2011).

B. RECENT STUDIES IN HR PRACTICES IN INDIAN CONTEXT

Dhar (2001) assessed recruitment and promotion policies, merits and competence, performance appraisal and motivation, morale and commitment. He suggested the following.

- 1) Recruitment and promotion policies to be reviewed time to time.
- 2) Merits and competence should be given greater emphasis in promotion.
- 3) Performance appraisal system to be modified and undertaken time to time.
- 4) Motivation, morale and commitment and sense of belonging and involvement of employees at all to level should be enhanced.

Venkat (2013) in his study try to find out impact of globalization on HR practices. In today's environment due to globalization, HR practices have to be applied with different strategy in order to survive in the globalized world. The main aim of the study is to study challenges in front of the managers to adopt different skills and practices for survival and growth of organization in the global village.

Overall HR practices have positive correlation with job satisfaction. Iqbal et al (2013) evaluated the relationship between HR practices (impact of supervisor role, involvement in decision making & compensation policy) and employee's job satisfaction among the employees of manufacturing and service sector of Pakistan. The results of study revealed that supervisor role has strong positive effect on job satisfaction. The involvement in decision making the factor which is the optimistic about company success has lesser positive effect on job satisfaction.

RESEARCH METHODOLOGY

The present study is an exploratory research seeks to examine and analyse the impact of human resource practices on job satisfaction of private sector banking employees. For the present study IT company employees a leading software sector is taken as case study. The sample units include executives, project leader and Team lead employees of software companies. For the study 100 respondents were contacted for obtaining the information regarding HR practices. But due to busy time schedules of employee and their engagement in various activities the numbers of respondents were restricted upto 95. For obtaining the required information interview method is used and structured schedule is filled by the researcher.

METHODOLOGY

For the current study two methodologies are followed. The first is Qureshi and Ramay (2006) scale on HR practices comprised of 22 statements on training, team work, performance appraisal, compensation, and employee involvement. The second is Singh (2001) scale on job satisfaction comprises of 18 statements. The reliability and validity of these instruments is found to be within acceptable norms.

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:

$$IT \text{ Job satisfaction} = \beta_0 + \beta_1 (\text{compensation}) + \beta_2 (\text{Training}) + \beta_3 (\text{Teamwork}) + \beta_4 (\text{Performance Appraisal}) + \beta_5 (\text{Employees involvement}) + e_{it}$$

In the above equation β_0 is constant and β_i are the regression coefficient of the explanatory variables, while e_{it} is the residual error of regression.

DEPENDENT AND INDEPENDENT VARIABLES

The Job Satisfaction (JS) of bank employees is taken as dependent variable in the regression model. The independent variables used in model are Compensation (Com) Training (TR), Team work (TW), Performance Appraisal (PA), and Employee involvement (EI).

OBJECTIVE OF THE STUDY

The main objective of the study is to examine and analyze the impact of human resource practices on job satisfaction of IT software employees.

HYPOTHESES

For examining the impact of HR practices on Job Satisfaction the following null hypotheses have been framed.

- H01: Compensation has no significant impact on job satisfaction.
H02: Training has no significant impact on job satisfaction.
H03: Team work has no significant impact on job satisfaction.
H04: Performance Appraisal has no significant impact on job satisfaction.
H05: Employees' involvement has no significant impact on job satisfaction.

RESULTS AND DISCUSSIONS

TABLE NO. 1: SHOWING THE WEIGHTED MEAN AND STANDARD DEVIATION OF HR PRACTICES AND JOB SATISFACTION

Variables	N	Min	Max	Mean	SD
Compensation	94	1.00	5.00	3.819	1.218
Training	94	2.00	5.00	3.568	1.104
Team work	94	2.00	5.00	3.713	.899
Performance appraisal	94	1.00	5.00	4.202	.597
Employee involvement	94	1.00	5.00	3.660	1.011
TOTAL		1.20	5.00	3.77	0.97
Job satisfaction	94	1.00	5.00	3.926	1.080

The compensation provides satisfaction to all the employees in IT companies between "small extents" to "very great extent". On an average the respondents are satisfied to a large extent from the compensation practices provided by remunerations benefits. The training practices provides satisfaction to all the respondents between "moderate extents" to "very great extent". On an average the respondents are satisfied to a large extent from the training practices provided by the organization. Respondents are satisfied to a moderate extent with the team work and performance appraisal system provides maximum satisfaction of remaining variables. The most important factor employee involvement showed that respondents are satisfied "to a large extent" with the decision making of organisation. The average value (3.77) showed that the employees are satisfied to large extent with the HR practices offered by the IT companies. The mean value of Job satisfaction showed that the employees are satisfied to a large extent.

FINDINGS OF REGRESSION MODEL

In order to determine the existence of multicollinearity problem, the simple correlation matrix among independent variables is analysed and presented in the table (1). Cooper and Schindler (2003) argued that a multicollinearity problem exists when correlation scores are 0.7 or greater.

