

A STUDY ON EFFECTIVENESS OF HUMAN RESOURCE MANAGEMENT PRACTICES IN SIPCOT INDUSTRIES IN TAMIL NADU

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Abstract-Human Resource Management is the term used to describe formal systems devised for the management of people within an organization. The responsibilities of a human resource manager fall into three major areas: staffing, employee compensation and benefits, and defining/designing work. This paper deals with effectiveness of human resource management practices. It outlines the various indicators of on effectiveness of human resource management practices and such indicators are quantified and analyzed on the basis of five point rating scale. This paper concludes with some interesting findings along with policy suggestions.

Introduction

Human resource management is the strategic approach to the effective management of organization workers so that they help the business gain a competitive advantage. Commonly referred to as the human resource Department, it is designed to maximize employee performance in service of an employer's strategic objectives. Human resource is primarily concerned with the management of people within organizations, focusing on policies and on systems. Human resource management is responsible for overseeing employee-benefits design, employee recruitment, training and development, performance appraisal, and rewarding by the way of managing pay and benefit systems.

Human resource also concerns itself with organizational change and industrial relations, that is, the balancing of organizational practices with requirements arising from collective bargaining and from governmental laws.

Human resources overall purpose is to ensure that the organization is able to achieve success through people. Human resource professionals manage the human capital of an organization and focus on implementing policies and processes. They can specialize in recruiting, training, employee-relations or benefits. Recruiting specialists find and hire top talent. Training and development professionals ensure that employees are trained and have continuous development. This is done through training programs, performance evaluations and reward programs. Employee relations deal with concerns of employees when policies are broken, such as in cases involving harassment or discrimination. Someone in benefits develops compensation structures, family-leave programs, discounts and other benefits that employees can get.

Review on the Subject

An analysis of review of literature is an important aspect of any research. It enables one to understand the research concentration, research areas covered and research gap in particular subject. In this section some of the research works done in the area of human resource management are brought into attention.

Chahinaze Fikri Benbrahim, Naoufal Sefiani, Anouar Meddaoui and Kamal Reklouui (2017)¹, conducted a study on collective competence level towards measuring the organizational performance. Geoffrey Wood and Chris Brewster (2016)², compared the corporate governance of different companies over a period of time. Jie yi Li, Yu Chieh Lin and Chich-Jen Shieh (2015)³, examined the importance of human resource management with respect to retaining the human resources and reducing the mobility of human resources from the companies.

Shien-Ping Huang (2014)⁴, conducted a study on effects of human resource management with reference to organizational commitment. This study has been undertaken in Hsinchu Science Park with a sample of 276 respondents. Marc J. Schniederjans, Qing Cao and Jason H. Triche (2013)⁵, conducted a study on human resource management in relation to time management. George Aspridis and Dimitrios Kyriakou (2012)⁶, examined the human resource management in hotel industry with reference to performance appraisal system and human potential development. Chee-Yang Fong, Keng-Boon Ooi, Boon-In Tan, Voon-Hsien Lee and Alain Yee-Loong Chong (2011)⁷, conducted a study on human resource management in Malaysian industry. Kiril Dimitrov (2009)⁸, conducted a study on human resource management with reference to scope of human resource management, position, role and importance of the companies in Bulgaria. John Simmons (2008)⁹, examined the human resource management with reference to employee governance. The authors identified the concept of responsible organization towards achieving the goal of human resource management and pointed out the new philosophy of human resource management.

K Hafeez and H Abdelmeguid (2003)¹⁰, examined the human resource management with reference to recruitment, training, skills and knowledge and their inter relationship. Lisbeth Claus, Daniël Vloeberghs and François Pichault (2002)¹¹, examined the impact of human resource management on organizational productivity consequent upon foreign direct investment. Marielle Heijltjes and Arjen Witteloostuijn (1996)¹², conducted a study on twelve Dutch and eight British companies and examined the human resource management strategies on the policies of the companies.

Methods and Materials

This study deals with effectiveness of human resource management practices with reference to selected small, medium and large industries in Perundurai SIPCOT industrial region. From each industry 25 workers are selected as sample under simple random sampling method. The relevant data on effectiveness of human resource management practices are collected from the workers with the help of interview schedule. The collected qualitative data are quantified with the help of five point rating scale. The data analysis is carried out with the help of mean, ANOVA two way test, t test and ranking method.

Effectiveness of Human Resource Management Practices

This section deals with respondents' rating on effectiveness of human resource management practices. It can be assessed with the help of 37 factors on a 5 point rating scale. These include continuous efforts are made in the organization to create a sense of belonging among employees and feel like a member of the corporate family, rewards and incentives are fairly distributed in the organization, organization is a recommendable place to work, employees are being paid adequately for the work they done, Employees are assigned challenging jobs to change their enthusiasm and develop their skills, employees receive benefits in the organization are similar to what most of the other organizations in the industry provide to their employees, training in the organization includes social skills, general problem solving skills and broader knowledge of the organization and business, employees are motivated to work collectively towards achieving common goals, employees are satisfied with the benefits they receive, performance appraisal in the organization aims at improving employee performance and strengthening their job skills, organization provides programs to assist balancing demands of families with children and elderly family members, employees do not work under the threat of losing their jobs, adequate growth opportunities are available in the organization for those who perform well, the existing reward and incentive plans do motivate the employees for better performance, adequate and relevant information about the organization and job is provided to the candidate at the time of recruitment, employees are encouraged to participate in various seminars and workshops etc., performance appraisal undertaken in the organization aims to identify the developmental needs of its employees to help them attain their career goals, number of recreational activities and occasional celebrations are organized in order to let employees show their creativity and enjoy, organization recognizes the career growth needs of its employees, pay received is competitive compared to that of employees doing similar work in other organizations, employees' performance goals are set at realistic levels, the training needs of the employees in the organization are assessed on the basis of their performance appraisal, and organization makes all payments due in time, selection of a candidate in the organization is strictly based on merit of the individuals.

