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THE IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON ORGANIZATIONAL EFFECTIVENESS CONSIDERING THE MEDIATING ROLE OF INFORMATION TECHNOLOGY

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ABSTRACT

Innovation and creativity have become the buzzwords of the HR management discourse in the past twenty years. This is because, they positively contribute to the competitiveness, effective functioning and long-term survival of the organization. Holding the non-linear, intangible and causally ambiguous nature of all the innovative aspects and related phenomena, research and management scholars are eagerly trying to understand the factors, which contribute to innovation and creativity from several lenses starting from employee attitude, organizational behavior right at the micro-level businesses to strategic management issues of the macro-level. Together with them, there are insightful and crucial developments in such research streams, which included HRM research independently from each other, particularly from their strategic program perspective. Indeed, these changes have been implemented recently and they contributed to an informed view and better understanding of the HR mediating role for effectiveness, creativity and innovations. However, that should remain as the major goal of HRM practices, and they should review the strategies and mediation HRM research contribution to improving the understanding of the individual-level creativity and innovation at the entire organization. Taking the innovation funnel as a symbol to review research methods of HRM systems and practices, which assuredly contribute to the creativity of employees and organizational innovation.

INTRODUCTION

Today's organizations are influenced by increased competition, globalization of the market, advancement in technology, workforce diversity and satisfaction of knowledgeable customers. As a result, both service and manufacturing organizations in India are influenced by these challenges. In the ever-increasing competitive business environment, the above-mentioned challenges are causing instability in consumer sentiments to which organizations must prepare themselves to counter. The importance of human resources (HR) as the key source of organizational success has gained momentum. The most important asset of any organization is its employees and therefore, they are seen as a source of competitive advantage (Allen and Wright, 2007; Boxall and Purcell, 2003; Pfeffer, 1998). In order to deal with these current challenges, the capability and skills of an organization's employees have gradually become vital for its better performance.

Many researchers have found that increasing interest in human resources is due to the assumptions that employees and the way they are managed are critical to the success of the firm (Kamoche, 1996; Lado and Wilson, 1994; Mueller, 1996; Wright, McMahan and McWilliams, 1994). But, due to budget constraints and lack of clarity in understanding the perception regarding the role of HR, only a few organizations have been able to implement an independent HR section. Earlier the scale of economics, access of capital and the regulation of the competition were part of strategic organization plans, but now HR is treated as a source of competitive advantage (Bamberger and Meshoulam, 2002), and human capital is very difficult to emulate or not be easily acquired.

In India, HR practice was not taken seriously till recently. As per Sett (2004) from around the mid-eighties, after the opening of the economies in most of the countries of South Asia, the businesses underwent various alterations, thus forcing almost the entire region to adopt a tactical all-inclusive approach for managing people. But, in spite of enough proofs, many Indian organizations were not readily accepting and implementing these practices, which are required for high organizational performance. To make them more efficient, many Indian organizations have started to treat HR as a separate entity to accept the challenges posed by globalization. However, the acceptance of HR practices is still in its initial phase in India. Besides cost-cutting, improving the quality of their products and increasing product functionality, HR practices are an absolute necessity to gain a competitive advantage.

The concept of HR is varied and has invited a healthy argument between researchers and practitioners. The focal point of earlier research has always been on an individual level, but now it has shifted to a combination of the individual as well as organization level. The chances of human resources being automatically motivated for achieving the goals of employees and organization depends upon the quality of the labor force.

Despite the strong evidence for the relationship between HRM practices reported by employees and employee performance, various researchers have called for a clearer distinction between different types of employee reports of

HRM (Jeroen G. Meijerink , Susanne E. Beijer & Anna C. Bos-Nehles, 2020) Specifically, while some studies consider employee reports of HRM practices as employee descriptions of the presence of certain HRM activities (Kehoe & Wright, 2013), others view employee-reported HRM as the employees' emotional appraisal of HRM activities' utility.