TABLE NO. 2: CORRELATION MATRIX

Correlations		Compensation	Training	Team work	performance appraisal	Employee involvement	Job Satisfaction
Compensation	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	94					
Training	Pearson Correlation	.296*	1				
	Sig. (2-tailed)	.003					
	N	94	94				
Team work	Pearson Correlation	.158	.364**	1			
	Sig. (2-tailed)	.128	.000				
	N	94	94	94			
performance appraisal	Pearson Correlation	-.082	-.178	-.071	1		
	Sig. (2-tailed)	.431	.087	.497			
	N	94	94	94	94		
Employee involvement	Pearson Correlation	.319**	.415**	.305**	-.205*	1	
	Sig. (2-tailed)	.001	.000	.003	.047		
	N	94	94	94	94	94	
Job Satisfaction	Pearson Correlation	.256*	.364**	.395**	.334**	-.092	1
	Sig. (2-tailed)	.013	.000	.000	.001	.377	
	N	94	94	94	94	94	94

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed). From the table no 2 it can be concluded that none of the HR practices variables have no high correlation or presence of multicollinearity, which is above the standard rule of thumb 70%. The results from correlation analysis indicate that job satisfaction of employees is negatively correlated with employee involvement and other HR practices like compensation, training, team work, and performance appraisal are positively correlated with job satisfaction.

TABLE NO. 3: SHOWING THE MULTIPLE REGRESSIONS

Explanatory Variables	Constant	C	T	TW	PA	EI
Variables		Compensation	Training	Team Work	Performance Appraisal	Employee Involvement
β	4.684	0.483	0.190	-0.240	0.550	0.610
t-values	1.767	0.880 ^a (0.214)	2.896** (0.000)	1.859* (0.026)	6.111** (0.000)	1.085 ^a (0.058)
R2	0.325 Adj. R20.287					
F-Test	8.477** p=(0.000) Durbin Watson 2.274					

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Employee involvement, performance appraisal, Team work, Compensation, Training

*significant at 0.01 level.

Coefficient effect (β) is a predictor of each variable related to HR practices. The regression analysis results reveal the following observations. The adjusted value of R^2 highlights that 28.7% variability in the job satisfaction of employees can be explained by HR practices (independent variables). The Durban Watson test value 2.274 indicates the absence of no serial correlation among the variables. An F-Test value is 8.477 and p-values less than 0.01 level for the data variables indicates the very well fit of regression model. In other words the null hypothesis (H_0 : There is no effect of given explanatory variables on dependent variables) is rejected. The regression results highlights that compensation and employee involvement has no significant effect on job satisfaction at 0.05 level of significance. The regression coefficients of the other independent variables of HR practices are statistically significant at 0.05 significance level and they have significant influence on job satisfaction of the employees of IT companies in Banagalore city.

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

$IT\ Job\ Satisfaction = 4.684 + 0.483(compensation) + 0.190(Training) - 0.240(Teamwork) + 0.550(Performance\ Appraisal) + 0.610(Employees\ involvement)$

Based on the above equation it can be inferred that compensation (C) has positive and not significant influence on Job Satisfaction (JS), whereas team work (TW) has negative but significant influence on Job Satisfaction (JS). The β_1 is 48.3%, t-value is 0.880 which is more than p-value at 0.05 level of significance. Thus H_{01} is accepted. It means salary packages and remuneration benefits should increase has significant influence on Job Satisfaction in IT companies.

The β_2 coefficient shows 19% influence of Training (T) on Job satisfaction. But these results are statistically significant at 0.05 significance level. The t-value is 2.896, which is less than p-value at 0.01 level of significance. Thus H_{02} is rejected and it is inferred that the training has significant influence on Job satisfaction.

In the HR practices Team Work (TW) shows negative correlation with Job Satisfaction. The β_3 shows 24% influence on the Job Satisfaction, t-value is 1.859 and p-value is less at 5% significance level hence H_{03} is rejected.

The regression results reveal that Performance appraisal (PA) has Positive and significant influence on Job Satisfaction. The β_4 coefficient shows 55 per cent influence on the Job Satisfaction, t-value is 6.111 and p-value is less at 0.01 significance level. Hence H_{04} is rejected. Thus it is observed that in case of IT company performance appraisal has significant impact on the Job Satisfaction.

The regression coefficient β_5 which measures compensation has 61% influences on Job Satisfaction of sample employees. The t-value is 1.085 and p-value is more than 0.05 level of significance. Hence H_{05} is rejected.

CONCLUSION AND IMPLICATIONS

The present study is an attempt to examine and analyse the impact of HR practices on job satisfaction of IT company employees. In the present study, the estimated regression model identified that the HR practices like Training, Team Work and Performance Appraisal has significant impact on job satisfaction. On the other hand, Compensation and Employee involvement has no significant impact on job satisfaction of the employees of IT company employees.

The study recommends that IT companies has to build new policies to improve employee's participation at middle level and senior level management. Other practices like Training, Performance Appraisal, Team Work, employee involvement and Compensation need to be maintained in order to achieve high level of job satisfaction.

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