



HUMAN RESOURCE MANAGEMENT PRACTICES WITH REFERENCE TO INDIAN ORGANIZATIONS

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ABSTRACT

The transformation of industrial society, globalization of business, and the modernization of methods and techniques which have emerged in a big way brought with it the need for managing a new array of people necessitating the human resource management approach. HRM has attained wider dimensions and immense importance in recent years. It represents a deviation from the existing philosophy attitudes, approaches and methods.

HRM is concerned with human beings who are energetic elements of management. The success of any organisation or an enterprise will depend upon the ability, strength and motivation of persons working in it. Management of HR is very important in a modern organisation because management can achieve the Organisational objectives only with the cooperation of the people working in the organisation.

The business environment has become very fluid and turbulent in the recent times. This is especially true in the Indian Context, after the economy has opened up to the global challenge. The markets have become more competitive and organizations have been forced to become more development oriented.

In this scenario, it is a very challenging task to attract, mould, develop and retain or retrench valuable human resource. In any organization HRM practices stress on optimal utilization and

management of their workforce or human resource effectively in order to achieve maximum output.

This paper discusses the HRM practices in Indian organizations with a purpose to develop an understanding of HRM practices and to examine the unique HRM practices implemented by different companies.

This paper will analyze the HRM practices followed by the different organizations.

Keywords: Human Resource Management, Business Environment, Globalization, Organizational objectives, Economy.

Abbreviation: HRM - Human Resource Management

I. Introduction

A nation with abundance of physical resources will both benefit itself unless H.R makes use of them. Infact, H.R is solely responsible for making use of national resource and for the transformation of traditional economies into the modern and industrial economies. Lack of organisation of H.R is largely responsible for the backwardness of the nation.

HRM can be defined as that part of management process which develops, and manages the human elements of enterprise considering the resourcefulness of the organizations own people in terms of total knowledge skills creative abilities, talents, aptitudes and potentialities for effectively actualizing.

The term HRM emerged during the 1970's. Many people continue to refer to the disciplines by its older, more traditional titles, such as Personnel Management, or Personnel Administration. The trend is changing. The term nowadays used in industry circle is HRM. There are few undertakings in private and public sectors which have done really considerable work in setting up and managing the HRM like Larsen& Turbo, Voltas, SBI, Bank of Baroda, Crompton Greaves, Indian Oil Corporation, Steel Authority of India, Bharat Heavy Electrical and oil and Natural Gas Corporation.

Some of Indian undertakings could perform well in HRM Sphere because they has strong, clear philosophy, objectives and commitment in it, explicit corporate policies on human resources, professional staff in guiding and managing the HRM Systems, well developed HRM departments

with high importance in the organisation, and all-round efforts to create and maintain new corporate culture and image keeping in view of the changing complexities and challenges of the environment. Many organizations in India have failed to attain good results because they have failed to put in efforts in the areas mentioned of sound HRM systems in all kinds of organizations for accomplishing their objectives and countries priorities.

HR Practice in India

Human resources management practices play a very crucial role in achieving the organization's goals and maintain the competitive advantage. HRM practices refer to organizational activities directed at managing the pool of human resource and ensuring that the resources are employed towards the fulfillment of organizational goals (**Schuler & Jackson 1987**).

Khan (2010) revealed that in energetic business atmosphere, there is a need of an approach to achieve better performance, to originate and implement HRM practices. In considerable and insubstantial extent the organizations need to invest in such practices to get a competitive advantage.

According to **Arthur and Boyles (2007)**, HR practices refer to how an organization's HR programs are implemented for and experienced by lower-level employees and managers. Thus, HR practices capture the potential for variation in employees' perceptions and experiences of an HR program based on the quality of the HR program implementation. (HR programs are defined as the set of formal HR activities used in the organization) While international human resource management has been traditionally studied through Western theoretical and empirical lenses (**Bossard and Peterson, 2005; McMahan et al., 1998**), there has been a growing theoretical and empirical appreciation that certain HR practices are sometimes context and culture specific (**Bowen et al., 2002; Budhwar and Bhatnagar, 2009; Budhwar and Khatri, 2001**). This recognition and certain counterintuitive research findings across culturally diverse countries have led HR scholars to demonstrate that merely transplanting "best" HR practices around the globe may be less than desirable from an organizational competitive advantage perspective (**Björkman & Budhwar, 2007; Huo and Von Glinow, 1995; Lowe et al., 2002; Von Glinow et al., 2002**). Although researchers have undertaken ambitious cross-country and cross-cultural international HR studies (**Von Glinow et al., 2002**), these studies have not directly incorporated in the Indian HR perspective, and a scarcity of research in the Indian context persists (**Budhwar and**

