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HRM PRACTICES AND ITS CONTRIBUTION TO LEARNING ORGANIZATION: A LITERATURE REVIEW

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ABSTRACT

HRM practices are important for organizational success because managing human resources is very challenging task especially when a comparison is made with technology which is advancing at a faster pace and for its effective management, organization requires effective HRM system. Learning organization provides an opportunity for an individual to grow in his overall personality which is achieved through continuous learning. The objective of this study is to study about the HRM Practices and its contribution towards the learning organization and also the analysis of relationship between HRM practices and learning organization. The linkage between HRM practices and learning organization will enable the HR managers to design plans that will be in the benefit of the Organizational success in future. In this study, after carefully observing that the human resources are important for organizational success and with the help of examples from previous academic research, the impact of HR practices and its linkage with the learning organization is depicted. It can be concluded that the way in which the organization manages its human resources and its various policies, procedures contributes in maintaining an environment of learning among the employees and which ultimately leads to the organization's success as a whole.

KEYWORDS

human resource management practices, learning organization.

INTRODUCTION

HRM practices are an important driver of an organizational success. Good HR practices also energize people working in the organization leading to the personality and career development of an individual at a faster pace. This whole process will eventually help the organization in achieving its goals and in maintaining a learning environment within the organization.

HRM Practices deals with the learning organization or the ability of an organization to learn, which in turn is dependent upon the HRM practices prevalent in an organization. Learning Organizations drive collaborative atmospheres like no other type of organizational approach. Furthermore, and perhaps more importantly, they involve simply doing the right thing and also include giving people hope, increasing satisfaction in the workplace, generating creativity and idea sharing, leveling vertical hierarchies, and augmenting participation. Learning organization provides an opportunity for an individual to grow in his overall personality.

Caligiuri (2013) highlighted that the HRM practices effectiveness is based on certain contingencies in multinational companies. It includes the moving parts such as country-level differences and cross-cultural differences in human resource activities which have a great effect on the HRM practices.

Green (2006) identified about "the direct impact of Human Resource Management (HRM) on organizational performance is positive and significant". It suggested that HRM influences the individual performances positively, job satisfaction and organizational commitment among the employees.

Kim (2005) said that "good employees are supposed to have such characteristics as high satisfaction with their jobs, high commitment towards the organization, high motivation to serve the public and strong intentions to work for the organization willingly and devotedly". Thus, it is contributing in the learning of the organization.

Garavan (2000) determined that routine work of HRM and HRD is in the learning organizations building as: encouraging employees utilizing and managing knowledge; demonstrating networks appropriately; also involving learning in a double-loop system.

Johnson (2000) detailed the best practice or high performance work practices are described as HR methods and systems that have universal, additive, and positive effects on organizational performance.

The researcher has considered the following Human Resource Management Practices in the study:

HRM Practices:

1. Recruitment and selection- Some organizations like public sector adopt centralized recruitment whereas other organizations resort to decentralized system. There can be different sources of recruitment namely internal sources like vacancies, transfers, promotions, retired and retrenched employees, dependents and relatives of deceased and disabled employees or it can be external sources like education and training institutions, search engines, employment exchanges etc. Recruitment technically precedes selection. Selection is the process of matching the qualifications of applicants with job requirements.

2. Training and development- Training is done to increase the skills and knowledge of an individual of doing a job specifically. There are different types of training programs like Orientation training, Job training, Safety training, Promotional training, Refresher training, Remedial training etc. to enhance the skills of employees.

3. Performance appraisal- As defined by Kleiman (2000) performance appraisal is relate to the evaluation of the performances of its employees. It can easily create competitive advantage by the proper application of performance appraisal techniques by establishing performances of the employees at their job in two ways: by directing behaviors of the employees towards objectives of the organization and also ensuring that the objectives are met by controlling and monitoring that behavior.

4. Compensation and benefits- According to Noe (2004), "incentive pay is pay tied to individual performance, profits and other measures of success. Organizations select forms of incentive pay to energize, direct or control employees' behavior. It is influential because the amount paid is linked to predefined behaviors or outcomes".

HR Focus (May 2003), has developed a system of pay, which are as follows:

- Define pay.
- Articulate your compensation philosophy
- Develop job descriptions and job value information.
- Obtain data.
- Establish salaries and ranges.
- Periodically review.
- Communicate.
- Support your policies.

Clark and d' Ambrosio (2005) identified "small or no salary increase and rising cost of health insurance paid by employees have made total compensation in many institutions less competitive".

