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THE IMPACT OF HRM PRACTICES IN ENHANCING JOB SATISFACTION AMONG EMPLOYEES OF A CEMENT MANUFACTURING COMPANY IN TAMILNADU. – EMPIRICAL INVESTIGATION

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ABSTRACT :

The basic idea around best human resource management (HRM) practices is that a particular set of those practices has the potential to bring about improved organizational performance for all organisations and therefore all firms should identify and implement best practice human resource management (HRM) in their effort to improve their job satisfaction and performance. In this study the researchers examined the impact of HRM practices in enhancing job satisfaction among employee's in a cement manufacturing company. This study is a descriptive one. Primary data was collected by the researcher with the help of structured questionnaire administered to the middle level employee's from a leading cement manufacturing company, Tamilnadu. 135 employees from that cement industry constitute the sample size. Simple Random Sampling using lottery method was adopted to select the respondents. The HR practices that are taken were company mission & leadership, Corporate culture, Innovation, climate, performance management, working condition. To test the reliability of the data collected, the researcher used cronbach's Alpha test and the value is 0.885 which shows that the data has satisfactory reliability and validity. Using Statistical Package for Social Science (SPSS) some of the tools like factor analysis and reliability test were carried out in the study. Some of the findings were derived that will be significant to present Indian Scenario.

KEYWORDS :HR, Job Satisfaction, Commitment, Leadership, Culture etc.

INTRODUCTION

Human Resource Management has come to be recognized as an inherent part of management, which is concerned with the human resources of an organization. Its objective is the maintenance of better human relations in the organization by the development, application and evaluation of policies, procedures and programmes relating to human resources to optimize their contribution towards the realization of organizational objectives. The basic idea around best human resource management (HRM) practices is that a particular set of those practices has the potential to bring about improved organizational performance for all organisations (Marchinton and Wilkinson, 2003), and therefore all firms should identify and implement best practice human resource management(HRM) in their effort to improve their job satisfaction and performance.

REVIEW OF LITERATURE

Anwar, S., and Tufail, U. (2017) study is related to the impact of the HRM practices on the employee job satisfaction. In the private sector universities, employees are not satisfied with their jobs even in the presence of the HRM practices. For this study simple random sampling is used and the limitations of our study are the private sector universities. A questionnaire has been used to collect primary data based on structured questions. Results shows that the HRM practices (Recruitment and Selection, Compensation and Pay Package, Training and

Development, Rewards and Motivation) have more significant effects on employees’ job satisfaction in comparison of Working Environment. Aybas, M., and Acar, A. C. (2017) investigated a model of psychological capital as a mediator and moderator in human resource (HR) practices-employee work engagement relationship. Although there have been a lot of researches on the relationship between HR practices and individual and organizational outcomes, how occur this relationship is still unclear. In order to advance our knowledge about this relationship, there is need to investigate possible mediating and moderating variables that effective on it. Baluch, A. M. (2017) Adopting a process-based HRM lens, this study addressed how nonprofit workers perceive their HR practices and the ways in which these perceptions of HRM impact their well-being. Drawing on a multiple case study of eight social services NPOs in the UK, the impact of the employment relationship on the psychological, social and physical dimensions of well-being is examined in this climate of austerity. The findings highlight the increasing precariousness of this employment relationship alongside relatively weak HR systems characterized by low consistency and consensus, leading to variation in the interpretation and application of HR practices at the level of line managers and the front line.

RESEARCH QUESTION

- To examine the impact of HRM practices in enhancing job satisfaction among employees in a cement manufacturing company

HYPOTHESIS

There is a relationship among the HRM variables in enhancing job satisfaction

RESEARCH METHODOLOGY

This study is a descriptive one. Primary data was collected by the researcher with the help of structured questionnaire administered to the middle level employee’s from a leading cement manufacturing company, Tamilnadu. 135 employees from that cement industry constitute the sample size. Simple Random Sampling using lottery method was adopted to select the respondents. The HR practices that are taken were company mission & leadership, Corporate culture, Innovation, climate, performance management, working condition. To test the reliability of the data collected, the researcher used cronbach’s Alpha test and the value is 0.885 which shows that the data has satisfactory reliability and validity.