In order to fulfil organizational goals, the above-mentioned HR practices are planned and executed in a reasonable way. HR practices of any organization consist of a pool of accumulated and combined guidelines, for framing policies and methods in a realistic manner. HR practices are treated as a typical resource that turns factors of service and manufacturing into value. In 2001, Green argued that in any organization human is the most valuable asset. If supervisors want to project the positive influence of HR on the business, they must provide a system that can be measured, and the worth of these actions can be easily demonstrated (Weatherly, 2003). According to the human capital theory (Becker, 1964), humans comprise a valuable resource to organizations? The survival of firms is critical and depends a lot on how effectively these resources are managed (Becker and Gerhart, 1996; Doherty, 1998; Thompson, 1967; Welbourne and Andrews, 1996).

Since a considerable chunk of their budget and time is invested by business houses on practices of human resource for helping the workforce to enhance their work-related capabilities (Cascio, 2000; Noe, 2006), the positive results generated by this investment in HR must be calculated by firms to justify it (Casio, 2000; Dowling and Welch, 2005). Hence the cycle of revenue is mainly dependent on employees, which in turn depends upon various components of HR practices. The motivation of the study is a challenging aspect of the current work climate—but a mix of positive recognition and solid benefits can keep employees motivated and happy in the workplace, effectiveness can be enhancing a work performance and increase the outcome of productivity.

Research Problem

India is one of the most populous countries in the world. So, there is an ample supply of employees for both service and manufacturing organizations operating in this country. But, despite having an adequate supply of employees, most of the organizations, especially in the service and manufacturing sectors have failed to ensure expected performance from employees which are essential for enhancing firm's performance. Many researchers have found a positive relationship between HR and operative performance which ultimately contributes to organizational performance. This perception of researchers leads them to explore the effect of human resource practices on the performance of its employees and their organization in the Indian service and manufacturing sectors.

Research Objectives

- To find out whether perceived employee and organizational effectiveness are impacted by Human Resource Management

- To investigate the role of Information Technology in HR practices on perceived organizational effectiveness

LITERATURE REVIEW

Hierarchical linear modelling was employed by Whitener (2001) to derive the relation of the commitment of employees with HR practices, thus helping for greater performance of employees. The reason for the existence of any organization is to achieve a specific set of objectives. Labor, equipment, resources and finance are utilized in the best possible way to achieve these objectives. All these entities are important but the human asset is the most critical. It plays an important role in performing tasks for accomplishing the goals. The utilization of all other resources depends upon the labor force. A highly dedicated and skilled employee is critical who can produce the best results. For every organization, it is difficult to start, survive, stabilize and excel in the business. The leading organization in this competitive market is those who have talented and devoted manpower. Coordination of all the units of business leads to its success. Employee performance comprises planning work, fixing responsibilities, examining performance on a regular basis and the capability to perform, rating performance and rewarding decent performances.

The application of human efforts is said to be a vital aspect of the behavior of its employees thus affecting organizational outcomes (Hesketh and Fleetwood, 2006). Seeck and Parzefall (2008) find out that the work of an employee is not only restricted to respond to the behaviors of the employer but also to build a relationship between them and management, though it may not be appreciated by the management.

An organization which has a proper HR department has an advantage over their competitors because it helps to enhance the skill and ability of its employees, which results to increase profits, reduce the cost of production, retain employees and enhance the quality of products. Prompt implementation of strategies of the organization will help them to surge ahead of their competitor's (Schuler and MacMillan, 1984). In successful firms, duties are assigned in advance. Human resource planning is to make arrangement on the basis of expected performance from individuals for meeting the goals of the organization. Employee's participation in planning procedure is necessary to help them understand and deliver the path towards obtaining organizational objectives.

The result found out by Frye (2004) after associating compensation with employee performance was encouraging as it was positive. Ichniowski et al, 1997 further added that different compensation schemes greatly impact employee performance if combined with some aspects related to employees which can be treated as part of HR such as providing special group for solving their problems, flexibility is shown for designing job profiles, employee-friendly training time table and lastly more security for employees. Huselid in 1995 demonstrated in his study that workers outcome was found to be highly correlated with the payment of employees.