Table 1 Industry Size Wise Respondents' Rating on Effectiveness of Human Resource Management Practices

Variables	Small	Medium	Large	Mean
Organization places the right person in the right job	1.47	1.79	2.44	1.90
Adequate and relevant information about the organization and job is provided to the candidate at the time of recruitment.	2.84	3.16	3.81	3.27
Selection of a candidate in the organization is strictly based on merit of the individuals	2.42	2.74	3.39	2.85
The training needs of the employees in the organization are assessed on the basis of their performance appraisal.	2.52	2.84	3.49	2.95
Training in the organization includes social skills, general problem solving skills and broader knowledge of the organization and business	3.47	3.79	4.14	3.80
The contents of the training programs organized are always relevant to the changing needs of employees' jobs and business.	2.32	2.64	3.29	2.75
Employees are assigned challenging jobs to change their enthusiasm and develop their skills	3.75	3.97	4.22	3.98
Employees are encouraged to participate in various seminars and workshops etc.	2.80	3.12	3.77	3.23
Employees are being paid adequately for the work they done	3.69	4.11	4.26	4.02
Pay increments offered by the organization are satisfactory	1.67	1.89	2.44	2.00
Organization makes all payments due in time.	2.47	2.79	3.44	2.90
Organization follows the policy of matching pay with performance	1.91	2.23	2.88	2.34
Pay received is competitive compared to that of employees doing similar work in other organizations	2.61	2.93	3.58	3.04
Employees are satisfied with the benefits they receive	3.23	3.55	4.20	3.66
Employees receive benefits in the organization are similar to what most of the other organizations in the industry provide to their employees	3.51	3.99	4.20	3.90
Rewards and incentives are fairly distributed in the organization.	4.03	4.15	4.20	4.16
Rewards in the organization are strictly linked to employee performance	1.77	2.09	2.74	2.20
The existing reward and incentive plans do not motivate the employees for better performance	2.90	3.22	3.87	3.33
Organization appraises the performance of its employees at regular intervals	2.26	2.58	3.23	2.69
Performance appraisal in the organization aims at improving employee performance and strengthening their job skills	3.19	3.51	4.16	3.62
Employees feel their performance appraisal has been fair and objective	2.01	2.33	2.98	2.44
Employees' performance goals are set at realistic levels	2.56	2.88	3.53	2.99
Employees receive proper feedback according to their performance.	1.82	2.14	2.79	2.25

Further, the factors on the contents of the training programs organized are always relevant to the changing needs of employees' jobs and business, organization appraises the performance of its employees at regular intervals, good performers of the organization get promoted first, organization provides programs to assist balancing demands of employees with working spouse, employees feel their performance appraisal has been fair and objective, organization follows the policy of matching pay with performance, employees receive proper feedback according to their performance, rewards in the organization are strictly linked to employee performance, activities like religious preaching, meditation and yoga camps are organized to keep employee morale intact, pay increments offered by the organization are satisfactory, organization promotes honest and open self expression, organization places the right person in the right job and most of the supervisors in the organization encourage employees to discuss their problems with them.

Table 1 Industry Size Wise Respondents' Rating on Effectiveness of Human Resource Management Practices (Cont..)

Performance appraisal undertaken in the organization aims to identify the developmental needs of its employees to help them attain their career goals	2 .76	3 .08	3.7 3	3.1 9
Organization recognizes the career growth needs of its employees.	2 .67	2 .99	3.6 4	3.1 0
Adequate growth opportunities are available in the organization for those who perform well	3 .01	3 .33	3.9 8	3.4 4
Good performers of the organization get promoted first	2 .16	2 .48	3.1 3	2.5 9
Organization is a recommendable place to work	3 .85	4 .17	4.2 2	4.0 8
Employees do not work under the threat of losing their jobs	3 .05	3 .37	4.0 2	3.4 8
Organization provides programs to assist balancing demands of employees with working spouse	2 .07	2 .39	3.0 4	2.5 0
Organization provides programs to assist balancing demands of families with children and elderly family members	3 .10	3 .42	4.0 7	3.5 3
Number of recreational activities and occasional celebrations are organized in order to let employees show their creativity and enjoy.	2 .72	3 .04	3.6 9	3.1 5
Activities like religious preaching, meditation and yoga camps are organized to keep employee morale intact.	1 .77	1 .99	2.5 4	2.1 0
Employees are motivated to work collectively towards achieving common goals	3 .29	3 .71	4.1 3	3.7 2
Continuous efforts are made in the organization to create a sense of belonging among employees and feel like a member of the corporate family	4 .13	4 .20	4.2 5	4.2 1
Organization promotes honest and open self expression.	1 .72	1 .84	2.2 9	1.9 5
Most of the supervisors in the organization encourage employees to discuss their problems with them	1 .60	1 .72	2.1 7	1.8 3
Average	2 .68	2 .98	3.5 1	3.0 6