RELIABILITY STATISTICS

Table 1

Cronbach's Alpha	N of Items
0.885	44

An examination had been made from the reliability of the data to check whether random error causing inconsistency and in turn lower reliability is at a manageable level or not by running reliability test. From the table no 1 it is clear that values of coefficient alpha obtained was .885 this shows data has satisfactory internal consistency reliability.

STATISTICAL TOOLS USED

Using Statistical Package for Social Sciences (SPSS) the following tools were administered in this study1) Factor Analysis and 2) Reliability Test.

Hypothesis 1 is tested with the help of factor analysis: There is a relationship among the HRM variables in enhancing job satisfaction

Table 2 KMO and Bartlett's Test

The HRM variables was examined using factor analysis based on 34 individual statements and the reliability of the samples collected was tested for internal consistency of the grouping of the items

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.728
Bartlett's Test of Sphericity	Approx. Chi-Square	4638.011
	Df	561
	Sig.	.000

KMO measure of sampling adequacy is an index to examine the appropriateness of factor analysis. High values between 0.5 and 1.0 indicate factor analysis is appropriate. Values below 0.5 imply that factor analysis may not be appropriate. From the above table it is seen that Kaiser – Meyer – Olkin measure of sampling adequacy index is 0.728 and hence the factor analysis is appropriate for the given data set. Bartlett's Test of Sphericity is used to examine the hypothesis that the variables are uncorrelated. It is based on chi- Square transformation of the determinant of correlation matrix. A large value of the test statistic will favor the rejection of the null hypothesis. In turn this would indicate that factor analysis is appropriate. Bartlett's test of Sphericity Chi-square statistics is 4638.011, that shows the 10 statements are correlated and hence as inferred in KMO, factor analysis is appropriate for the given data set.

Table 3 Component Matrix(a)

	Component									
	1	2	3	4	5	6	7	8	9	10
Manager ensure that I have a clear understanding of my company's goals and direction	0.450	0.056	0.048	0.733	-0.146	-0.111	0.100	-0.013	-0.001	0.027
Senior Management had by example in respect of the company's vision or mission	0.427	0.037	-0.025	0.795	-0.045	-0.117	0.107	0.075	-0.008	-0.032
Senior Executive in leadership roles in this organization promote team work and Performance culture	0.398	0.001	0.156	0.769	-0.120	0.005	-0.014	0.006	-0.050	-0.021
Organization has leaders who inspire people to high levels of performance	0.670	-0.114	0.074	0.332	0.148	0.007	-0.001	0.156	-0.036	0.018
Have enough opportunity here to take initiative and demonstrate leadership qualities in my work	0.787	0.052	0.084	0.156	-0.001	-0.027	0.012	0.063	-0.140	0.091
Have confidence in the ability for my business leadership to successfully manage the emerging challenges	0.735	0.101	0.167	0.262	-0.189	-0.057	0.088	-0.048	-0.001	-0.053
Managers make decisions that are consistent with our company values	0.811	-0.048	0.177	0.035	-0.009	-0.110	0.131	0.046	0.023	-0.030
Believe that this organization can meet the challenges posted by economic liberalization	0.803	0.051	0.176	0.171	0.035	-0.074	-0.011	-0.063	-0.016	-0.028
Believe that this organization is flexible and has the capability to manage change	0.183	-0.109	0.718	-0.105	-0.130	-0.027	0.102	-0.009	0.085	-0.097
Organization is the best place to work	0.139	0.100	0.868	0.122	-0.014	-0.109	0.053	-0.003	-0.056	-0.036