The interdependency of working knowledge and resulting rewards has very well been demonstrated by Kochanski and Risher, 1999 with an example of a wheel and engine relation. The financial needs of employees can be met with rewards which are only financial in nature in way of compensation, and are treated as a basic requirement. Individual prospects and ambitions can be satisfied by providing financial rewards for attaining the objectives of the organization and these rewards help to bridge the gap. A standard remuneration system in an organization should be prepared by taking into account that it will be able to fulfil the basic requirements of individuals and which is equitable with the market and organizational trend (Lawler, 1989).

William and Keith (2000) concluded that performance appraisal was a path for the development of the career of employees since it is done after proper evaluation of the employee's performance. Ebrahim et al. (2005) focused on their study that the procedure of performance appraisal requires to be well-matched with the principles and values of the firm and depends a lot on its existing culture. Diverse techniques are implemented by firms to measure the appraisal mechanism. Every organization sets criteria for evaluating its employees. All grades and groups of employees should be involved while formulating the criteria for the appraisal process. A standard appraisal structure always reports highly motivated and dedicated employees Boice and Kleiner (1997). Therefore, it can be said that employee performance is clearly affected by performance appraisal.

According to the Devanna et al. (1984) model, mission strategy, human resource management and organizational structure operate as interrelated systems. They claim that human resource is a vital part of the effective execution of organizational objectives. Once an organization decides its ideal structure, it must attract and retain individuals that will assist to pursue its overall aim.

Cappelli and Singh (1992) stated that the fields of human resources and strategic management have historically ignored each other. However, their separate paths are converging on a common approach where business strategy and human resource practices become integrated. A unique point to this discussion is that these authors reverse the direction of the fit perspective by stating that employee management processes may in part explain the business strategy and human resource strategy projected by the authors.

A comprehensive research study was undertaken by Chang and Chen (2002) in Taiwan. The sample consisted of about 200 hi-tech organizations. The HR and organizational performance link were evaluated. The finding suggested that the productivity of the employee was directly affected by group work, training, HR planning and appraisal process. It was also established that the turnover of the employee was negatively affected by HR planning.

Additionally, Lawler, Mohrman and Ledford (1992) examined the degree to which organizations use the involvement of employee and complete management of quality principles. In general, these programs were associated with perceived positive organizational results. Although the Lawler et al. study did not employ the human resource practices used in this study, their research

illustrates that various types of personal systems can have an impact on organizational outcomes. Sarbapriya Ray and Ishita Aditya Ray (2011) in their study found a major association of satisfaction of job with compensation, training, employee empowerment, inclusive decision-making process and appraisal of the performance of Indian small and medium-sized iron & steel organizations.

Heneman's (1990) conclusions do not support a relationship between merit pay and performance, a number of studies do exist which support such a relationship. For example, the author tests the hypotheses that incentive type and incentive level are associated with valence, goal commitment and performance. His results support the contention that incentive pay leads to increased levels of performance. They find that financial incentives increase median productivity by 30%, which is more than the three other methods of improving job performance included in the study (i.e., goal setting, participation in decision making and job enrichment).

Zenger (1992) states that performance-based pay is beneficial because it increases effort and attracts talent. Cascio (1991) summarizes the incentive pay issue by saying that when applied correctly, incentives result in productivity gains but if used indiscriminately they could result in lower productivity. In general, job satisfaction and work performance have been found to be associated with both levels of pay and merit pay.

A positive relationship between organizational performance and performance appraisal was shown by Wan et al. (2002). The principles on the basis of which the accountability of managers and supervisors can be fixed are developed from the appraisal system. Managers who are given responsibilities must definitely be accountable. Performance appraisal is the mechanism by which employees are assessed for their duties. The work-related problems can be solved after a discussion between various categories of staff with their supervisors, which is an advantage of a performance appraisal system. The process of an appraisal involves solving existing issues after rectification and which leads to enhanced performance.