Source: Computed from primary data

ANOVA					
Source of Variation	SS	df	MS	F	F crit
Variation due to Effectiveness of Human Resource Management Practices	52.747	36	1.4652	85.518	1.5806
Variation due to industry size wise	13.187	2	6.5938	384.86	3.1239
Error	1.2335	72	0.0171	03	07
Total	67.168	110			

Data presented in table 1 indicate the industry size wise respondents' rating on effectiveness of human resource management practices. It could be noted that out of the 37 indicators of effectiveness of human resource management practices, the respondents rate the continuous efforts are made in the organization to create a sense of belonging among employees and feel like a member of the corporate family is the first level indicator of effectiveness of human resource management practice and it is evident from their secured a mean score of 4.21 on a 5 point rating scale. Rewards and incentives are fairly distributed in the organization is rated at second level indicator of effectiveness of human resource management practice and it is estimated from

the respondents' secured a mean score of 4.16 on a 5 point rating scale. The respondents rate the organization is a recommendable place to work is the third level reflection of effectiveness of human resource management practice criteria. It is evident from their secured a mean score of 4.08 on a 5 point rating scale. The respondents rank the fourth level indicator of effectiveness of human resource management practice by citing the fact that the employees are being paid adequately for the work they done and it is observed from the respondents' secured a mean score of 4.02 on a 5 point rating scale. Employees are assigned challenging jobs to change their enthusiasm and develop their skills is rated at fifth level indicator of effectiveness of human resource management practice and it could be known from the respondents' secured a mean score of 3.98 on a 5 point rating scale.

The respondents' rate the employees receive benefits in the organization are similar to what most of the other organizations in the industry provide to their employees is the rated sixth level indicator of effectiveness of human resource management practice and it is revealed from their secured a mean score of 3.90 on a 5 point rating scale. Training in the organization includes social skills, general problem solving skills and broader knowledge of the organization and business is rated at seventh level indicator of effectiveness of human resource management practices and it is observed from the respondents' secured a mean score of 3.80 on a 5 point rating scale. The respondents' rate the employees are motivated to work collectively towards achieving common goals and it is their eighth level ranking. It is evident from their secured a mean score of 3.72 on a 5 point rating scale. The respondents rank the ninth level indicator of effectiveness of human resource management practice by citing the fact that employees are satisfied with the benefits they receive as per their secured a mean score of 3.66 on a 5 point rating scale.

Performance appraisal in the organization aims at improving employee performance and strengthening their job skills is rated at tenth level indicator of effectiveness of human resource management practice and it is evident from the respondents' secured a mean score of 3.62 on a 5 point rating scale. The respondents rate the organization provides programs to assist balancing demands of families with children and elderly family members is the eleventh level indicator and it could be known from their secured a mean score of 3.53 on a 5 point rating scale. Employees do not work under the threat of losing their jobs is rated at twelfth level indicator of effectiveness of human resource management practice and it is reflected from the respondents' secured a mean score of 3.48 on a 5 point rating scale. The respondents rank the thirteenth level indicator of effectiveness of human resource management practice by citing the fact that adequate growth opportunities are available in the organization for those who perform well. It is evident from their secured a mean score of 3.44 on a 5 point rating scale. The respondents rank the fourteenth level indicator of effectiveness of human resource management practice by citing the fact that the existing reward and incentive plans do motivate the employees for their better performance and it is clear from their secured a mean score of 3.33 on a 5 point rating scale. Adequate and relevant information about the organization and job is provided to the candidate at the time of recruitment and it is rated at fifteenth level indicator of human resource management effectiveness as per the respondents' secured a mean score of 3.27 on a 5 point rating scale.

Employees are encouraged to participate in various seminars and workshops is rated at sixteenth level indicator of effectiveness of human resource management practice and it is observed from the respondents' secured a mean score of 3.23 on a 5 point rating scale. The respondents' rate the performance appraisal undertaken in the organization aims to identify the developmental needs of its employees to help them attain their career goals and it is their seventeenth level ranking. It is evident from their secured a mean score of 3.19 on a 5 point rating scale. The respondents rank the eighteenth level indicator of effectiveness of human resource management practice by citing the fact that the number of recreational activities and occasional celebrations are organized in order to let employees show their creativity and enjoy as per their secured a mean score of 3.15 on a 5 point rating scale. Organization recognizes the career growth needs of its employees is rated at nineteenth level indicator of effectiveness of human resource management practice and it is evident from the respondents' secured a mean score of 3.10 on a 5 point rating scale. The respondents' rate the pay received is competitive compared to that of employees doing similar work in other organizations is the twentieth level indicator of effectiveness of human resource management and it could be known from their secured a mean score of 3.04 on a 5 point rating scale. Employees' performance goals are set at realistic levels is rated at twenty first level indicator of effectiveness of human resource management practice and it is reflected from the respondents' secured a mean score of 2.99 on a 5 point rating scale.