5. Employee relations- The term employee relations are used for both collectively and individually so as to analyze negative impact of human results from an economic perspective.

LEARNING ORGANIZATION

Aydin and Ceylan (2009) described "learning organizations as an organization capacity to develop capabilities to acquire new information and convert that information into knowledge". It is a combined process of internal and external organizational systems alignment, culture of learning, including an emphasis on exploration and information, open communication, staff empowerment, and support for professional development. Learning organization may become the only sustainable source of competitive advantage. Learning organization is responsible for building an organization.

Jackson (2006) defined that the need for the organizations to learn as holistic entities became more pronounced with the onslaught of globalization, favoring learning organization as a means of creating competitive advantage.

Peter Senge (1997) identified a learning organization is where (i) expansion of the employees capacity so as to increase the results of the organization, (ii) thinking patterns, where (iii) aspirations of the employees, (iv) learning is continually done in an organization. It takes a lot of commitment to build a learning organization. There are 5 characteristics of a learning organization: Systems thinking, personal mastery, mental models, building shared vision and team learning.

Systems thinking- The idea of the learning organization developed from a body of work called systems thinking.

Personal mastery- is the commitment of a person doing a job to the learning process. A learning organization is the sum of an individual's learning.

Mental models- These are perceptions of an individual as well as organizations. Also, these models must be changed so as to become a learning organization.

Shared vision- It is important in encouraging the employees so as to learn effectively in the development of a shared vision, because it provides common identities that provide focus and energy for learning. The learning organization tends to have flat, decentralized organizational structures.

Team learning- The advantages of the learning of the team is related to the employees growth which is happening quick and the organization's problem solving capability which in turn is enhanced through access to expertise and more importantly the knowledge.

Pedler, Burgoyne, Boydell (1991) defined that the learning organization is dependent on the training quality of the employees within the organization. A learning organization is characterized by the learning of an organization as a whole and also of its members to a great extent.

The advantages of learning organization are;

1. high levels of innovation are maintained and remained competitive
2. response to external pressures
3. knowledge so as to better form a relationship between resources and customer needs
4. quality of outputs is increased at all levels
5. Corporate image is improved because of people orientation
6. the pace of change is increased

OBJECTIVES

The following are the objectives of this research paper:

1. To review HRM practices and its contribution to the learning organization.
2. To provide key insights regarding implementation of HRM Practices.
3. To investigate the relationship between Human Resource Management practices and learning organization.
4. To recommend key HRM Practices that may lead to the improvement in learning organization.

REVIEW OF LITERATURE

HRM AND LEARNING ORGANIZATION

Ali (2013) prompted that "there could be a got to review the challenges for operating and its responsibilities in organizations to address the new trends. At a sensible level, it's a requirement to anticipate and indurate the seemingly challenges that are sequent to the immensely hyperbolic competition owing to speedy development of technology, especially, the impact of IT, and internal necessities". With technology up gradations, new breed of 'knowledge workers' in 'learning organizations' can create the differentiation. This intellectual capital can demand abundant nurturing from the enterprise, so as to present back within the form of superior results.

Cabral, Real, Valle, (2011) incontestable that "there is direct association of choice and appraisals practices and each dimensions of human capital with learning. Moreover, biological process practices are related to the worth of human capital, and therefore the choice and appraisal practices are associated with uniqueness". Baldini (2005) assessed the role of human resources (HR) policies, practices in fostering data sharing (KS), institutional learning and alter (ILAC) within the CGIAR. It's supported interviews and reviews of 60 minutes documents. variety of common 60 minutes policies and practices were found that is classified into six broad classes like Leadership and strategy, organization, staffing, learning and employees development, performance management, rewarding. Whichever approach adopted, 3 factors sway be crucial for success: high leadership support, robust internal communications and an acutely aware and formal link to the organization's strategy.

Green (2006) rumored that organizations that vertically aligned and horizontally integrated operate and practices performed higher and made a lot of committed and glad operate workers UN agency exhibited improved individual and structure performance and so conjointly contributed to the educational of the organization. Bhatnagar and Sharma (2003) centered on the empirical analysis of strategic roles and structure learning capability. They showed that strategic roles and structure learning capability are absolutely associated with one another and therefore the business partner role of will associate absolutely with the educational capability of the managers, so establishing Associate in nursing empirical link for variables that had solely an abstract relationship.

Budhwar and katou (2003) found that policies of achievement, training, promotion, incentives, benefits, involvement and health and safety are absolutely associated with learning organization.

