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**ANALYSIS OF EFFECT OF HRM ON EMPLOYEES PERFORMANCE & ORGANIZATION GROWTH**

**GOPALI DAYAL**  
**RESEARCH SCHOLAR**  
**FACULTY OF MANAGEMENT SCIENCES & LIBERAL ARTS**  
**SHOOLINI UNIVERSITY**  
**SOLAN**

**Dr. DIVYA JYOTI THAKUR**  
**ASSOCIATE PROFESSOR**  
**SCHOOL OF BUSINESS MANAGEMENT & COMMERCE**  
**IEC UNIVERSITY**  
**BADDI**

**ABSTRACT**

*This paper will examine how HRM (Human Resource Management) works in the organization for the growth of business/organization as well as employees. This paper aims to highlight factors that affect the HRM for the development of employees and business. In this study, we show how HRM is essential for every organization, whether it's small or large, and how HR executives work in the organization to develop employees. This study is divided into three parts first part shows how HRM plays a significant role in the organization's growth. The second part analyzes how HRM measures the employee's performance with the help of six elements (Job Rotation, Training, Compensation, Job autonomy, Communication, and Career planning) and helps them sustain in the organization and their personal growth. The third part is the role of HRM to find out the satisfaction level of job, and it shows how much employees are satisfied with their jobs and also their positive and negative effects regarding their assignments.*

**KEYWORDS**

human resource management, organization growth, employee's performance, Job satisfaction of employees.

**JEL CODES**

M12, M54, J53.

**INTRODUCTION**

Human resource management is a process to manage the workflow of any organization or institution, getting employment opportunities, providing training time to time compensating employees, developing and executing strategies, policies. In this scenario, HRM is essential to maintain all workflow of the organization systematically. Twenty years ago, human resource management used to process payrolls, send birthday gifts to employees, arrange company outings, and make sure correctly and adequately. In other words, we can say Human resource management used to be more of an administrative role rather than a strategic position. This study defines your HRM functions like Planning, Organizing, Staffing, Directing and controlling, developing workplace policies, compensation, and benefits, etc. This is a strategic approach for the effective management of employees and labor; also, how Human Resource Management helps to business gain & all competitive advantages. It is designed to maximize employees' performance in their service.

HRM is part of every organization; it helps to organize their employees and manages their work. It enables the organization/business to manage their employees and work done strategically; it is designed to maximize employees' performance and give better services to the organization. HRM is the initial stage of every organization to manage their employees and help to create policies related to employees. HRM aims to manage the entire employees in the organization/business and help them regarding their jobs; HR managers the employees regarding their employment, training issues, work preferences, and other issues related to employees.

HRM practices are used by every organization/business to analyses their performance. Although HRM practices construct with many policies, those are used by the HR manager while taking any decision like recruitment, selection, development, training programs, and increasing potential of HR in an organization Megginson et al., 1995. Generally, all organizations aim to grow their business, and being successful can only be possible if they have knowledgeable, hardworking, and full skill employees. HRM practices help them find those employees for organizations and analyze their performance to achieve organizational goals Guest 1997. The main aim of HRM is to manage the employees and maximum utilization of resources; there should be the right person at the right place in the organization. HR executive is responsible for all that work; several policies, rules, and regulations are there. Every HR executive follows those. Pfeffer, 2000 notes that HRM contributes significantly to maintaining organization performance because HRM deals with employee-related problems. If employees are comfortable with their jobs, it may increase the performance of that organization.

**OBJECTIVES OF THE STUDY**

1. To analyze the role of HRM for the Organization Growth.
2. To study how HRM measure the Employees' Performance.
3. To study the role of HRM to find out the satisfaction level of Job.

**RESEARCH METHODOLOGY**

The research is based upon the secondary data collected form of Journals, books, newspapers and magazines.

**LITERATURE REVIEW**

HRM (Human Resource Management) practices are used by every organization/business to run their work smoothly, and nowadays, every organization needs HRM practices. It helps in creating a good relationship between the organization and employees who are work for that organization. HRM practices show a significant relationship between the organization and the performance of employees; it helps enhance the job (interpretation) of the employees by giving them work according to their preferences. HR manager aims to direct infact with the employees in the organization and influence their subordinates with the help of motivation. (employees) it may change in their attitude and behavior regarding their work which outcome is that employees enhance their performance, and they feel more motivated related to their work Katou (, 2008).

HR. manager is also known as a personal manager; it always helps in the organization's growth. It came out with those policies, rules, and regulations that favor employees and help them change their behavior and attitude regarding the organization and their performance (Hollenbeck, Gerhart, and Wright (2007, p.5).