The respondents rank the twenty second level indicator of effectiveness of human resource management practice by citing the fact that the training needs of the employees in their organization are assessed on the basis of their performance appraisal. It is evident from their secured a mean score of 2.95 on a 5 point rating scale. The respondents rank the twenty third level indicator of effectiveness of human resource management practice by citing the fact that organization makes all payments dues to their employees and it is clear from their secured a mean score of 2.90 on a 5 point rating scale. Selection of a candidate in the organization is strictly based on merit of the individuals and it is rated at twenty fourth level indicator of effectiveness as per the respondents' secured a mean score of 2.85 on a 5 point rating scale. The respondents rank the twenty fifth level indicator of effectiveness of human resource management practice by citing the fact that the contents of the training programs organized are always relevant to the changing needs of employees' jobs and business and it is clear from their secured a mean score of 2.75 on a 5 point rating scale.

Organization appraises the performance of its employees at regular intervals is rated at twenty sixth level indicator of effectiveness of human resource management practice and it is evident from the respondents' secured a mean score of 2.69 on a 5 point rating scale. The respondents' rate the good performers of the organization get promoted first is the twenty seventh level indicator of effectiveness and it could be known from their secured a mean score of 2.59 on a 5 point rating scale. Organization provides programs to assist balancing demands of employees with working spouse is rated at twenty eighth level indicator of effectiveness of human resource management practice and it is reflected from the respondents' secured a mean score of 2.50 on a 5 point rating scale. The respondents rank the twenty ninth level indicator of effectiveness of human resource management

practice by citing the fact that employee feel their performance appraisal has been fair and objective. It is evident from their secured a mean score of 2.44 on a 5 point rating scale.

The respondents rank the thirtieth level indicator of effectiveness of human resource management practice by citing the fact that organization follows the policy of matching pay with employees' performance and it is clear from their secured a mean score of 2.34 on a 5 point rating scale. Employees receive proper feedback according to their performance and it is rated at thirty first level indicator of effectiveness as per the respondents' secured a mean score of 2.25 on a 5 point rating scale. Rewards in the organization are strictly linked to employee performance is rated at thirty second level indicator of effectiveness of human resource management practices and it is observed from the respondents' secured a mean score of 2.20 on a 5 point rating scale. The respondents' rate the activities like religious preaching, meditation and yoga camps are organized to keep employee morale intact and it is their thirty third level ranking. It is evident from their secured a mean score of 2.10 on a 5 point rating scale. The respondents rank the thirty fourth level indicator of effectiveness of human resource management practice by citing the fact that the pay increments offered by the organization are satisfactory as per their secured a mean score of 2.00 on a 5 point rating scale. Organization promotes honest and open self expression is rated at thirty fifth level indicator of effectiveness of human resource management practice and it is evident from the respondents' secured a mean score of 1.95 on a 5 point rating scale. The respondents' rate the organization places the right person in the right job is the thirty sixth level indicator of effectiveness and it could be known from their secured a mean score of 1.90 on a 5 point rating scale. Most of the supervisors in the organization encourage employees to discuss their problems with them is rated at thirty seventh level indicator of effectiveness of human resource management practice and it is reflected from the respondents' secured a mean score of 1.83 on a 5 point rating scale.

The large size industry group respondents' rank the first position in their overall rated indicators of effectiveness of human resource management practice as per their secured a mean score of 3.51 on a 5 point rating scale. The medium size industry group respondents' record the second position in their overall rated indicators of effectiveness of human resource management practice as per their secured a mean score of 2.98 on a 5 point rating scale. The small size industry group respondents' come down to the last position in their overall rated indicators of effectiveness of human resource management practice and it is estimated from their secured a mean score of 2.68 on a 5 point rating scale.

The anova two way model is applied for further discussion. The computed anova value 85.51 is greater than its tabulated value at 5 percent level significance. Hence, the variation among the indicators of effectiveness of human resource management practices is statistically identified as significant. In another point, the computed anova value 384.86 is greater than its tabulated value at 5 percent level significance. Hence, the variation among the size of the industry is statistically identified as significant as per the respondents expressed indicators of effectiveness of human resource management practices.

Table 2 Employee Length of Service Wise Respondents' Rating on Effectiveness of Human Resource Management Practices

