



INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION AND MANAGEMENT

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A STUDY ON EXCEPTIONAL AND OUTSTANDING HR PRACTICES IN AUTOMOBILE INDUSTRY

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ABSTRACT

Human resource management (HRM) can be viewed as core processes of the project oriented company, affecting the way the organization acquires and uses human resources, and how employees experience the employment relationship. Knowledge about HRM is produced by researchers and theorists who, through publishing their work in books and journals, construct knowledge in particular ways and in so doing frame the way HRM debates take shape in the academic and practitioner literatures. In most of the extant literature HRM is framed primarily in terms of large, stable organizations, while other organizational types, such as, those relying on projects as the principle form of work design, are marginalized in discussions about what HRM is and how it should be practiced. The aim of this paper is to provide an overview of past research on HRM in the context of projects, published in the project management, general management, and HRM literatures. We develop a model of what we see as the critical HRM aspects of project-oriented organizing, based on prior research and use it to structure the review. Finally we summarize what we see as the major shortcomings of research in the field of HRM in the project-oriented company and outline a research agenda to address outstanding areas of research on this topic.

KEYWORDS

HRM, Automobile Industry, Employees.

INTRODUCTION

The human resources of an organization consist of all people who perform its activities. Human resource management (HRM) is concerned with the personnel policies and managerial practices and systems that influence the workforce. In broader terms, all decisions that affect the workforce of the organization concern the HRM function. The activities involved in HRM function are pervasive throughout the organization. Major HRM responsibilities include work design and job analysis, training and development, recruiting, compensation, team-building, performance management and appraisal, worker health and safety issues, as well as identifying or developing valid methods for selecting staff. HRM department provides the tools, data and processes that are used by line managers in their human resource management component of their job.

The role of Human Resource Management in organization has been evolving dramatically in recent times. The days of personnel management performing clerical duties such as record keeping paper pushing and life maintenance are over. Human Resource is increasingly receiving attention as a critical strategic partner, assuming stunningly different, for reaching transformational roles and responsibilities.

HR PRACTICES

The success of any business depends as much on appropriate, effective, well-communicated, HR and business practices as it depends on meeting the requirements of mandated laws and regulations. In fact, good planning and the development of effective practices make regulatory compliance much easier. HR practices helps in increasing the productivity and quality, and to gain the competitive advantage of a workforce strategically aligned with the organization's goals and objectives.

OBJECTIVE OF HR PRACTICES

As The Transparent HR practices can reduce attrition, because-
 Transparent HR practices ensure continuous business growth in every organization.

- It gives the suitable working environment to the employees.
- The success of company motivates the employees of organization to continue relationship with it. As all the employees Perks chart has been mentioned according to their designation in the HR practices, it helps the employees to know what their perks charts are. So it creates a transparency.

ROLES AND RESPONSIBILITIES OF HR PRACTICES:

- Initiates and facilitates the strategic process of crafting the organization's mission-vision and values;
- Utilizes a planning process to arrive at clear performance indicators and targets aligned to business strategies;
- Continuously acquires a comprehensive and up-to-date understanding of the business and its dynamics and environment, as well as identifies the implications of (HRM or) human resource actions as a result of these;
- Exercises foresight, courage, and competence for longer-term (organizational) change;
- Translates business strategies into priorities and programs for human resources (employees), thereby aligning them;
- Communicates business plan impact on human resources practices (HRM), and gets others to support the plan and activities;

HUMAN RESOURCE PRACTICES

Some of the key performance indicators for Human Resources include but are not limited to the following.

- Employees' clarity on HR policies
- Employees' clarity on roles, responsibilities and expectations
- Development of qualitative staff
- Number of HR issues arising for which there are no clear policies and guidelines

- Competitiveness of compensation structure relative to industry benchmark
- Usefulness and accuracy of compensation survey
- Lead time to respond to staff welfare issues
- Employees' assessment of promotion criteria and process (clarity, fairness)
- Measurement of HR policy violation
- Average time required to fill vacancies
- Proportion of training programs resulting in productivity improvement
- Staff attrition rate
- Understanding / Clarity of the Organizational philosophy
- Outline Internal capabilities and identify gaps on skills-competencies-behavioral aspects
- Prepare HR strategic Objectives and bring in clarity as to how the HR strategy supports the organizational strategy
- Develop KPI's for each of the strategic objectives.
- Track and measure performance

IMPORTANCE OF HUMAN RESOURCE PRACTICES

The article, "The Impact of Human Resource Management Practices on Turnover, Productivity and Corporate Financial Performance" states, "An increasing body of work contains the argument that the use of High Performance Work Practices, including comprehensive employee recruitment and selection procedures, incentive compensation and performance management systems, and extensive employee involvement and training, can improve the knowledge, skills and abilities of a firm's current and potential employees, increase their motivation, reduce shirking and enhance retention of quality employees.