RESEARCH METHODOLOGY

Cooper and Emory (1995) defined research as a systematic inquiry aimed at providing information to solve problems. Business research, on the other hand, can also be defined as an organized investigation that will provide evidence to guide decision making.

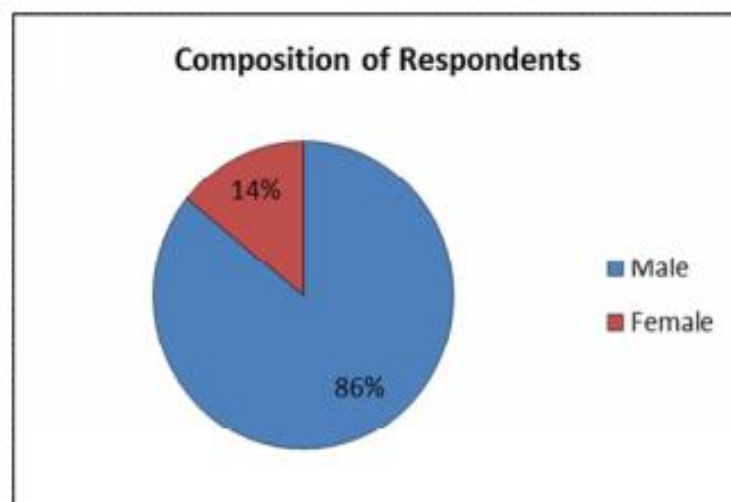
Research can be classified into two types namely: Descriptive research /Explanatory research and Predictive research / Exploratory research. Descriptive Research or Explanatory Research forms a preliminary study of a research project and aims to describe social events, relations and events. It provides background information about an event in question. This is also known as Explanatory Research because it aims at explaining social relations and events to build test or revise a theory. Predictive Research moves beyond explanation to the prediction of precise relationships between dimensions or characteristics of a phenomenon or differences between groups.

This study was undertaken to examine the impact of Human Resource (HR) on the Perceived Employee and Organizational Performance in Indian Service and Manufacturing Organizations and to predict employee and organizational performance from HR Practices. Hence this research is both explanatory and predictive in nature. It is explanatory because the relationship link between the factors of HR practices is identified and its impact on both employee and organizational performances has been drawn and discussed. It is a kind of predictive research as performance variables (Employee and Organizational Performance) have been predicted from HR practices.

Findings

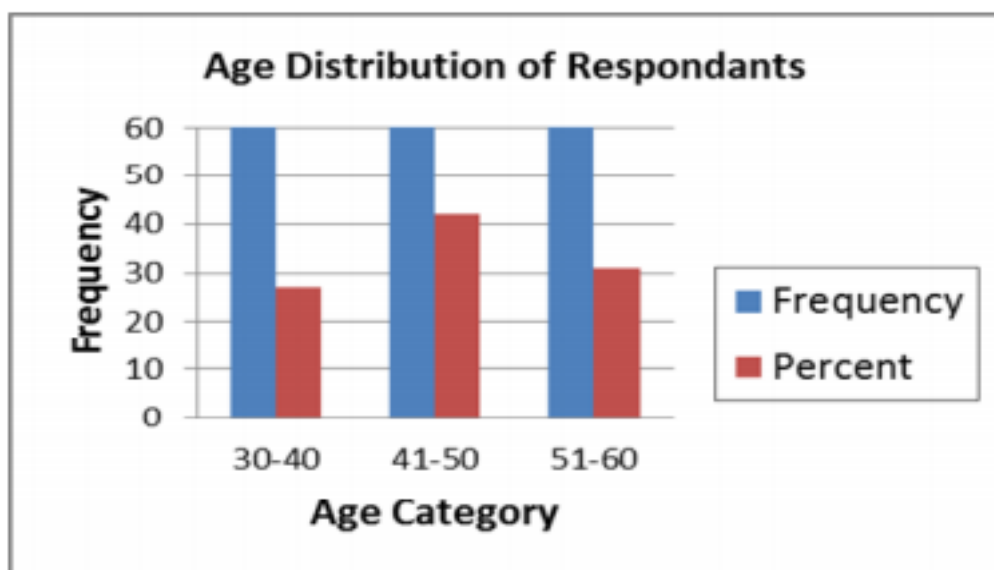
Frequency Analysis

Gender Type	Frequency	Percent	Valid %	Cumulative %
Male	278	85.80	85.80	85.80
Female	46	14.20	14.20	100.00
Total	324	100	100	