Variables	Below 5 years	5-10 years	10-15 years	15-20 years	20-25 years	Mean
Organization places the right person in the right job	1.64	1.70	1.83	2.12	2.21	1.90
Adequate and relevant information about the organization and job is provided to the candidate at the time of recruitment.	2.86	2.97	3.20	3.49	3.83	3.27
Selection of a candidate in the organization is strictly based on merit of the individuals	2.44	2.55	2.78	3.07	3.41	2.85
The training needs of the employees in the organization are assessed on the basis of their performance appraisal.	2.54	2.65	2.88	3.17	3.51	2.95
Training in the organization includes social skills, general problem solving skills and broader knowledge of the organization and business.	3.39	3.50	3.78	4.07	4.16	3.80
The contents of the training programs organized are always relevant to the changing needs of employees' jobs and business.	2.34	2.45	2.68	2.97	3.31	2.75
Employees are assigned challenging jobs to change their enthusiasm and develop their skills.	3.67	3.78	4.01	4.20	4.24	3.98
Employees are encouraged to participate in various seminars and workshops etc.	2.82	2.93	3.16	3.45	3.79	3.23
Employees are being paid adequately for the work they done.	3.81	3.98	4.10	4.14	4.18	4.02
Pay increments offered by the organization are satisfactory.	1.64	1.75	1.93	2.22	2.46	2.00
Organization makes all payments due in time.	2.49	2.60	2.83	3.12	3.46	2.90
Organization follows the policy of matching pay with performance.	1.93	2.04	2.27	2.56	2.90	2.34
Pay received is competitive compared to that of employees doing similar work in other organizations.	2.63	2.74	2.97	3.26	3.60	3.04
Employees are satisfied with the benefits they receive.	3.35	3.46	3.59	3.88	4.02	3.66
Employees receive benefits in the organization are similar to what most of the other organizations in the industry provide to their employees.	3.49	3.60	3.83	4.12	4.46	3.90
Rewards and incentives are fairly distributed in the organization.	3.91	4.10	4.19	4.20	4.22	4.16
Rewards in the organization are strictly linked to employee performance.	1.79	1.90	2.13	2.42	2.76	2.20

Table 2 Employee Length of Service Wise Respondents' Rating on Effectiveness of Human Resource Management Practices (Cont..)

The existing reward and incentive plans do not motivate the employees for better performance.	2.92	3.03	3.26	3.55	3.89	3.33
Organization appraises the performance of its employees at regular intervals.	2.28	2.39	2.62	2.91	3.25	2.69
Performance appraisal in the organization aims at improving employee performance and strengthening their job skills.	3.21	3.32	3.55	3.84	4.18	3.62
Employees feel their performance appraisal has been fair and objective.	2.03	2.14	2.37	2.66	3.00	2.44
Employees' performance goals are set at realistic levels.	2.58	2.69	2.92	3.21	3.55	2.99
Employees receive proper feedback according to their performance.	1.84	1.95	2.18	2.47	2.81	2.25
Performance appraisal undertaken in the organization aims to identify the developmental needs of its employees to help them attain their career goals.	2.78	2.89	3.12	3.41	3.75	3.19
Organization recognizes the career growth needs of its employees.	2.69	2.80	3.03	3.32	3.66	3.10
Adequate growth opportunities are available in the organization for those who perform well.	3.03	3.14	3.37	3.66	4.00	3.44
Good performers of the organization get promoted first.	2.18	2.29	2.52	2.81	3.15	2.59
Organization is a recommendable place to work.	3.93	4.02	4.10	4.20	4.24	4.08
Employees do not work under the threat of losing their jobs.	3.07	3.18	3.41	3.70	4.04	3.48
Organization provides programs to assist balancing demands of employees with working spouse.	2.09	2.20	2.43	2.72	3.06	2.50
Organization provides programs to assist balancing demands of families with children and elderly family members.	3.12	3.23	3.46	3.75	4.09	3.53
Number of recreational activities and occasional celebrations are organized in order to let employees show their creativity and enjoy.	2.74	2.85	3.08	3.37	3.71	3.15
Activities like religious preaching, meditation and yoga camps are organized to keep employee morale intact.	1.69	1.80	2.03	2.32	2.66	2.10
Employees are motivated to work collectively towards achieving common goals.	3.11	3.42	3.65	3.94	4.28	3.72
Continuous efforts are made in the organization to create a sense of belonging among employees and feel like a member of the corporate family.	3.97	4.16	4.24	4.27	4.27	4.21
Organization promotes honest and open self expression.	1.69	1.75	1.88	2.17	2.26	1.95
Most of the supervisors in the organization encourage employees to discuss their problems with them.	1.60	1.63	1.76	2.05	2.11	1.83
Average	2.68	2.80	3.00	3.26	3.53	3.06

Source: Computed from primary data

ANOVA

Source of Variation	SS	df	MS	F	F crit
Variation due to Effectiveness of Human Resource Management Practices	69.68378	36	1.93566	176.1404	1.52645
Variation due to length of service	11.06758	3	3.689193	335.7077	2.688691
Error	1.186845	108	0.010989		
Total	81.9382	147			

Data presented in table 2 indicate the length of service wise respondents' rating on effectiveness of human resource management practices in their organization. The respondents belong to the 20-25 years length of service group rank the first position in their overall rated indicators of effectiveness of human resource management practices in their organization as per their secured a mean score of 3.53 on a 5 point rating scale. The respondents come under the length of service group in the range of 15-20 years register the second position in their overall rated indicators of effectiveness of human resource management

practices in their organization as per their secured a mean score of 3.26 on a 5 point rating scale. The respondents included in the length of service group 10-15 years occupy the third position in their overall rated indicators of effectiveness of human resource management practices in their organization as per their secured a mean score of 3.00 on a 5 point rating scale. The respondents belong to the 5-10 years length of service group hold the fourth position in their overall rated indicators of effectiveness of human resource management practices in their organization as per their secured a mean score of 2.80 on a 5 point rating scale. The respondents observed below 5 years length of service group turn down to last position in their overall rated indicators of effectiveness of human resource management practices in their organization as per their secured a mean score of 2.68 on a 5 point rating scale.