Sparrow, 1997). While some studies have considered other Asian countries, India differs culturally from its geographical neighbors in terms of socio-cultural attributes (**Triandis, 1989**), which have been thought to influence organizational HR practices (**Aycan et al., 2000; Dowling and Welch, 2004**). **Budhwar and Boyne (2004)** compared HRM practices in Indian public – and private sector organizations and found somewhat unexpectedly that many similarities existed in practices between these two sectors in (1) the structure of the HR department, (2) the role of the HR function in corporate change, (3) recruitment and selection, (4) pay and benefits, (5) training and development, (6) employee relations, and (7) emphasis on key HRM strategies. However, they also found that in several HR functional areas (for example, compensation, training and development), Indian private sector firms have adopted a more rational approach (e.g., the adopting of formal testing of job applicants, job evaluation, training needs analysis, training evaluation, and performance-related pay) than their public-sector counter parts. One of the conclusions of their study indicates that knowledge workers are mostly reacting positively in their attitudes to more rationalized HRM systems in India.

HRM practices are an important part of the social exchange that characterizes employment relations, and in which the components of trust come into play. In the organisational setting, mutual trust has the potential to enhance cooperation (**Mayer, et al. 1995**), and increase the sharing of information between employees and managers (**Spreitzer & Mishra 1999**) as well as among organisational units, which may eventually improve organisational performance (**Collins & Poras 1997, Sako 1998**) Human resource management (HRM) refers to the policies and practices involved in carrying out the human resource(HR)“ aspects of a management position including human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development, and labour relations” (**Dessler,2007**). HRM is composed of the policies, practices, and systems that influence employees“ behavior, attitude, and performance (**Noe, Hollenbeck, Gerhart, and Wright, 2007**). Human Resource Management Practices have been changed dramatically during the last two decades owing to globalization, privatization/deregulation, competition and technological advancements. These highly turbulent environmental have forced organizations to adopt new workplace practices that enhance sustained level of high performance. Human Resource Management Practice underlines the importance of job satisfaction of employees. The relationship between appropriate human resource management practice and positive employee

attitudes including employee satisfaction, loyalty and productivity has been widely analyzed. It is also suggested that treating employees as a valuable asset improves their commitment and loyalty which leads to higher performance and quality (**Silvestro, 2002**). Academic research conducted at the organizational level supports that human resource practices affect organizational outcomes by shaping employee behaviors and attitudes (**Arthur 1994; Huselid 1995**). **Ostroff and Bowen (2000)** found that human resource practices shape work force attitudes by moulding employees' perceptions of what the organization is like and influencing their expectations of the nature and depth of their relationship with the organization. There is also a general notion that human resource practices interact with perceptions of organizational support to affect employee commitment. Researchers have over the years proposed countless varied lists of practices however; there is no agreement on what or which practice qualifies as an aspect of HRM (**Beer et al 1984; Storey 1995; Guest 1997; Boselie et al. 2005**). It is interesting to note that there are still some practices that form the core of the various practices proposed. These include recruitment and selection, training and development, performance management and reward scheme, however, others such as job design and employee involvement are more sporadic and are yet to gain grounds in the HRM literature.

II. Objectives of the study:

1. To identify the HRM practices in Indian organizations
2. To present a basic understanding of HRM practices practiced in the Indian organizations
3. To recognize emerging HRM Practices in Indian organizations
4. To examine the role of HRM Practices in changing scenario
5. To conjecture on challenges to HRM practices for Indian organizations

III. Research Questions:

To achieve the objectives of the study, a main research questions were formulated as follow:

1. How HRM practices are employed in major Indian organizations?
2. To what extent HRM practices are successful in the respective organizations?
3. What is the role of HRM functions in changing scenario with reference to ICT (information and communication technologies)?

IV. Methodology:

For this study the researcher collected information from various published sources such as annual reports, relevant books, peer journals, and also current electronic publications (Valid Websites), the analysis of this paper is totally depends upon secondary data and involves an extensive literature review.

The suggestions were also been provided based on extensive the literature review and the researcher tried to draw a conclusion based on discussion in the literature review.