**HUMAN RESOURCE MANAGEMENT**

Human resource management is necessary for every business to manage their administrative work; HRM manages the entire human resource needs in the organization. In addition, it is used to manage the employees in the organization/business. The person who is appointed in the HRM department is known as the HR manager or HR executive. HRM department is also known as Personnel Management (PM), Manpower Management, People Management, and Staff Management Opatha, 2019, p.25. According to Katou, 2008, HRM directly connects and influences their subordinates and enhances their skills, attitude towards their work, and increases their performance in the organization. They treated their employees so well that employees want to work in that organization and improve their performance towards their work. HRM structure is designed according to the need of the organization Alcazar et al., 2005.

There are few definitions regarding HRM the different author gives those.

"HR executive function is to provide effective and efficient utilization of human resources to archive organization goal as well as employee's growth" Glueck (, 1979, p.6).

"Personnel Management is a set of activities focusing on the effective use of human resources in an organization."- Mathis and Jackson (1988, p.11)

"HRM is the effective management of people at work. It examines what can or should be done to make people both more productive and more satisfied with their working life."- Ivancevich (1992, p.3) & (2008)

"HRM concerns the human side of the management of enterprises and employees" relations with their firms."- Graham and Bennett (1992, p.3)

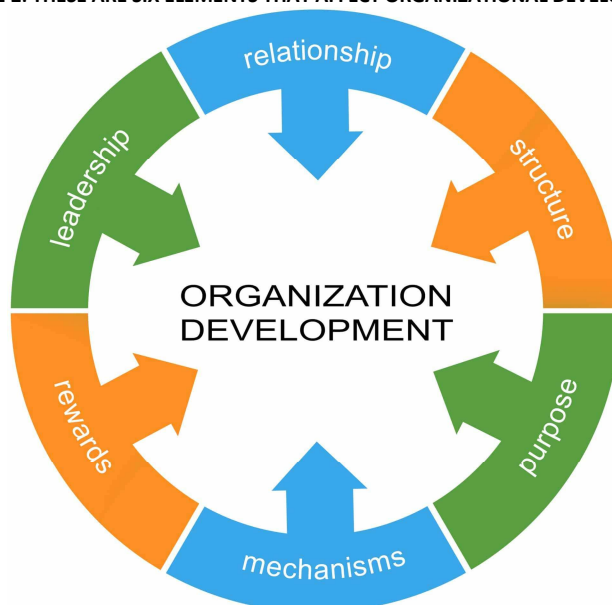
"HRM refers to the policies, practices, and systems that influence employees" behavior, attitudes, and performance."-Noe, Hollenbeck, Gerhart and Wright (2007, p.5)



**1. TO ANALYZE THE ROLE OF HRM FOR THE ORGANIZATION GROWTH**

Role of HRM in Organization Growth: HRM plays a significant role during the growth of every organization or business. HR executive is the first one who directly interacts with the employees and selects according to their work potential. The HR manager's responsibility is to assign the right person at the right place; if employees are satisfied with their job, it directly increases their performance in the organization. They feel more motivated towards their work; HR's executive duty is to fill all the requirements related to employees and ensure that employees are satisfied with their job and working conditions. Accordingly, Pfeffer (2000) observes that the HR manager plays a crucial role during the growth of the organization/business. HRM role is evaluating around manufacturing and development of organization Francis and Sinclair, 2003. We can also say that organizational change depends upon employees' job satisfaction and how the organization performs Dayal and Verma 2020.

