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## HRM PRACTICES IN THE EMPLOYEES OF BHEL ANCILLARY UNITS TIRUCHIRAPPALLI

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### ABSTRACT:

Human Resources (HR) practices have an impact on performance and competitive strategies of organizations. Taking into account that Human Resource Management (HRM) has a strategic role for organizations; it is possible to say that the design of HR functions and practices should also be aligned with the expectations of employees. The rapid

change of factors such as globalization, economical and legal arrangements, technology has influence on organizational structures. These changes will have a positive impact on organizations only if the attitudes of employees to the organization are positive. Otherwise these changes may cause negative results such as job dissatisfaction, high turnover rate or absence of employees. In order to manage these change factors, organizations need to have and retain talented employees to work with high performance. In order to retain these employees, organizations should make efforts to increase the motivation and commitment of their employees. HRM function of organizations has an important role on increasing the motivation and commitment of employees because the development of organizational commitment needs effective HRM practices.

**KEYWORDS:** Employee Satisfaction, HRM Practices, Employee Motivation.

### INTRODUCTION:

In this perspective; HR functions as employee selection and recruitment, training and development, performance evaluation, compensation management and investigating their relationships between organizational commitments have become very important. Monetary compensation is important but not sufficient to keep employees. Praise, appreciation and positive

feedback from managers and peers for a job well done is imperative to generate job satisfaction and commitment. Recognition is considered as a main objective to maintain the feeling of high involvement Koys (1988, 1991) found that employees' commitment is related directly to their faith in the intention of the organization's HRM practices to keep skilled employees and treat the fairly. Employee's skill, training, personal development practices including job redesign/enrichment shows positive results in building

employee's confidence level as a result of affective commitment (Meyer, Becker & Vandenberghe, 2004). Also attractive benefits package are viewed by employees as a sign that the organization cares and supports its employees, resulting in the development of a strong affective commitment (Meyer & Allen, 1997). From this point, it is possible to say that good HRM practice can improve commitment and efficiency in organizations by motivating employees. As the world is becoming more competitive and unstable than ever before,

manufacturing-based industries are seeking to gain competitive advantage at all cost and are turning to more innovative sources through HRM practices. The organizational set-up of the firm, notably its human resource management practices, also matter to the contribution of human capital to innovation performance, and it is this effect that we mainly address in this chapter. Thus, management deploys training arrangements, makes decisions on reward structures, sets up teams, allocates decision-rights and so on, and these arrangements have implications for the contribution of human capital to innovation. The influence of these practices may be modeled both in terms of mediator (human capital mediates the influence from HR practices to innovation performance) and moderator (practices weaken or reinforce the link from human capital to innovation performance) models. The practice of HRM must be viewed through the prism of overall strategic goals for the organization instead of a standalone tint that takes a unit based or a micro approach. The idea here is to adopt a holistic perspective towards HRM that ensures that there are no piecemeal strategies and the HRM policy enmeshes itself fully with those of the organizational goals. For instance, if the training needs of the employees are simply met with perfunctory trainings on omnibus topics, the firm stands to lose not only from the time that the employees spend in training but also a loss of direction. Hence, the organization that takes its HRM policies seriously will ensure that training is based on focused and topical methods.

It is a necessity that the strategic approach to human resources issues to be addressed in modern organizations. Changing internal and external environmental conditions and new problems emerging and complex understanding of management-organization is the most important source of competitive advantage must not forget to give strategic importance to man. Into almost every part of the world as a result of globalization, operations, growth, downsizing, mergers, restructuring and corporate responsibility as the lives in the process, introduced concepts such as active and working every day to try a new technique in the management of human resources in organizations, management is becoming a very big importance and priority. Therefore, human resource management issues to be addressed at the highest level in the organization and management of strategic decisions are required. People in all matters related to the organization as a whole is brought together and integrate in a way compatible with its surroundings. Managers with strategic decisions and practices focus on results and it should reflect the thoughts and actions.

### **NEED OF THE STUDY**

Several studies have shown that Human Resources (HR) practices have an impact on performance and competitive strategies of organizations. Taking into account that Human Resource Management (HRM) has a strategic role for organizations; it is possible to say that the design of HR functions and practices should also be aligned with the expectations of employees. The rapid change of factors such as globalization, economical and legal arrangements, technology has influence on organizational structures. These changes will have a positive impact on organizations only if the attitudes of employees to the organization are positive. Otherwise these changes may cause negative results such as job dissatisfaction, high turnover rate or absence of employees. In order to manage these change factors, organizations need to have and retain talented employees to work with high performance. In order to retain these employees, organizations should make efforts to increase the motivation and commitment of their employees. HRM function of organizations has an important role on increasing the motivation and commitment of employees because the development of organizational commitment needs effective HRM practices.

