

A STUDY ON ROLE OF HR PRACTICES AMONG SUN PACK MACHINERIES WITH REFERENCE TO CUDDALORE

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ABSTRACT

Human resource management is a broad concept or a function performed in an organization that directly affects the employees of the organization. Human resource (HR) practices plays a crucial role in current dynamic business environment where organizations are struggling to hire the right people, building a great team for the company, creating a positive work culture, and to retain the workforce for longer period of time . A systematic review of the literature published in leading journals was carried out to present an overview of the various HR practices and to get the deep insight in the role of HR practices on employees and the organization as a whole.

KEYWORDS: Human Resource Management, Systematic literature review.

INTRODUCTION OF THE STUDY

It is possible to identify three strands of argument in the literature as to the effects of the current recession on human resource management. The first suggests that the recession will have a cataclysmic effect on the HR function or even on the viability of long prevalent employment models, with one study suggesting that numbers working in HR would be cut disproportionately compared with other support functions, while ‘transactional’ HR processes would be increasingly relocated to low-cost countries.

HRM practices in the recession

The literature on the policies and practices used by HR managers to help firms adjust to hard economic times is diffuse, but can be categorised under a series of headings, including wage adjustment; employment adjustment; re-organisation of working time; workforce stabilization; employability; voice and engagement; and process or product innovation.

The literature on efforts to adjust wage rates downwards inside unionised organisations when recession strikes is dominated by the theme of concession bargaining. The term involves union ‘give backs’ to management in the form of freezes or even cuts in pay and benefits. Concession bargaining is likely to be

more successful if based on openness and transparency, equality of sacrifice and trade union gain - where companies agree to some trade union demands in return for accepting significant concessions.

STRATEGIC ROLE OF HRM DURING RECESSION

HRM is a strategic approach of managing the most valuable assets of any Organization, most important asset of any organization are those individuals who contribute or work for achieving the business objectives set by organizations. There are different terms which replaced HRM with the passage of time in managing the peoples in an organization i.e. HR, Personnel management etc. HRM is basically all about employing people, managing people, developing resources, maintaining and utilizing the services according to the job and requirements set by organization.

STATEMENT OF PROBLEM

Human practices during recession among employees on organizational performance have been a widely researched area. Result of studies, from developed countries to developing countries; have been time and again showing that HR practices have significant impact on organizational performance. But unluckily, very insufficient numbers of studies have been conducted in this area. To augment the contemporary knowledge base of HR practices of developing countries, this study has been undertaken. This study assessed the impact of human resource management on organizational performance and investigates impact of Sun pack machinery human resource practices (recruitment & selection, training & development, compensation and performance appraisal) on organization performance. Although, it was accepted that HRM is positively related to organizational performance. There is a great need for additional evidence to support the HRM-performance relationship from different contexts.

OBJECTIVES OF THE STUDY

- To study and observe factors affecting recession among employees during the HR training and practices
- To investigate the various HRM practices, i.e., planning, recruitment, selection, performance evaluation, training and development, career management and rewards at the managerial levels in private sector organizations
- To study and examine the relationships between various aspects of HRM practices and organizational culture
- To find whether there is any difference in the organizational cultures of the two organizations under study.
- To suggest ways and means for improvement of HRM practices in the organization

SCOPE OF THE STUDY

The scope of HRM is indeed vast. All major activities in the working life of a worker - from the time entry into an organization until he or she leaves the organization comes under the preview of HRM. The major HRM activities include HR planning, job analysis, job design, employee hiring, employee and executive remuneration, employee motivation, employee maintenance, industrial relations and prospects of HRM.

LIMITATIONS OF THE STUDY

1. This study is applicable only to Sun pack machinery
2. This study is limited by only 30 days.
3. Due to busy of the employers and employees were not respond to researcher's questionnaire
4. Due to their ignorance, the respondents are having a chance to give biased information.

REVIEW OF LITERATURE

(Renee Baptiste, 2020) HRM Practices primarily Compensation, Job Security, Job Autonomy, Training & Development, Supervisory Support & Job Security were conducted and revealed that supervisory support, job security along with compensation were extremely crucial, however, negatively linked with turnover intention. HRM practices define the two possible outcomes (employee commitment and labour intention) whereas HRM practices have positive links to the employee commitment and negative related to turnover intention. Other literature studied, the Impact of HRM Practices on Organizational Commitment in the Banking Sector was conducted across permanent, full-time, and part-time employees (managers and non-managers) of five large private banks in Kuwait.

(Miller and Wheeler, 2020) found that the lack of meaningful work and opportunities for promotion significantly affected employees' intentions to leave an organization. Promotion opportunities, evaluation criteria used in the promotion and reward system also had significant effects on employees' turnover intentions. Ineffective performance appraisal and planning systems contributed to employees' perceptions of unfairness and they were more likely to consider leaving the organization

(Kaufman and Miller, 2021) observed that organizations' choice of human resource management practices normally followed the three typology developed by, which are universalistic, contingency, and configurational perspectives. The universalistic was considered to be the best practice. Meanwhile, the contingency and configurational perspectives were considered to be best fit. However, universalistic perspective could be argued on whether or not there is actually a certain best practices that any organizations could benefit by adopting single approach. Contingency perspective could be argued that the best choice to select practices depends on each organization's context.