V. Significance of the Study:

The reason behind carrying out this study was to make HR professionals, HR analyst, employers and employees aware of HRM practices followed in the major and popular organizations which can be an important tool for acquisition of new skills, knowledge and attitudes for improvising performance at work places in Organizations. The study also meant to be useful to other experts in research through creating awareness on the question of HRM practices in globalized marketplace. HRM practices become unescapable jiffy for organizational development in this cut-throat competition and *ICT (Information and Communication Technologies)* in this epoch. Every HRD tries to emphasis on employees *CPD (Continuing Professional Development)*

Hopefully, here this research will have a significant on HRM practices which will represent both opportunities and challenges for professionals, academics and policy makers in the organization, since “At present, the business world is characterized, among other things, by an increasing competitiveness, market globalization, continual technological advances and changes in work organization.

VI. Literature Review:

Globally all the corporates are becoming more competitive and unstable than ever before, all industries are seeking to gain competitive advantage at all cost and are turning to more innovative sources through HRM practices (**Sparrow, Schuler, & Jackson, 1994**). HRM practices have been defined in several aspects. **Schuler and Jackson (1987)** defined HRM practices as a system that attracts, develops, motivates, and retains employees to ensure the effective implementation and the survival of the organization and its members. Besides, HRM practices is also conceptualized as a set of internally consistent policies and practices designed

and implemented to ensure that a firm's human capital contribute to the achievement of its business objectives (**Delery & Doty, 1996**). Likewise, **Minbaeva (2005)** viewed HRM practices a set of practices used by organization to manage human resources through facilitating the development of competencies that are firm specific, produce complex social relation and generate organization knowledge to sustain competitive advantage. Against this backdrop, we concluded that HRM practices relate to specific practices, formal policies, and philosophies that are designed to attract, develop, motivate, and retain employees who ensure the effective functioning and survival of the organization.

Human resource management (HRM) practices are being increasingly treated as dependent rather than independent variables. Whereas in the past researchers focused almost exclusively on how changes in HRM practices affect employee performance or satisfaction, researchers is now beginning to ask how organizational conditions shape HRM practices (e.g., design, staffing, performance appraisal, compensation, and training and development). Examples of organizational conditions hypothesized to impact HRM practices include strategy (**Hambrick and Snow 1987; Snow and Hrebiniak 1980; Olian and Rynes 1984; Lawler 1984; Hambrick and Mason 1984; Gupta and Govindarajan 1984a, b; and Miller, Kets de Vries and Toulouse 1982**), organizational life cycle stage (**Kochan and Chalykoff 1987; Kerr 1982, 1985**), technological change, union presence, internal labor markets and even whether or not an organization has a personnel department (**Osterman 1984; Pfeffer and Cohen 1984; Cohen and Pfeffer 1986**)

Several scholars have noted that managing people is more difficult than managing technology or capital (**Barney, 1991; Lado and Wilson, 1994**). However those firms that have learnt how to manage their human resources well would have an edge over others for a long time to come because acquiring and deploying human resources effectively is cumbersome and takes much longer (**Wright et al., 1994**).

According to **Khatri (1999)**, people are one of the most important factors providing flexibility and adaptability to organizations. **Rundle (1997)** argues that one needs to bear in mind that people (managers), not the firm, are the adaptive mechanism in determining how the firm will respond to the competitive environment.

Purcell (2003), and Gerhart (2005; 2007a,b) have made comprehensive reviews of the seminal work on the relationship between HRM practices and firm performance as done by **Arthur (1994), MacDuffie (1995), and Ichniowski et al. (1997)** in manufacturing and by **Batt (2002)** in the service sector. **Huselid (1995)**, in turn, conducted an early and influential study that introduced the concept of complementarities as applied to HRM practices (**Milgrom and Roberts 1990**). The existence of positive linkages between at least one specific dimension of firms' economic performance and certain HRM practices has also been found in small and medium size units (**Way, 2002**).

Many researches on HRM practices have been conducted from time to time and researchers have identified different practices by different names. As quoted in (**Kok Jan de et al.,2003**), researchers variously refer to certain sets of HRM practices influenced by the HRM profession as “best practice,” or “high-performance” (**Huselid, 1995**), “formal” (**Aldrich and Langton, 1997; de Kok and Uhlaner, 2001; Heneman and Berkley, 1999**), “sophisticated” (**Golhar and Deshpande, 1997; Hornsby and Kuratko, 1990; Goss et al., 1994; Wagner, 1998**) or as “professional” (**Gnan and Songini, 2003; Matlay, 1999**). **Pfeffer (1994; 1998)**, argued the most appropriate term is “Best HRM Practices”. **Budhwar and Bhatnagar's (2009)** book provided an overview of HRM practices in India, including key developments in Indian HRM, determinants of Indian HRM, sector specific HRM, emerging themes, future challenges, and the way forward.