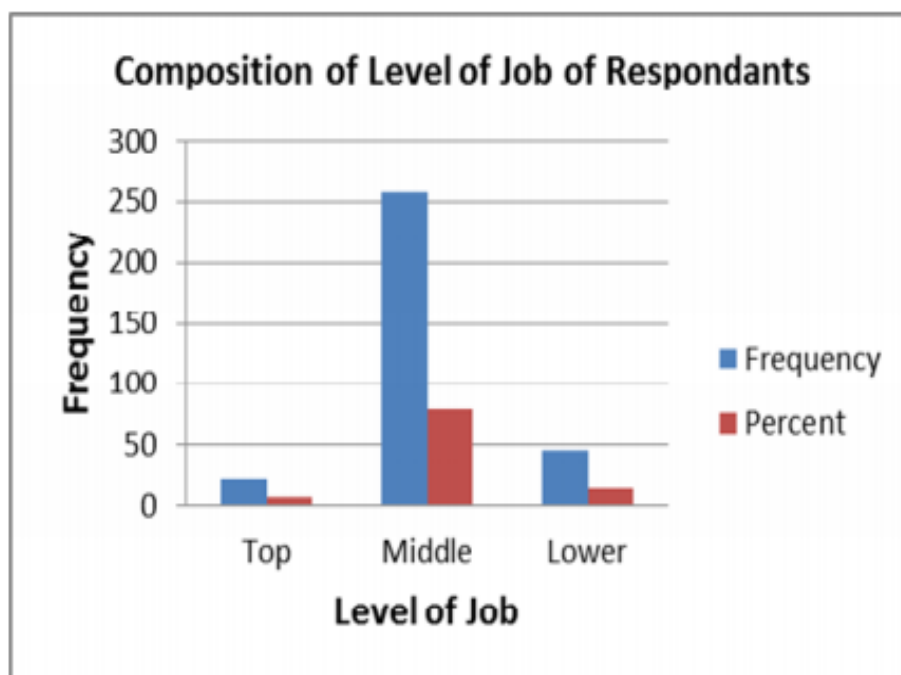
Respondents were requested to mention their gender. The table and figure above show the Gender distribution of the respondents. There are 324 respondents, out of the 46 are female and 278 are male respondents. That is, the sample consists of 85.80% of male respondents and 14.20% of female respondents.

Age in Years	Frequency	Percent	Valid %	Cumulative %
30-40	89	27.47	27.47	27.47
41-50	135	41.67	41.67	69.13
51-60	100	30.86	30.86	100.00
Total	324	100	100	