(Delery and Doty, 2021) HR Policy is defined as guidelines on how key aspects of people management should be handled. They define the philosophy and value of an organization on how people should be treated and from these are derived the principles upon which managers are expected to act when dealing with HR matters. Practices are those that are done repeatedly. In other words, the manner in which HR programmes are implemented in keeping with the procedures lay down for attaining the objectives, as stated in personnel policies, are the practices

RESEARCH METHODOLOGY

RESEARCH DESIGN

To make the research systemized the researcher has to adopted certain method. The method adopted by the researcher for completing the project is called research methodology. Research is a process in which the researcher wishes to find out the end result for a given problem and thus the solution helps in future course action. The research has been defined as “A careful investigation or enquire especially through search for new facts in any branch of knowledge”. To give more additional to the old research new ones are conducted.

SAMPLING SIZE

A sample size is guaranteed to its temperament of information assortment. Information assortment depends on the essential information is 120 respondents are taken as the example for this investigation.

DATA COLECCION

The following techniques were adopted for data collection.

Primary data: Primary data was collected through face to face interviews while filling up questionnaires (120 respondents).

Secondary data: Relevant information was gathered from magazines, newspapers and project reports that formed the secondary data.

STATISTICAL TOOLS:

- SIMPLE PERCENTAGE
- CHI-SQUARE ANALYSIS
- ANOVA

DATA ANALYSIS AND INTERPRETATION**THE BIGGEST INFLUENCE ON THE CHOICE OF MEASURES ADOPTED BY THE BUSINESS**

S.NO	BIGGEST CHOICE OF MEASURES ADOPTED BY THE BUSINESS	NO. OF RESPONDENTS	PERCENTAGE (%)
1	Agree	29	24.2%
2	Strongly Agree	41	34.2%
3	Neither Agree nor Disagree	40	33.3%
4	Disagree	6	5.0%
5	Disagree Strongly	4	3.3%
	Total	120	100.0

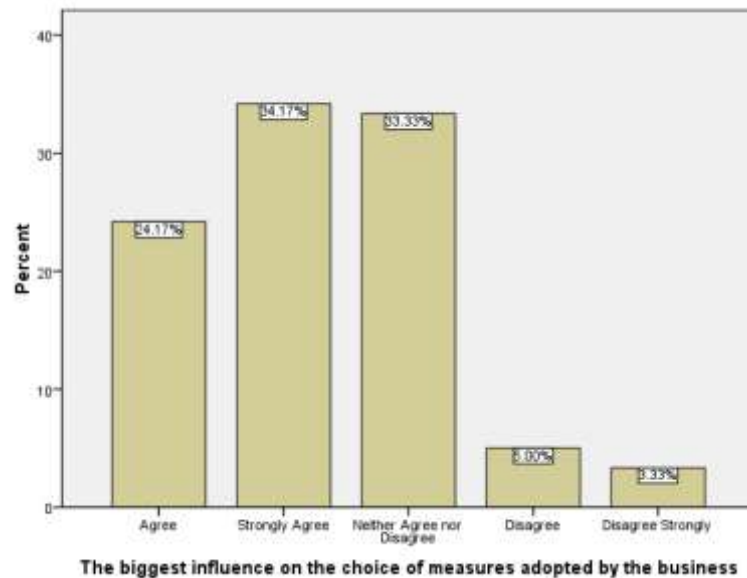
Sources: Primary Data

INTERPRETATION

The above table inferred that biggest influence on the choice of measures adopted by the business, 24.2% of the respondents are agree in biggest influence on the choice of measures adopted by the business, 34.2% of the respondents are strongly agree in biggest influence on the choice of measures adopted by the business, 33.3% of the respondents are neither agree nor disagree, 5% of the respondents are disagree and remaining 3.3% of the respondents are disagree strongly in biggest influence on the choice of measures adopted by the business.

Majority 34.2% of the respondents are strongly agree in biggest influence on the choice of measures adopted by the business.

THE BIGGEST INFLUENCE ON THE CHOICE OF MEASURES ADOPTED BY THE BUSINESS



INFLUENCE OF HR HAS BEEN RESTRICTED TO THE IMPLEMENTATION

S.NO	INFLUENCE OF HR HAS BEEN RESTRICTED TO THE IMPLEMENTATION	NO. OF RESPONDENTS	PERCENTAGE (%)
1	Agree	47	39.2%
2	Strongly Agree	35	29.2%
3	Neither Agree nor Disagree	14	11.7%
4	Disagree	12	10.0%
5	Disagree Strongly	12	10.0%
	Total	120	100.0