Bogdanova et al (2008) stated that HRM practices try to develop and allocate human capital in the best possible ways in order to achieve long-term goals; they provide them with many benefits and good environments that would boost employee's motivation, job satisfaction, and increase their performance. **Katou (2008)** conducted a study to measure the impact of HRM practices on organizational performance in manufacturing sector of Greece. The results indicated that the relationship between HRM practices (resourcing and development, compensation and incentives, involvement and job design) and organizational performance is partially mediated through HRM outcomes (skills, attitudes, behavior), and it is influenced by business strategies (cost, quality, innovation). **Zulfqar et al (2011)** investigated a study to examine the relationship and nature of relationship between HRM practices (compensation, performance evaluation, and promotion practices) and the employee perceived performance in the banking sector of Pakistan. The results of the study found that, the employee perceived performance and HRM practices has the positive and significant relationship. **Shikha (2010)** examined HRM practices among the employees of

Indian commercial banks to study HRM practices which provide a source of sustainable competitive advantages. Study revealed that instead of spending resources on training and development, organization should emphasize on long term commitment towards human resource. **Hock (2011)** carried out a study to examine and gain a better understanding of the impact of human resource practices on foreign workers job satisfaction in PCSB group of companies in Malaysia. The results of the study found that the independent variable, only compensation was found to have an impact on foreign workers job satisfaction. Results also revealed that workers, who possess only primary education, have higher job satisfaction. **Martin (2011)** conducted an investigation to find out the influence of HRM practices on job satisfaction, organizational commitment and influence on intention to quit. HRM practices include recruitment & hiring, compensation & benefits, training & development, and supervision & evaluation. The result of research found a significant relationship between perceptions of human resource practices and intention to quit, mediated by organizational commitment and job satisfaction

Lamba and Choudhary (2013) revealed that how HRM practices provide an edge to employee's commitment towards an organization goal in the global competitive market. The study concluded that HRM practices such as training & development, compensation and welfare activities has significant effect on organizational commitment and are associated with superior organizational performance, which help in retention of knowledgeable and skilled employees. **Hussain and Rehman (2013)** examined the relationship between the HRM practices implemented by the organization on employee's intention to stay and work effectively for the organization. The result of the study explored that HRM practices viz-a-viz: person-organization fit, employment security, communication and training and development are contributing strongly in developing the employees' intentions to stay with organization. Further, strong positive inter-relationships were found between HRM practices and employees' retention and such practices enhances employees' retain ability of organizations. **Iqbal et al (2013)** evaluated the relationship between HR practices (impact of supervisor role, participation in decision making & compensation policy) and employee's job satisfaction among the employees of manufacturing and service sector of Pakistan. The results of study revealed that supervisor role has strong positive effect on job satisfaction. The participation in decision making the factor which is the optimistic about company success has lesser positive effect on job satisfaction

Bailey (1993) presented an argument for the application of promoting HRM practices on the grounds that human resources are frequently underutilized. Employees often perform below their potential. Bailey points out that HRM practices may have an influence on employee skills and motivation. HRM practices influence employee skills through the acquisition and development of a firm's human capital. Recruiting procedures and selection regimes will have an influence over the quality and type of skills new employees possess. **Vanhala and Ahteela (2011)** in their study found that employee trust in the whole organization is connected to perceptions of the fairness and functioning of HRM practices. Such practices can therefore be used in order to build the impersonal dimension of Organizational trust. HRM practices help the organizations to achieve competitive advantage. According to the resource based view of the firm (**Penrose 1995; Barney 1991**), competitive advantage can be developed and sustained by creating value in a way that is rare and difficult for competitors to imitate and the quality the human resource within is difficult to imitate.

Best HR practices will improve the organizational communication, which will result in smooth functioning of the organization. **Guzzo and Noonan (1994)** in his research considered HRM practices as a communication channel between employer and employees. **Rousseau and Greller (1994)** proposed HRM practices as contract-shaping events. **Saxena and Tiwari (2009)** examined the HRM Practices implemented by leading IT Companies such as TATA, Infosys and Wipro in India. They developed the 3cTER Framework of HRM practices and identified Training and Development, Employer-Employee Relations, Recognition through Rewards, Culture building, Career Development, Compensation and Benefits as important HRM Practices.

VII. HR practices of Indian companies: Example

HR practices differ from organization to organization and also to a large extent it depends on size, location and nature of its operation. Effective HR practices will lead the organization towards its success by upsurge in productivity, smooth functioning, performance of employees, sustaining in global competitive markets etc., the following table depicts some of the HR practice implemented by the concerned companies.