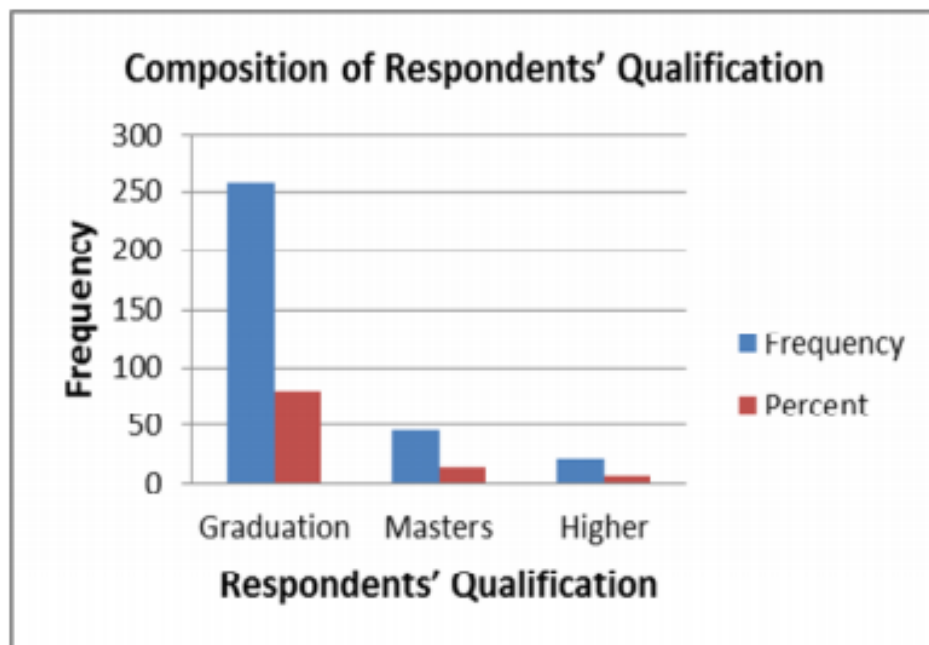
Respondents were requested to indicate their age in years. The participant's age ranged from 30 to 60 years. It shows that most of the respondents are in the age category of 41-50. That is, 41.67 % of respondents are from this group followed by 30.86 % in the age group of 51-60 and 27.47 % are in the age category of 30-40.

Level of Job	Frequency	Percent	Valid %	Cumulative %
Top Management	22	6.79	6.79	6.79
Middle Management	257	79.32	79.32	86.11
Lower Management	45	13.89	13.89	100.00
Total	324	100	100	



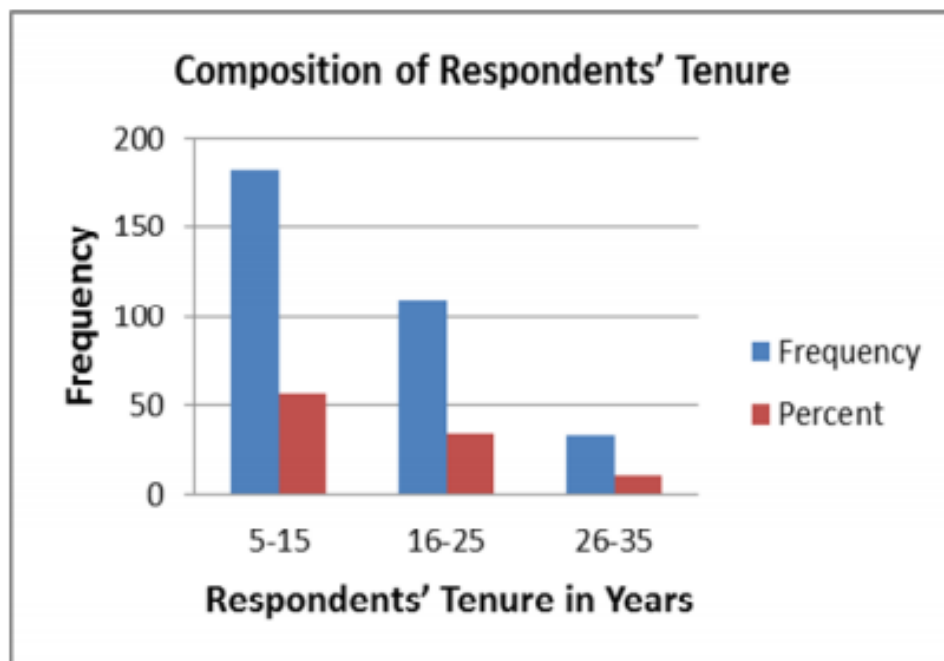
The level of the job was measured on the basis of top, middle and lower management. Most of the respondents were from middle management and some were from lower management. Few of them were also from top management.