HUMAN RESOURCES BEST PRACTICES

The best practices in the management of human resources are the ones which optimize a workforce so that it can not only get work done, but also ensure a greater level of efficiency, timeliness and quality as it accomplishes increases productivity overall.

Hence the job of the best practices human resources firm is to make sure that these benefits and pay scales meet the company's budget while remaining attractive and competitive enough to pull in the very best talent possible. We should know that these figures put the company in a good light while also presenting themselves as engaging and competitive for company's recruitment efforts.

- Safe, Healthy And Happy Workplace
- Open Book Management Style
- Performance Linked Bonuses
- 360-Degree Performance Management Feedback System
- Fair Evaluation System For Employees
- Knowledge Sharing
- Highlight Performers
- Open House Discussions And Feedback Mechanisms
- Reward Ceremonies
- Delight Employees With The Unexpected

FUNCTIONS OF HR PRACTICES

- Recruitment, selection, and on boarding (resourcing)
- Organizational design and development
- Business transformation and change management
- Performance, conduct and behavior management
- Industrial and employee relations
- Human resources (workforce) analysis and workforce personnel data management
- Compensation, rewards, and benefits management
- Training and development (learning management)
- Understanding and relating to employees as individuals, thus identifying individual needs and career goals.
- Developing positive interactions between workers, to ensure collated and constructive enterprise productivity and development of a uniform organizational culture.
- Identify areas that suffer lack of knowledge and insufficient training, and accordingly provide remedial measures in the form of workshops and seminars.
- Generate a rostrum for all employees to express their goals and provide the necessary resources to accomplish professional and personal agendas, essentially in that order.

MAJOR TREND AFFECTING HR PRACTICES

The following trends have an effect on human resource management function and department. The importance of HRM increases due to some of them and the practices of HRM are affected to some extent due to some of them.

- Increased globalization of the economy.
- Technological changes and environmental changes.
- The need to be flexible in response to business changes.
- Increase in litigation related to HRM.
- Changing characteristics of the workforce.

INNOVATIVE HR PRACTICES

Innovative HR practices build competencies and capabilities for superior and winning performances today and simultaneously create long term fertility for innovation of business ideas and strategies for future. Employees who go the extra mile by performing spontaneous behaviors that go beyond their role prescriptions are especially valued by the management.

- (i) Hr Strategy
- (ii) Training and Development
- (iii) Talent acquisition
- (iv) Talent Management
- (v) Employee Relation & Communication

(vi) Compliance

OBJECTIVES OF THE STUDY

- To find out the opinion of existing HR Practices and the Innovative HR Practices.
- To analysis the current scenario of HR Practices.
- To implement the new suggestion for improving organization.

NEED AND SCOPE OF THE STUDY

Organizations should regularly take steps in HR practices to make efficient smooth moving of organization.

- It helps to delight the customers.
- Deliver high quality and excellence in all actions.
- It helps to develop the organization.
- The quality of employee's life style may develop.
- Make people to think this is the right source.
- Choose right person to the right job.
- Resolve the problems.
- The innovative HR practices in the organization make different strategies among other organizations.

REVIEW OF LITERATURE

Huselid (1995) conduct study about eleven HRM practices. In this study which are personnel selection, performance appraisal, incentive compensation, job design, grievance procedures, information sharing, attitude assessment, labor management participation, recruitment efforts, employee training and promotion criteria. This study examines the relationship between three HR practices i.e. compensation, promotion and performance evaluation and perceived employee performance.

Teseema & Soeters (2006) have studied eight HR practices and their relationship with perceived employee performance. These eight practices include recruitment and selection practices, placement practices, training practices, compensation practices, employee performance evaluation practices, promotion practices, grievance procedure and pension or social security. The study concludes that HR practices are very important to the organization and it is necessary to maintain the organization properly.