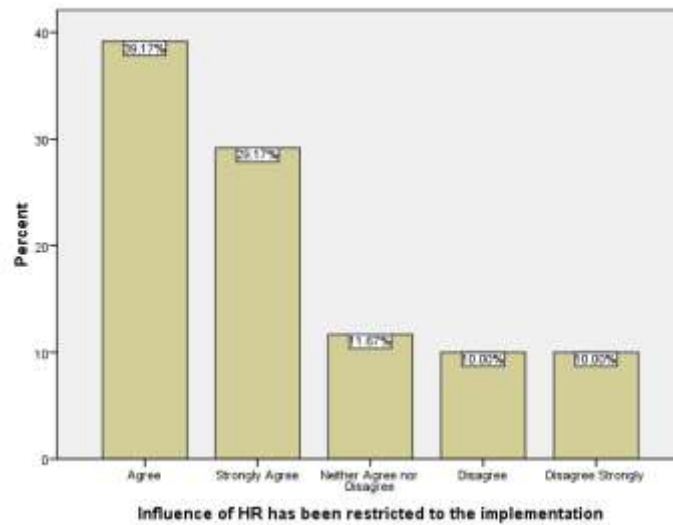
Sources: Primary Data

INTERPRETATION

The above table depicts that influence of HR has been restricted to the implementation, 39.2% of the respondents are agree in influence of HR has been restricted to the implementation, 29.2% of the respondents are strongly agree in influence of HR has been restricted to the implementation, 11.7% of the respondents are neither agree nor disagree, 10% of the respondents are disagree and disagree strongly in influence of HR has been restricted to the implementation.

Majority 39.2% of the respondents are strongly agree in influence of HR has been restricted to the implementation.

INFLUENCE OF HR HAS BEEN RESTRICTED TO THE IMPLEMENTATION



CHI-SQUARE ANALYSIS

NULL HYPOTHESIS

HO: There is no significance between the age group of the respondents and influence of HR has been restricted to the implementation.

ALTERNATIVE HYPOTHESIS

H1: There is significance between the age group of the respondents and influence of hr has been restricted to the implementation.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.028E2 ^a	12	.000
Likelihood Ratio	168.039	12	.000
Linear-by-Linear Association	87.302	1	.000
N of Valid Cases	120		

a. 13 cells (65.0%) have expected count less than 5. The minimum expected count is .80.

RESULT: The calculated value is greater than the table value. So we reject the null hypothesis. There is no significance between the age group of the respondents and influence of HR has been restricted to the implementation.

ANOVA

NULL HYPOTHESIS H_0 :

There is no significant relationship between occupation of the respondents and implementing HR policies and practice surrounding discipline, attendance, time-keeping.

ALTERNATIVE HYPOTHESIS H_1 :

There is a significant relationship between occupation of the respondents and implementing HR policies and practice surrounding discipline, attendance, time-keeping.

ANOVA

OCCUPATION OF THE RESPONDENTS			Sum of Squares	df	Mean Square	F	Sig.
Between Groups	(Combined)		77.358	4	19.339	145.275	.000
	Linear	Unweighted	63.294	1	63.294	475.455	.000
	Term	Weighted	76.843	1	76.843	577.237	.000
		Deviation	.514	3	.171	1.288	.282
Within Groups			15.309	115	.133		
Total			92.667	119			

RESULT

From the above analysis, we find that calculated value of the F-value is a positive 475.455 value, so H_1 accept. Since the P value 483.135 is less than < 0.05 regarding there is significant relationships between occupation of the respondents and implementing HR policies and practice surrounding discipline, attendance, time-keeping. The results are **significant** at 4 % level.

SUGGESTIONS

Recommendations while employer facing negative challenges during recession:-

1. Top management should know the contingency plan.
2. Do the brain storming session with your top management and contribution in their strategic planning
3. A complete or potential job freeze, however, communicate to the work force that the company may continue to recruit key individuals even in difficult times.
4. Review the employee performance evaluation to determine the key people that company cannot afford to lose.
5. Flow of communication should be from top to down that will help in making conducive atmosphere within the organization.
6. Make prepare yourself for individual and group concerns therefore there should be a proper counseling session.
7. Maintain a clam atmosphere.

8. Review all HR policies, processes and procedures to ensure that they are purposeful and contribute directly to the success of the company.
9. Suppose the company has to layoff staffs, ensure that there are no other opportunities for them in other functions or divisions of the organization.
10. Advise manager to deal the process of managing change.

CONCLUSION

Managing HR in a difficult economic environment is even more demanding than working in times of rapid growth. Therefore the task of HR is very important to maintain equilibrium throughout the hierarchy. HR professionals would have a big challenge to keep employees away from the competitors during tough economic times. As a HR manager you are advised to keep Differentiation between your good and average employee, redirect your employees to other departments (job rotation), listen to your employees, Keep them motivated and busy (communicate-communicate and communicate) and Show them the long term vision. The above said efforts will enable the employer to hold its team together during a recession, and will even make bond between employer and employees. Recession is a period, shorter than a depression, during which there is a decline in economic trade and prosperity. To make somebody feel harassed, hemmed in or under severe pressure.

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