The anova two way model is applied for further discussion. The computed anova value 176.14 is greater than its tabulated value at 5 percent level significance. Hence, the variation among the indicators of effectiveness of human resource management practices is statistically identified as significant. In another point, the computed anova value 335.70 is greater than its tabulated value at 5 percent level significance. Hence, the variation among the working experience groups is statistically identified as significant as per the respondents rated indicators of effectiveness of human resource management practices.

Table 3 Education Wise Respondents' Rating on Effectiveness of Human Resource Management Practices

Variables	Secondary	Higher secondary	Diploma	Under graduate	Post graduate	Mean
Organization places the right person in the right job	1.69	1.75	1.87	2.06	2.13	1.90
Adequate and relevant information about the organization and job is provided to the candidate at the time of recruitment.	2.91	3.02	3.24	3.43	3.75	3.27
Selection of a candidate in the organization is strictly based on merit of the individuals	2.49	2.60	2.82	3.01	3.33	2.85
The training needs of the employees in the organization are assessed on the basis of their performance appraisal.	2.59	2.70	2.92	3.11	3.43	2.95
Training in the organization includes social skills, general problem solving skills and broader knowledge of the organization and business.	3.44	3.55	3.82	4.01	4.08	3.80
The contents of the training programs organized are always relevant to the changing needs of employees' jobs and business.	2.39	2.50	2.72	2.91	3.23	2.75
Employees are assigned challenging jobs to change their enthusiasm and develop their skills.	3.72	3.83	4.05	4.10	4.20	3.98
Employees are encouraged to participate in various seminars and workshops etc.	2.87	2.98	3.20	3.39	3.71	3.23
Employees are being paid adequately for the work they done.	3.86	4.03	4.05	4.08	4.19	4.02
Pay increments offered by the organization are satisfactory.	1.69	1.80	1.97	2.16	2.38	2.00
Organization makes all payments due in time.	2.54	2.65	2.87	3.06	3.38	2.90
Organization follows the policy of matching pay with performance.	1.98	2.09	2.31	2.50	2.82	2.34
Pay received is competitive compared to that of employees doing similar work in other organizations.	2.68	2.79	3.01	3.20	3.52	3.04
Employees are satisfied with the benefits they receive.	3.40	3.51	3.63	3.82	3.94	3.66
Employees receive benefits in the organization are similar to what most of the other organizations in the industry provide to their employees.	3.54	3.65	3.87	4.06	4.38	3.90
Rewards and incentives are fairly distributed in the organization.	3.90	4.05	4.15	4.17	4.21	4.16
Rewards in the organization are strictly linked to employee performance.	1.84	1.95	2.17	2.36	2.68	2.20
The existing reward and incentive plans do not motivate the employees for better performance.	2.97	3.08	3.30	3.49	3.81	3.33

Table 3 Education Wise Respondents' Rating on Effectiveness of Human Resource Management Practices (Cont..)

Organization appraises the performance of its employees at regular intervals.	2.33	2.44	2.66	2.85	3.17	2.69
Performance appraisal in the organization aims at improving employee performance and strengthening their job skills.	3.26	3.37	3.59	3.78	4.10	3.62
Employees feel their performance appraisal has been fair and objective.	2.08	2.19	2.41	2.60	2.92	2.44
Employees' performance goals are set at realistic levels.	2.63	2.74	2.96	3.15	3.47	2.99
Employees receive proper feedback according to their performance.	1.89	2.00	2.22	2.41	2.73	2.25
Performance appraisal undertaken in the organization aims to identify the developmental needs of its employees to help them attain their career goals.	2.83	2.94	3.16	3.35	3.67	3.19
Organization recognizes the career growth needs of its employees.	2.74	2.85	3.07	3.26	3.58	3.10
Adequate growth opportunities are available in the organization for those who perform well.	3.08	3.19	3.41	3.60	3.92	3.44
Good performers of the organization get promoted first.	2.23	2.34	2.56	2.75	3.07	2.59
Organization is a recommendable place to work.	3.98	4.05	4.09	4.14	4.23	4.08
Employees do not work under the threat of losing their jobs.	3.12	3.23	3.45	3.64	3.96	3.48
Organization provides programs to assist balancing demands of employees with working spouse.	2.14	2.25	2.47	2.66	2.98	2.50
Organization provides programs to assist balancing demands of families with children and elderly family members.	3.17	3.28	3.50	3.69	4.01	3.53
Number of recreational activities and occasional celebrations are organized in order to let employees show their creativity and enjoy.	2.79	2.90	3.12	3.31	3.63	3.15
Activities like religious preaching, meditation and yoga camps are organized to keep employee morale intact.	1.74	1.85	2.07	2.26	2.58	2.10
Employees are motivated to work collectively towards achieving common goals.	3.36	3.47	3.69	3.88	4.20	3.72
Continuous efforts are made in the organization to create a sense of belonging among employees and feel like a member of the corporate family.	3.95	4.10	4.20	4.22	4.26	4.21
Organization promotes honest and open self expression.	1.74	1.80	1.92	2.11	2.18	1.95
Most of the supervisors in the organization encourage employees to discuss their problems with them.	1.62	1.68	1.80	1.99	2.08	1.83
Average	2.73	2.84	3.04	3.20	3.46	3.06