Qualification	Frequency	Percent	Valid %	Cumulative %
Graduation	257	79.32	79.32	79.32
Masters	45	13.88	13.88	93.20
Higher	22	6.80	6.80	100.00
Total	324	100	100	



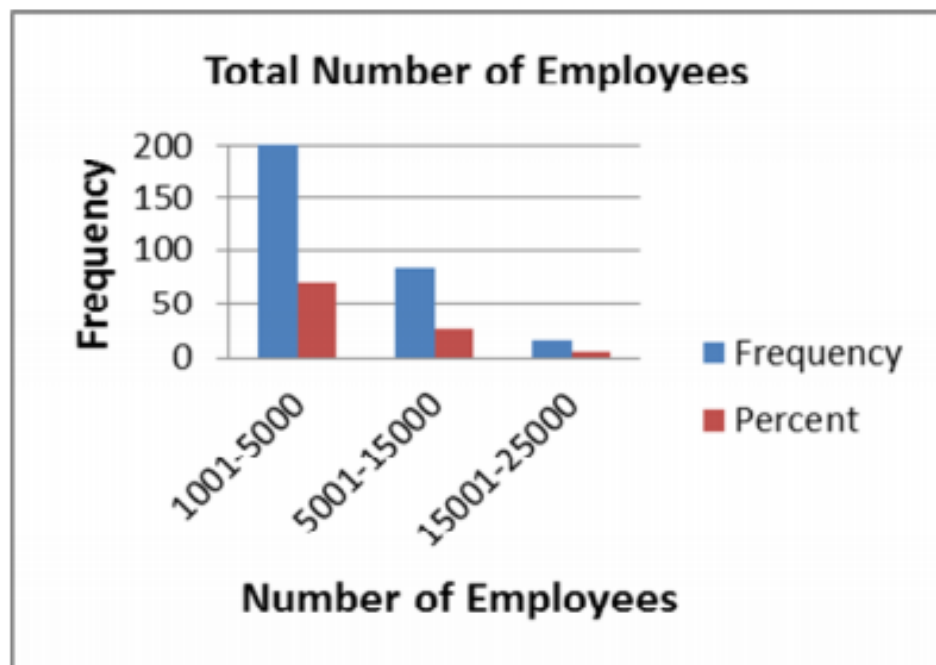
Respondents were asked to indicate their highest educational qualification. Collected data on the highest educational qualification is presented in Table and Graph above. According to the given data, graduation has recorded as the highest educational qualification of most of the respondents in the sample, i.e., 257 employees have passed a bachelor's degree. Qualification was measured on the basis of graduation, masters and higher qualification. Most of the respondents were graduates and some were postgraduates. Some of them even possess higher qualifications.

Tenure in years	Frequency	Percent	Valid %	Cumulative %
5-15	181	55.86	55.86	55.86
16-25	110	33.96	33.96	89.81
26-35	33	10.18	10.18	100.00
Total	324	100	100	



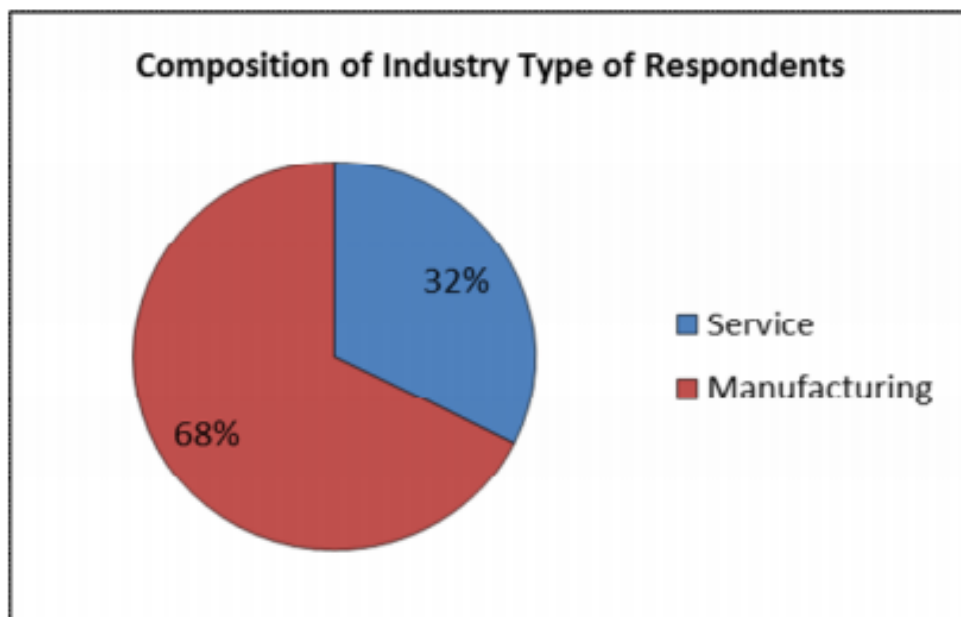
Tenure of experience was calculated in years. The range was from 5 to 35 years. Table and Graph indicate that most of the respondents (181) have more than five years of experience in the present organization. As a percentage, 55.86 % have more than five years of service in the present organization and 33.96 % have more than fifteen years of service and very few around 10% have more than twenty-five years of service.