Greer (2001) showed that the functions are a very important think about a company learning and conjointly in its performance effectively. So their study contributes to the speculation of strategic HRM, wherever it tries to prove however strategic roles are connected conceptually and by trial and error to learning organization capabilities at the social control level.

McCracken and Wallace (2000) prompted that active leadership from high management is important to maximizing the returns from. Lopez, jack and Ordas (2000) analyzed "the relationship between practices and learning organization. The results showed the introduction of techniques like selective hiring, strategic coaching, worker participation in deciding, and contingent reward will increase the flexibility of the organization to learn".

Garavan (2000) aforementioned that "the daily task of human resource development in building of a learning organization as: aiding workers in making and victimization knowledge; establishing applicable networks; and interesting in double-loop learning".

Delaney and Huselid (1996) found that practices that are in harmony with high involvement of strategy, like extremely selective staffing, compensations, and trainings, were absolutely coupled to learning organization and performance.

Senge, (1990) delineated that HRM is capable to supply varied ways in which to assist folks inside the organizations to attain 5 disciplines -- "Personal mastery", "Mental models", "Building shared vision", "Team learning" and "System thinking". Some helpful methods for HRM to play a replacement role are listed below:

1. Personal mastery: Since HRM is additionally chargeable for hiring workers, it'd be necessary to search out if the new workers are actually love their jobs and willing to find out things from their jobs. Recruiting people that have a positive operating perspective can profit the organization to make an improved culture.
2. Mental models: For the aim of coaching their minds, HRM will give folks with atomic weight categories. Additionally, honest rewarding systems are necessary for encouraging workers to be a lot of openness and positive to things and to colleagues and willing to adopt new challenges.
3. Building shared vision: For the aim of building shared vision, HRM must give two-ways communication flows and issue company newsletters in order that folks are going to be easier to carry shared visions of future with commitments and mutual understandings.
4. Team learning: For the aim of team learning, HRM must give on-the-job coaching categories and holding cluster activities or attention-grabbing comes to present folks probabilities to figure and to find out along.

5. System assuming: For the aim of serving to folks think a lot of consistently, HRM must produce pointers of general problem-solving procedures to workers.

RECOMMENDATIONS/ SUGGESTIONS

It was found that HRM practices have a significant impact in creating a learning organization. But the recommended steps which an organization must follow in order to maintain a cordial learning environment within the organization by recruiting people that have a positive attitude towards their work and this can prove to be beneficial for the organization in maintaining an improved culture. Encouraging workers to openly share their ideas, views about different issues of the organization and also their willingness to adopt new challenges also maintains a positive learning organization. HRM must give communication flows within the organization so that the employees feel free to share visions of future for the organization with commitments and mutual understandings and this will help in building the shared vision. HRM must also assist to their employees in giving them steps to solve their grievances and conflicts so that a positive learning environment is maintained successfully.

CONCLUSION

Previous researches have shown that the HRM practices have a significant effect on the organization when it comes to the best performance of the organization or the commitment required by employees of the organization. When employees are satisfied, it results in maintaining a cordial atmosphere within the organization i.e. the employees are willing to learn new processes, policies etc, which ultimately increases the profitability and goodwill of the firm.

As far as some studies are concerned, it is observed that in order to maintain environment of learning within the organization, it comes with the advancement in technology because with the advancement in technology, new breed of knowledge workers would definitely create the differentiation within the organization. And then, this can be utilized and nurtured by the organization to bring in the desired positive superior results. Furthermore, studies also revealed that appraisal practices will bring in the uniqueness and learning in the organization. The studies conducted within the CGIAR revealed the role of human resources (HR) policies, practices in fostering data sharing (KS), institutional learning and alter (ILAC).

It has also been observed that the organizations that are vertically aligned and horizontally integrated operate and practices also contribute to the education of the organization, leading to the learning organization. Moreover, it has also been found that the HR policies of achievement, training, promotion, incentives, benefits, involvement and health and safety are absolutely associated with learning organization. Also, In order to have learning organization, senior managers or leaders must contribute by using their skills in scanning their operative environments well enough and that will in turn help in maximizing the returns to the organization.

Furthermore, it can also be concluded that HRM practices of selective hiring, strategic coaching, worker participation in deciding, and contingent reward will increase the flexibility of the organization to learn. When a worker is given enough importance of allowing him to take important decisions for the firm, this eventually builds a strong relationship of the employee with his organization because then the employee begins to feel a sense of belongingness with the organization, feels motivated and an important part of the organization, also then the flow of knowledge, sharing of ideas, recommendations, suggestions begin to flow. HRM practices including compensations and trainings are also absolutely responsible for learning organization and organization performance.

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