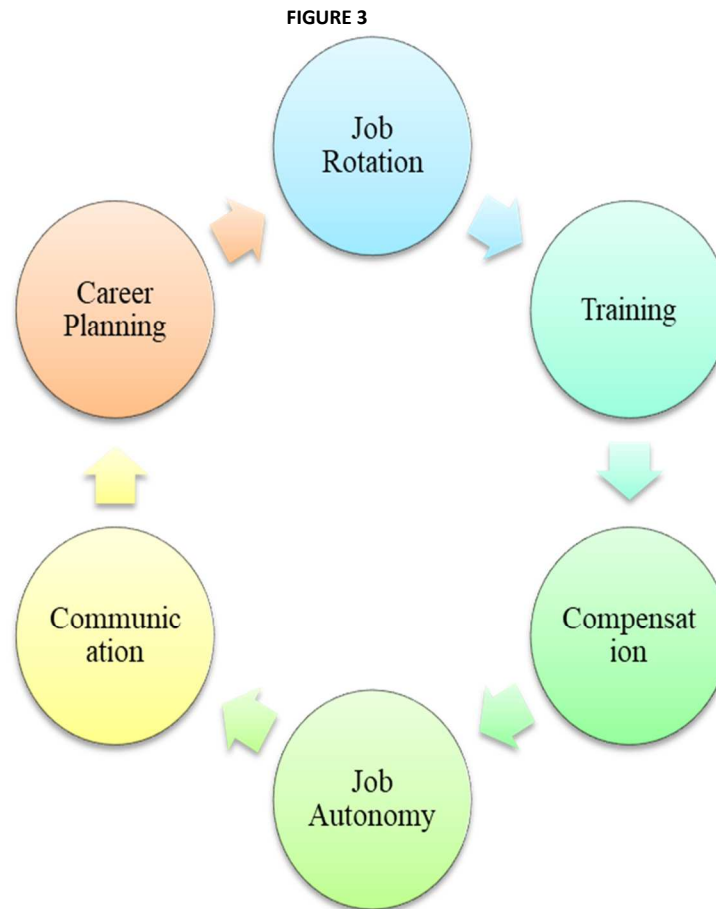
**FIGURE 2: THESE ARE SIX ELEMENTS THAT AFFECT ORGANIZATIONAL DEVELOPMENT**



During the growth of an organization, HRM practices a very significant role for the development organization development. These six elements (relationship, structure, purpose, mechanisms, rewards, and leadership) played a crucial role. Based on these six elements, HR executives create a healthy environment in the organization; it directly affects the organization's growth because when employees are willing to work in that organization, change is also there.

**2. TO STUDY HOW HRM MEASURE THE EMPLOYEES' PERFORMANCE**

Role of HRM during employee performance: Employee satisfaction is the essential priority of every organization/business; if employees are satisfied with their job, performance is automatically increased. Employee's performance can be measure through the behavior of person's thought working in organization Motowidlo, 2003. HR executive is the one who manages the entire work of employees and also analyzes their behavior towards their organization and their work if HR Executive finds out that employee is not conferrable with their current or position. They are not giving their full attention to their job. The HR Manager is responsible for changing their job or working environment to comfortably continue their work in the organization and give their full attention to their job archive organizational goal.



Source: These are the six (elements) HRM practices that directly affect employee's performance Tabiu et al., 2016.

**1. Job Rotation and Employee Performance**

Job rotation of employees is when employees move from one working environment to another; it also comes with new opportunities, multitasking, skill development, and knowledge about new things (Jorgensen et al., & Dunning, 2005). HRM practice moves employees from one position to another during the working organization; there is a particular period when employees have shifted from one place to another to fill the organization's requirement (Jorgensen et al., & Dunning, 2005). Previous research analyzes a positive relationship between job rotation and employee performance in Hosseini et al., 2015; Khan et al., 2014.

**2. Training and Employee Performance**

Training and development are processes where an organization enhances employees' skills, knowledge of work, and attitude towards their Job (Latham, 1988). Training is a process where employees learn new techniques to improve their skills and feel motivated. HR executives organized a training program for employees to enhance their working skills, knowledge about new tools and methods Sels, 2002; Way, 2002.

**3. Compensation and Employee Performance**

Compensation shows how much the organization gives rewards/ benefits to their employees in return for increasing work performance Williams, 2008. Every organizational management uses financial and non-financial rewards for employees to motivate them and improves their performance in the organization/business Nadarajah et al., 2012. According to Shahzad et al. (2008), a reasonable compensation led to the motivation of employees, whether it's financially and non-financial. HRM practices ensure that appropriate payment is given to employees according to their preferences so that they (employees) are further willing to work in that organization.

**4. Job autonomy and Employee Performance**

HRM practices give job autonomy to employees while working in the organization. Employees have the freedom to make their decisions according to their work. They have equal right to participate in organization decisions because previously head of the department handles all the findings in the organization, and the rest of the employees have to follow them. Still, nowadays, things have been changed; employees want equally suitable and freedom toward their work Hackman & Oldham, 1975. According to Langford and Moye 2004 job autonomy enhances the performance of employees because when employees are capable of making their own decisions, they feel more motivated towards their job, which will help them increase their performance.

**5. Communication and Employee Performance**

Communication as HRM practices shows how employees transfer their information from one employee to another employee Leković & Berber 2014. It is imperative to have good communication between employee to employee, employee to superior, and superior to subordinate because good communication leads to a good environment in the organization that directly affects the performance of employees.