Source: Computed from primary data

ANOVA					
Source of Variation	SS	df	MS	F	F crit
Variation due to Effectiveness of Human Resource Management Practices	87.3321	36	2.425892	338.8824	1.499233
Variation due to educational status	12.2795	4	3.069874	428.8428	2.434503
Error	1.030825	144	0.007159		
Total	100.6424	184			

Table 3 reveals data on the education wise respondents' rating on indicators of effectiveness of human resource management practices. The post graduate degree level educated respondents rank the first position in their overall rated indicators of effectiveness of human resource management practices in their organization as per their secured a mean score of 3.46 on a 5 point rating scale. The under graduate degree level educated respondents record the second position in their overall rated indicators of effectiveness of human resource management practices in their organization as per their secured a mean score of 3.20 on a 5 point rating scale. The diploma level educated respondents register the third position in their overall rated indicators of effectiveness of human resource management practices in their organization as per their secured a mean score of 3.04 on a 5 point rating scale. The higher secondary level educated respondents hold the fourth position in their overall rated indicators of

effectiveness of human resource management practices in their organization as per their secured a mean score of 2.84 on a 5 point rating scale. The secondary level educated respondents turn down to last position in their overall rated indicators of effectiveness of human resource management practices in their organization as per their secured a mean score of 2.73 on a 5 point rating scale.

The anova two ways model is applied for further discussion. The computed anova value 338.88 is greater than its tabulated value at 5 percent level significance. Hence, the variation among the indicators of effectiveness of human resource management practices is statistically identified as significant. In another point, the computed anova value 428.84 is greater than its tabulated value at 5 percent level significance. Hence, the variation among the educational status is statistically identified as significant as per the respondents rated indicators of effectiveness of human resource management practices in their organization.

Table 4 Sex Wise Respondents' Rating on Effectiveness of Human Resource Management Practices

Variables	Male	Female	Mean
Organization places the right person in the right job	2.04	1.76	1.90
Adequate and relevant information about the organization and job is provided to the candidate at the time of recruitment.	3.51	3.03	3.27
Selection of a candidate in the organization is strictly based on merit of the individuals	3.09	2.61	2.85
The training needs of the employees in the organization are assessed on the basis of their performance appraisal.	3.19	2.71	2.95
Training in the organization includes social skills, general problem solving skills and broader knowledge of the organization and business.	4.04	3.56	3.80
The contents of the training programs organized are always relevant to the changing needs of employees' jobs and business.	2.99	2.51	2.75
Employees are assigned challenging jobs to change their enthusiasm and develop their skills.	4.12	3.84	3.98
Employees are encouraged to participate in various seminars and workshops etc.	3.47	2.99	3.23
Employees are being paid adequately for the work they done.	4.16	3.88	4.02
Pay increments offered by the organization are satisfactory.	2.14	1.86	2.00
Organization makes all payments due in time.	3.14	2.66	2.90
Organization follows the policy of matching pay with performance.	2.58	2.10	2.34
Pay received is competitive compared to that of employees doing similar work in other organizations.	3.28	2.80	3.04
Employees are satisfied with the benefits they receive.	3.90	3.42	3.66
Employees receive benefits in the organization are similar to what most of the other organizations in the industry provide to their employees.	4.14	3.66	3.90
Rewards and incentives are fairly distributed in the organization.	4.20	4.12	4.16
Rewards in the organization are strictly linked to employee performance.	2.44	1.96	2.20
The existing reward and incentive plans do not motivate the employees for better performance.	3.57	3.09	3.33
Organization appraises the performance of its employees at regular intervals.	2.93	2.45	2.69
Performance appraisal in the organization aims at improving employee performance and strengthening their job skills.	3.86	3.38	3.62
Employees feel their performance appraisal has been fair and objective.	2.68	2.20	2.44
Employees' performance goals are set at realistic levels.	3.23	2.75	2.99
Employees receive proper feedback according to their performance.	2.49	2.01	2.25
Performance appraisal undertaken in the organization aims to identify the developmental needs of its employees to help them attain their career goals.	3.43	2.95	3.19

Table 4 Sex Wise Respondents' Rating on Effectiveness of Human Resource Management Practices (Cont..)