Organization is able to retain people with knowledge and expertise	0.092	-0.090	0.779	-0.016	0.128	-0.005	-0.065	0.007	-0.080	0.039
Organization superiors are receptive to the suggestions of the subordinates	0.178	0.183	0.791	0.222	-0.031	-0.052	0.147	-0.051	-0.051	-0.117
Managers consult us about any necessary changes to how work is done to improve quality or services to customers	-0.025	0.035	-0.102	-0.193	0.807	-0.123	-0.037	-0.072	0.006	-0.015
When I have good ideas my company makes use of them	-0.133	-0.124	0.049	0.001	0.838	0.087	0.090	0.271	0.026	-0.007
Work related failures are taken seriously in this organization	0.108	0.197	0.082	-0.060	0.646	-0.254	-0.145	-0.266	0.038	0.011
Organization encourages innovations	0.358	0.270	0.053	0.088	0.345	-0.460	-0.091	-0.136	0.081	0.014
Job makes good use of my skills and abilities	-0.388	-0.320	-0.091	-0.078	0.124	-0.079	0.236	0.563	-0.030	0.143
As a result of the way that I am treated I intend to work for this company for the foreseeable future	-0.205	-0.090	-0.068	0.012	-0.106	0.847	0.061	0.084	0.037	0.066
My job, offers me enough opportunities to acquire new competencies	-0.021	0.166	0.100	0.277	-0.471	0.506	0.133	0.112	0.058	0.061
In my job, I have freedom to try out new work methods	0.061	-0.024	-0.132	-0.174	-0.023	0.897	-0.063	-0.121	0.007	-0.013
Believe that there is adequate career growth opportunity for me in my business	0.316	0.549	0.048	-0.039	-0.051	-0.270	0.262	-0.030	0.138	-0.024
Management encourages cross functional team culture	-0.094	-0.155	0.008	-0.045	-0.022	0.029	0.774	0.225	-0.041	0.175
Management ensures that I clearly understand my job responsibilities/ role	-0.153	0.836	0.034	-0.036	0.006	-0.071	0.043	0.148	-0.109	0.194
Have the necessary authority delegated to me to do my job well	-0.100	0.824	-0.075	0.009	0.076	-0.064	0.008	0.172	-0.156	0.084
People in this organization are recognize for work achievement	0.134	0.803	0.045	0.056	0.008	0.065	0.009	-0.072	0.152	-0.074
Performance standards for my job are clearly defined	0.127	0.061	-0.065	-0.451	0.256	-0.141	0.303	0.208	-0.022	0.254
Performance is assessed against clarity set goals and objectives	0.112	0.237	0.347	0.213	-0.206	-0.104	0.609	-0.132	0.023	-0.194
Appraisal system in this organization has helped me to learn about my strengths and areas for improvement	0.280	0.296	0.094	0.052	0.007	0.154	0.720	0.057	-0.055	-0.105
People in this organization view performance feedback and counseling as an opportunity to improve and grow	0.332	0.319	-0.036	-0.059	-0.070	0.063	0.115	0.688	0.097	-0.084
Superiors in this organization give feedback to their subordinate with adequate care and concern	0.081	0.498	0.031	0.139	-0.091	0.047	0.035	0.635	-0.067	-0.078
Adequately equipped with infrastructure required for my job	-0.052	0.051	-0.059	-0.042	0.011	0.083	-0.125	0.084	0.320	0.678

Physical working environment is pleasant	-0.124	-0.051	-0.017	-0.062	0.024	-0.009	0.104	-0.054	0.779	0.287
Organization gives high importance to safety work practices	-0.006	0.010	-0.065	0.026	0.020	0.026	-0.134	0.047	0.855	-0.020
Organization provides all safety and health provision to employees	0.055	0.067	-0.096	-0.022	-0.041	0.000	0.100	-0.105	-0.010	0.808

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 13 iterations.

Interpretation of factors is facilitated by identifying the statements that have large loadings in the same factor. The factor can be interpreted in terms of the statement that loads high on it.

The factors of a study on HRM variables in influencing job satisfaction comprises of 34 individual statements. Out of 34 statements, 10 individual statements contribute more towards the study (71.291%).

The statements are:

1. Senior Management respect the company's vision or mission
2. Managers make decisions that are consistent with our company values
3. Organization is the best place to work for
4. When I have good ideas my company makes use of them
5. freedom to try out new work methods
6. Management encourages cross functional team culture
7. Management ensures job responsibilities / role
8. Performance feedback and counseling as an opportunity to improve and grow
9. High importance to safety work practices
10. Safety and health provision to employees

CONCLUSION

Human Resource Management is an often-underestimated task in work environments. However, it is adequate and conscientious HR management that will establish and retain a qualified, well-cooperating workforce with, an increase of organizational growth, efficiency, and profitability. The most important tasks of the Human Resource department are to make sure that the people working in an organization 1) feel happy 2) are in the right job, and 3) get the opportunity to upgrade their skills when necessary. If HR practices are properly carried out by an organization then it will have an impact on the satisfaction level of the employee's.

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