Wright and McMahan (1992: 298) define it as: "the planned HR deployments and activities intended to enable to achieve its goals". HR deployments reflect the central assumptions behind the (positive) conceptualization of what HRM is and does: namely, that it responds accurately and effectively to the organization's environment and complements other organizational systems and contingencies.

Katou and Budhwar (2006) in their study of 178 Greek manufacturing firms found support with the universalistic model and reported that HRM policies of recruitment, training, promotion, incentives, benefits, involvement and health and safety are positively related to organizational performance.

Huselid (1995) reported that HR practices can influence firm performance through provision of organizational structures that encourage participation among employees and allow them to improve and redesign how their jobs are performed.

Green, Wu, Whitten and Medlin (2006) reported that organizations that vertically aligned and horizontally integrated HR function and practices performed better and produced more committed and satisfied HR function employees who exhibited improved individual and organizational performance.

RESEARCH METHODOLOGY

Research methodology describes how the research study was under taken. This includes the specifications of research design, source of data method of primary data collection, the sampling method employed etc.

RESEARCH DESIGN

Fundamental to the success of any formal research project is sound research design. A research design in purely and simply the frame work or plan for a study that guides the collection and analysis of the data.

DESCRIPTIVE RESEARCH DESIGN

It includes surveys and fact-finding enquires of different kinds. It is one that simply describes something such as demographic characteristics of respondents who are working in the organization.

SAMPLING DESIGN

Only a few units of population under study are considered for analysis and this is called sampling data. It is collected from 150 respondents in the total size of 480. The technique of sampling used in this study is random sampling.

METHOD OF DATA COLLECTION**(i) Primary Data**

Primary data are collected through the well-structured questionnaire. Administering questionnaire to the respondents directly and collecting the information immediately is called primary data and the researcher has used primary data for this study.

(ii) Secondary Data:

The secondary data used in this research is journals, magazines, and internet.

TOOLS FOR ANALYSIS**1. Simple percentage analysis:**

Percentage refers to a special kind of ratio. Percentage is used in making comparison between two or more series of data.

Percentages are used to desirable relationship; since the percentage reduces everything to a common base; it allows a meaningful Comparison / Interpretation.

2. Chi-Square Analysis:

Chi-square test is an important test among the several test of significance. It is pronounced as Ki-square, it is a statistical measures used in context of sampling analysis for comparing a variance to a theoretical value.

LIMITATIONS OF THE STUDY

- Some respondents were hesitant to answer the questions.
- The respondents took a long time to fill up the questionnaire.
- The study was limited within the company.
- Results are purely based on primary information.

ANALYSIS AND INTERPRETATION

PERCENTAGE ANALYSIS

TABLE NO – 1: THE TABLE SHOWING CLASSIFICATION OF RESPONDENTS BASED ON GENDER

Sex	No. of Respondents	Percentage
Male	141	94.0
Female	9	6.0
Total	150.0	100.0

INTERPRETATION

The above table shows that 9.0 % of the respondents are Female and 141.0 % of the respondents

TABLE NO – 2: THE TABLE SHOWING CLASSIFICATION OF RESPONDENTS BASED ON AGE

Age (years)	No. of Respondents	Percentage
25 – 30 years	28	18.7
30 – 35 years	37	24.7
35 – 40 years	52	34.7
above 40 years	33	22.0
Total	150.0	100.0

INTERPRETATION

The above table shows that 18.7% of the respondents are between 25 to 30 years of age, 24.7% of the respondents are 30 to 35 years of age, 34.7 % of the respondents are in the age group of 35-40 years, and the rest 22.0 % of the respondents are of Above 40 years of age.

TABLE NO – 3: THE TABLE SHOWING SATISFACTION LEVEL OF ALL THE PROCESS IN ORGANIZATION

S.NO	Parameter	No. of Respondents	Percentage
1	Highly Satisfied	67	44.7
2	Satisfied	83	55.3
3	Highly Dissatisfied	-	-
4	Dissatisfied	-	-
	Total	150	100.0

INTERPRETATION

The above table shows that 55.3% of respondents are satisfied with the ROOTS CARE process, 44.7% of respondents are Highly Satisfied with the ROOTS CARE process

CHI-SQUARE ANALYSIS

Table: 4

Null hypothesis (h0):

There is a significant relationship between Gender and over all process.

Alternative hypothesis (h1):

There is no significant relationship between Gender and over all process of the ROOTS CARE System.