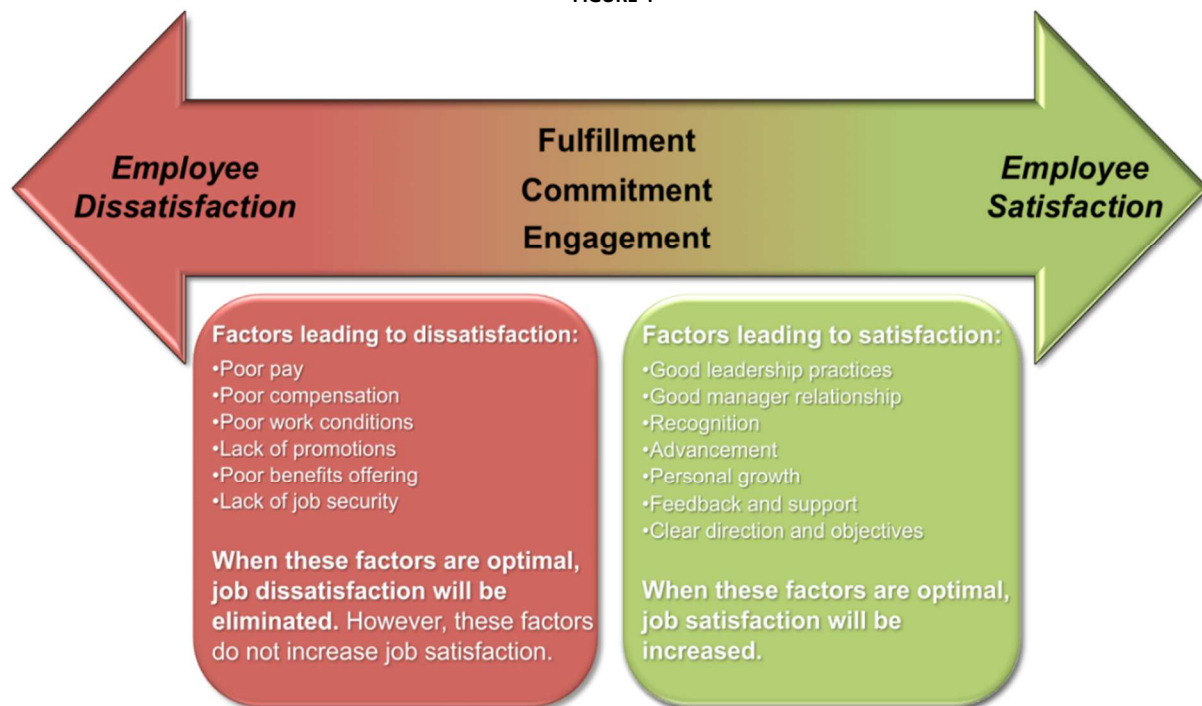
**6. Career planning and Employee Performance**

Career planning as HRM practices refers to employees' knowledge, skills, and interest in their work; employees should aim and work hard to achieve that goal while working in an organization. The basis of previous researchers shows that career planning plays a significant role to increase the performance of employees because when employees are more focused on their career, and they do have their own goals they, automatically work hard to active their goals which leads to an increase in their performance in organization Tiwari (2011) and Marwat et al. (2006)

**3. TO STUDY THE ROLE OF HRM TO FIND OUT THE SATISFACTION LEVEL OF JOB**

Role of HRM to find out the satisfaction level of Job: The HR manager is responsible for the "right person at the right place," and if employees are not satisfied with their position/job, they cannot give satisfactory results to the organization. Based on the current situation, every organization, whether public or private, depends upon HR's performance. If (HR's version) is good, its direct impact on the satisfaction of employees Uma et al., 2017. According to lane, 2016 "worked on work attitude and job motivation," said that with employees' attitude is positive related to their work, they feel more motivated and willing to do their work more efficiently. They have divided employees into two categories' one those are satisfied with their work and feel motivated. Other one is not satisfied with their work and feels less motivated.

FIGURE 4



Source: Job Satisfaction Model (Field, 2008).

Satisfaction level of job comes with a height level of motivation, performance, and satisfaction regarding their work Hackman & Oldham (1980). HR executive analyzes all these aspects related to their employees and creates a healthy atmosphere for them (employees) to feel more motivated related to their jobs. It may also help in increasing the satisfaction level of employees.

**CONCLUSION**

HRM (human resource management) is used very organization/business. Its main aim is to manage the entire employees in an organization and be responsible for work done in the organization should be smooth and effective. As we all know, employees are essential for every organization; without them (organization) are incapable of achieving their goal; HR executives help employees sustain in that organization/business and also increase their performance Thakur et al., 2020. Nowadays, every organization/business, whether small or large, needs a good HR Executive to manage their employee's related work and fulfill their expectations from that organization. In this current study, we highlight a different aspect of HR practices regarding employees, organization, and job satisfaction. The basis of previous research shows that HRM plays an essential part in sustain organization performance and encouraging employees to work in that organization Pfeffer (, 2000).

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