Organization recognizes the career growth needs of its employees.	3.34	2.86	3.10
Adequate growth opportunities are available in the organization for those who perform well.	3.68	3.20	3.44
Good performers of the organization get promoted first.	2.83	2.35	2.59
Organization is a recommendable place to work.	4.12	4.04	4.08
Employees do not work under the threat of losing their jobs.	3.72	3.24	3.48
Organization provides programs to assist balancing demands of employees with working spouse.	2.74	2.26	2.50
Organization provides programs to assist balancing demands of families with children and elderly family members.	3.77	3.29	3.53
Number of recreational activities and occasional celebrations are organized in order to let employees show their creativity and enjoy.	3.39	2.91	3.15
Activities like religious preaching, meditation and yoga camps are organized to keep employee morale intact.	2.34	1.86	2.10
Employees are motivated to work collectively towards achieving common goals.	3.96	3.48	3.72
Continuous efforts are made in the organization to create a sense of belonging among employees and feel like a member of the corporate family.	4.25	4.17	4.21
Organization promotes honest and open self expression.	2.09	1.81	1.95
Most of the supervisors in the organization encourage employees to discuss their problems with them.	1.97	1.69	1.83
Average	3.27	2.85	3.06

Source: Computed from primary data

t statistical value 20.16, df 36, t critical value 1.68

Table 4 shows data on the sex wise respondents' rating on effectiveness of human resource management practices. The male respondents' rank the first positions in their overall rated indicators of effectiveness of human resource management practices in their organization as per their secured a mean score of 3.27 on a 5 point rating scale. The female respondents' hold the second position in their overall rated indicators of effectiveness of human resource management practices in their organization and it is estimated from their secured a mean score of 2.85 on a 5 point rating scale.

The t test is applied for further discussion. The computed t value 20.16 is greater than its tabulated value at 5 per cent level significance. Hence, there is a significant difference between male respondents' and female respondents' in their overall rated indicators of effectiveness of human resource management practices.

Conclusion

It could be seen clearly from the above discussion that the respondents' rate the high level effectiveness of human resource management practices by citing the attributes that continuous efforts are made in the organization to create a sense of belonging among employees and feel like a member of the corporate family, rewards and incentives are fairly distributed in the organization, organization is a recommendable place to work, employees are being paid adequately for the work they done, employees are assigned challenging jobs to change their enthusiasm and develop their skills, employees receive benefits in the organization are similar to what most of the other organizations in the industry provide to their employees, training in the organization includes social skills, general problem solving skills and broader knowledge of the organization and business, employees are motivated to work collectively towards achieving common goals. employees are satisfied with the benefits they receive, performance appraisal in the organization aims at improving employee performance and strengthening employees job skills and organization provides programs to assist balancing demands of families with children and elderly family members as per their secured a mean score above 3.50 on a 5 point rating scale.

The respondents' report the moderate level effectiveness of human resource management practices by stating the facts that employees do not work under the threat of losing their jobs, adequate growth opportunities are available in the organization for those who perform well, the existing reward and incentive plans do motivate employees for their better performance, adequate and relevant information about the organization and job is provided to the candidate at the time of recruitment, employees are encouraged to participate in various seminars and workshops, performance appraisal of the organization aims to identify the developmental needs of its employees to help them attain their career goals, number of recreational activities and occasional celebrations are organized in order to let employees show their creativity and enjoy, organization recognizes the career growth needs of its employees, pay received is competitive compared to that of employees doing similar work in other organizations, employees' performance goals are set at realistic levels, the training needs of the employees in the organization are assessed on the basis of their performance appraisal, organization makes all payments in the right time, selection of a candidate in the organization is strictly based on merit of the individuals, The contents of the training programs organized are always relevant to the changing needs of employees' jobs and business, organization appraises the performance of its employees at regular intervals, good performers of the organization get promoted first and organization provides programs to assist balancing demands of employees with working spouse as per their secured a mean score in the range of 2.50 to 3.50 on a 5 point rating scale.

The respondents' rate the low level effectiveness of human resource management practices by indicating the facts that employees feel their performance appraisal has been fair and objective, organization follows the policy of matching pay with performance, Employees receive proper feedback according to their performance, rewards in the organization are strictly linked to employee performance, activities like religious preaching, meditation and yoga camps are organized to keep employee morale intact, pay increments offered by the organization are satisfactory, organization promotes honest and open self expression, organization places the right person in the right job and most of the supervisors in the organization encourage employees to discuss their problems with them as per their secured a mean score below 2.50 on a 5 point rating scale. It could be observed that the large size industry group respondents' rank the first position in their rated overall indicators of effectiveness of human resource management practices, medium size industry group respondents' the second and small size industry group respondents' the last.

The result of length of service wise analysis reveals that the respondents belong to the 20-25 years length of service group rank the first position in their overall rated indicators of effectiveness of human resource management practices in their organization, respondents come under the 15-20 years length of service group the second, respondents identified in the 10-15 years length of service group the third, respondents come under the 5-10 years length of service group the fourth and respondents observed below 5 years length of service group the last. The result of education wise analysis reveals that the post graduate degree level educated respondents rank the first position in their overall rated indicators of effectiveness of human resource management practices in their organization, under graduate degree holder respondents the second, diploma level educated respondents the third, higher secondary level educated respondents the fourth and secondary level educated respondents the last. The result of gender wise analysis reveals that the female respondents lag behind the male respondents in their overall rated indicators of effectiveness of human resource management practices in their organization.

Suggestions

In order to promote the human resource management practices in the organization. The following measures can be considered

1. The workers needs and requirements should be properly addressed by the organization
2. The workers should be given adequate opportunities to redress their grievances
3. The management should consider the workers feeling and sentiments in taking decisions with respect to their grievance handling
4. The workers should be given freedom of speech and expression in decision making process
5. The workers should be motivated to take part in the affairs of the organization

End Notes

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