TABLE: 4: CHI-SQUARE ANALYSIS BETWEEN GENDER AND OVER ALL PROCESS

		State the satisfaction level of all the process in ROOTS CARE?		Total
		HIGHLY SATISFIED	SATISFIED	
GENDER	MALE	65	76	141
	FEMALE	2	7	9
Total		67	83	150

	Value	Df
Pearson Chi-Square	1.951	1
Likelihood Ratio	2.091	1

INFERENCE

At 5% level of significance, the tabulated value is 3.84; calculated value 1.95 is less than the table value. Hence there is a significant relationship between Gender and over all process of the ROOTS CARE System.

Table 5:

Null hypothesis (h0):

There is a significant relationship between Gender and Satisfaction level of the Long Service Award.

Alternative hypothesis (h1):

There is no significant relationship between Gender and Satisfaction level of the Long Service Award.

TABLE 5: CHI-SQUARE ANALYSIS BETWEEN GENDER AND SATISFACTION LEVEL OF LONG SERVICE AWARD

		Whether the long service award is motivated and satisfied by you?		Total
		HIGHLY SATISFIED	SATISFIED	
GENDER	MALE	99	42	141
	FEMALE	9	9	9
Total		108	42	150

	Value	Df
Pearson Chi-Square	3.72	1
Likelihood Ratio	6.13	1

INFERENCE

At 5% level of significance, the tabulated value is 3.84; calculated value 3.72 is less than the table value. Hence there is a significant relationship between Gender and Satisfaction level of the Long Service Award.

Table-6

NULL HYPOTHESIS (H0):

There is a significant relationship between Gender and Satisfaction level of the overall HR practices.

ALTERNATIVE HYPOTHESIS (H1):

There is no significant relationship between Gender and Satisfaction level of the overall HR practices.

TABLE NO – 6: CHI-SQUARE ANALYSIS BETWEEN GENDER AND OVERALL HR PRACTICES.

		The overall HR practices in your organization are satisfied to you?		Total
		HIGHLY SATISFIED	SATISFIED	
GENDER	MALE	123	18	141
	FEMALE	9		9
Total		132	18	150

	Value	Df
Pearson Chi-Square	1.306	1
Likelihood Ratio	2.378	1

INFERENCE

At 5% level of significance, the tabulated value is 3.84; calculated value 1.306 is less than the table value.

Hence there is a significant relationship between Gender and Satisfaction level of the overall HR practices.

FINDINGS

1. The majority 56.7% of respondents are agreeing with induction procedures which are conducted in the organization.
2. The majority 53.3% of respondents are experienced the management development programs are excellent to them.
3. The majority 52.7% of respondents are satisfied with the health checkup programs which are conducted by the organization.
4. The majority 80.7% of respondents are strongly agreed with incentives which are given by the organization.
5. The majority 67.3% of respondents are agreeing with training programs which is conducted by the organization.
6. The majority 76.7% of respondents are satisfied with the welfare facilities which are provided by the organization.
7. The majority 72.0% of respondents are highly satisfied with the long service award.

SUGGESTIONS

- The minimum peoples only get highly satisfied with overall process of ROOTS CARE system, so ROOTS CARE system should implement and offer more innovative development programs according to their levels.
- The existing Positive Mental Attitude programs are not satisfied by all employees, so the development programs should be more interactive and lively and the employee's confidence level can improve.
- Employees need improvement in all the development programs, so it should be technically improve to develop their skills, knowledge and especially in their job.
- All the HR practices are satisfied by all the employees. If it is improved technically and effectively related to their job, the organization will get high profit in terms of money.
- The proper training will help to improving the performance of employees. So that they will get satisfied in their job and the organization also will get some benefits.
- Conduct awareness programs inside and outside of the campus with the help of ROOTS CARE system, people will think good perception about the organization.

CONCLUSION

The HR practices are very important to all the organization. All the process of the organization is based on HR department only. Practices will make perfect in anything, like that HR practices will make the organization perfect. From the study it can be concluded that the existing HR practices are very important to the organization, and also all the employees are always welcoming the innovative and technical improvement in the organization. They want to upgrade their level in skills and knowledge. The innovative HR practices are making the employees to be confident and making the organization perfect and helping to achieve the goal of the organization. The Innovative HR practices are very essential to the organization growth and success.

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