Employees	Frequency	Percent	Valid %	Cumulative %
1001-5000	225	69.44	69.44	69.44
5001-15000	84	25.93	25.93	95.37
15001-25000	15	4.63	4.63	100.00
Total	324	100	100	



Responses of the total number of employees in all organization were collected. The criteria for the organizations to be selected for the study were a minimum of 1000 employees and a maximum of 25000 employees.

No	Industry	Responses	Percent	Valid %	Cumulative %
1	Banking	60	18.52	18.52	18.52
2	Insurance	45	13.89	13.89	32.40
3	Automobile	54	16.67	16.67	49.07
4	Pharmaceutical	42	12.96	12.96	62.03
5	Paint	39	12.03	12.03	74.07
6	Fertilizer	36	11.11	11.11	85.18
7	Metal	48	14.82	14.82	100.00
		324	100	100	



For data collection, two different types of Indian industries, service and manufacturing were selected. Responses varied as per industry. The highest to lowest responses from different industries were in the following order: Public and private banks, insurance companies, automobile companies, pharmaceuticals companies, paint companies, fertilizer companies and metal companies. The total response rate is %51, which is considered a good response rate.

Annova

Model 3	Sum of Square	Mean Square	F	Significance
Regression	0.432	0.432	4.413	0.003
Residual	2.741	0.098		
Total	3.173			

In the table, if the value of the P is less than 0.003 then it is significant, and the hypothesis which you stated will be accepted. The significance level must be less than 0,5, and it shows that independent variables how much explain the effect of the dependent variable. First of all, check the significance level if it would be satisfied then we can see the value of the F. It also indicates that the combination of these variables significantly predicts the dependent variables. In the table Significance or p-value is .003. the p-value shows that we are confident that this study uses the correct variables. After that F=4.413 and is statistically significant.

CONCLUSION

This study intending to extend the previous research work on the influence of HR practices on employee and organizational performance in Indian service and manufacturing organizations, successfully generated a new framework/model to add value to the existing knowledge.

In an endeavour to achieve higher employee and financial output HR plays a pivotal role as it has the capacity to stimulate other resources. Thus, the policies of an organization must primarily focus on the development of its human recourses. The increased employee and organizational performances as shown and described above thus suggest the justification of investment for the promotion of HR practices in the Indian service and manufacturing organizations.

It can be concluded that various HR practices if applied in an organized way as a religion rather than rituals do impact directly on the performance of its employees leading towards the increased organizational output. Hence better HR practices (coupled with effective recruitment & selection procedures, logical compensation structure, efficient training methods, an unbiased and progressive performance appraisal system and proactive promotion policy) improves the ability and skill of its labour force, enthuse motivation, and willingness to work to produce results expressed in a high level of production, generation of profit and reduced employee turnover etc. Hence the organizations should be dynamically managing their HR department to bring success in this globally competitive economy.

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