S.no	Name of the Company/Organization	HR practices followed
1	Google	Building innovation into job descriptions: '20 percent time'. Technical employees are required to spend 80% of their time on the core search and advertising businesses, and 20% on technical projects of their own choosing. Employees' work structure follows a '70/20/10' model, 2. Eliminating friction at every turn: ensuring change can happen quickly and efficiently Google approach to innovation is highly improvisational. Any engineer in the company has a chance to create a new product or feature. 3. Letting the market choose: "crowdsourcing" its product strategy Hiring through. Google HR practices reveal that the company's approach helped in increasing employee productivity. The average Google employee generates more than \$ 1 million in revenue each year.
2	Tata Consultancy Services Limited (TCS)	The Human Resource (HR) function is closely linked to the business strategy and plan by being aligned to the TCS structure through HR support (including resource management INCON13-HR-010 5 through the Resource Deployment Manager (RDM) to each Industry Practice/Service Practice/Geography and innovative workforce practices. Company's HR practices have the ability to absorb people, to manage them from sourcing to deployment, and what it means in terms of scalability and scalability is something that the group evolves with respect to its practices. TCS tries to retain its associates through: * Career Development * Rewards and Recognition * Associate friendly HR policies * Career Development * Performance Based Incentives
4	Hindustan Unilever Ltd. HUL	HR practices helps in increasing the productivity and quality, and to gain the competitive advantage of a workforce strategically aligned with the organization's goals and objectives. HUL HR practices focus on 360 degree performance appraisal for performance management and also work on talent identification and talent development strategy along with employee engagement assessment.
5	Maruti Udyog Limited (MUL)	Maruti has changed the whole perspective of HR from merely being paper pusher and time keeper to a more active strategic business partner. Newer initiatives were adapted in performance appraisals competency mapping and job rotations. Communication become more open and transparent by involving active participation of the people in the whole process, excellent teams emerged and the best compensation

		was offered in the industry for motivating the workforce. It also has a HR practice to make HR responsible for internal communication and relations with union and also to create an outstanding compensation policy.
6	TATA Steel	HR practices in this company are based on the levels and the aptitude of the employees such as Gyna Jyoti, HELLO and NEST. Employees are much motivated for E-learning initiatives, which are generally named as Gyna Jyoti. Workforce in this organization follow an employee induction program known as HELLO (Helping Employees Launch and Learn in the Organization) along with one more HR practice recognized as NEST(Nurturing Engagement with Satisfaction and Trust)
7	LG India	LG India spends close to Rs.15-17 crores in a year on HR Training by following a desired training program chalked out according to TNA (Training Need Analysis) which is a HR practice followed and recorded for further in the organization. The basic idea behind this is to make employees believe that nothing is impossible.
8	HCL Technologies Ltd.	HCL Technologies gave birth to new concept called as Employee First, Customer Second (EFCS), which focuses on giving people, whatever they need to succeed. CEO Connect in which he is personally available to each and every employee that works in HCL. Functional heads hold down hall meetings through “Employee first governing council” that collectively addresses all the issues and questions of its employees.
9	IBM	IBM follows a very outstanding HR practice which not only helps to increase productivity and quality but also reduce attrition. It attracts best talent, and launch new models for diverse market.
10	Wipro	They have the HR review in the planning cycle, which is a rigorous process involving everyone, right upto the head of the organization. They do succession planning for individuals wherein they identify the best talents - the top ten people. They also identify our bottom ten people, who are asked to pull up their socks and improve, failing which they will have to leave. They carry out this exercise every quarter and this enables us

		<p>to be well informed about our people asset.They have a program, which is known as "wings within'- an internal job posting system. This works well, as our people can apply for jobs in other departments and they do not have to inform their supervisors about it. If selected they can move out and nobody can stop them. This gives people the feeling that they are not buttonholed into a particular type of job.Their CEO Mr. Azim Premji spends 3 to 4 hours with every new group of employees, briefing them about their promises, values and beliefs.</p>
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VIII. Conclusion:

In the context of LPG, effective HR practices were significantly related to smooth functioning of the whole organization by improvising the quality to overcome the negative effects of unmet expectation of both employers and employees. All the companies should be able to steady due to an incredible fast fluctuating environment both in workforce and technological aspects. HR practices are very significant for effective performance of employees, enrichment of employee’s ability to quickly adapt to the changing and challenging business environment and technology for healthier performance, escalation of employees familiarity to develop ingenious and decision making and problem solving skills.

The literature review on HR practice have reveal that to meritoriously accomplish the workforce todays corporates/organizations need to implement pioneering HR practice with devotion so that the organization can take a competitive advantage, reduce attrition rate etc., indeed which will help the organization to create a road map to its success.

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