### **OBJECTIVES OF THE STUDY**

- To study the HRM practices in Ananth engineering of BHEL Ancillary unit in Tiruchirappalli.
- To give suitable suggestions to improve the effectiveness of the HRM practices.

### **HYPOTHESIS**

1. There is no significant difference between marital status of the respondents and their opinion about overall HRM practices.

**METHODOLOGY**

The present study is descriptive in nature. It studies the perception employees about their HRM policies and practices. The sample is selected from the Ananth engineering of BHEL Ancillary unit in Tiruchirappalli. The sample size is confined as 50 samples. The sample size consists of the employees who are working in different category and designation like Manager, Engineers, Supervisor and Labours. The sample is selected by using convenience sampling techniques.

**DATA ANALYSIS AND INTERPRETATION**

**Table 1: Frequency of Personal Profile**

Particulars	N=50	Percentage (100%)
<b>Age</b>		
Below 30yrs	11	22
31 to 40yrs	27	54
41 to 50yrs	8	16
51yrs & Above	4	8
<b>Marital Status</b>		
Married	29	58
Unmarried	21	42
<b>Working Experience</b>		
Below 5yrs	22	44
6 to 10yrs	19	38
11yrs & above	9	18
<b>Overall HRM Practices</b>		
Low	24	48
High	26	52

Source: Primary Data.

From Table-1, more than half (54%) of the respondents were in 31 to 40yrs of age group, 22% of the respondents were below 30yrs, 16% of the respondents were 41 to 50yrs and remaining 8% of the respondents were 51yrs & above. More than half (58%) of the respondents were married and remaining 42% of the respondents were unmarried. Nearly half (44%) of the respondents were 6 to 10yrs working experience, 30% of the respondents were 11yrs and above and remaining 24% of the respondents were below 5yrs. More than half (56%) of the respondents were high level opinion about overall HRM practices and remaining 44% of the respondents were low level.

**Table 2: Marital Status of the Respondents and their Opinion about Overall HRM Practices**

Overall HRM Practices	Mean	SD	Statistical Inference
Married (n=29)	86.11	0.869	t=17.214 Df=48 .001<0.05 Significant
Unmarried (n=21)	72.48	0.734	

Table-2 indicates that there is a significant difference between marital status of the respondents and their opinion about overall HRM practices. Hence, the calculated t-value is less than table value (p<0.05). So H<sub>1</sub> is rejected.

**SUGGESTIONS**

Organizations should give due consideration for the praise and recognition system because this system will further motivate the good performers to do their task in a more effective way. This will also motivate other employees to perform in a better manner. In order to make promotional policy more attractive and motivating in private sector organizations, it is advisable to provide promotion to its employees by considering both seniority and merit aspects instead of considering only the seniority as

a base. By this promotional policy the employer can improve the motivation level of good performers as well as average performers. The procurement function should be concerned with the obtaining proper kind and number of personnel necessary to accomplish an organization's goals. For attaining the purpose of procurement function in more fruitful manner it is recommended to provide enough freedom to the authorities of workshop to make use of all sorts of relevant sources and measures of procurement functions. Management should provide better opportunities to its employees to reach the peak of their potential. For this they have to provide growth opportunities to employees on the basis of their potentiality and not merely based on seniority. Through this we can generate goal oriented motivation in the performance of employees.

## CONCLUSION

Effective HRM acquires quality employees, motivates them to maximize performance and helps meet their psychological and social needs. This leads to long term relationships with skilled and happy employees (Stewart & Brown, 2011). HRM focuses on people in organizations. People are a major component of any organizations so organizations with more productive employees tend to be more successful. Employee productivity increases when organizations hire and motivate employees effectively. In addition, good human resource practices create more satisfied employees. It is imperative that management retains its best employees and keeps them committed to the organization in order to attract other quality employees. With the high costs involved in employee selection and recruitment, companies are increasingly concerned with retaining employees. In particular, certain HRM practices such as career management, reward system, recruitment may not have immediate effect. HR practice use at the job group level positively related to all dependent variables and that affective organizational commitment partially mediated the relationship between HR practice perceptions and organizational citizenship behavior and fully mediated the relationship between HR practice perceptions and intent to remain with the organization.

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