

# A Study of “Implication of Human Resource Management Strategy for Facilitating Employee Satisfaction”

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**Abstract:** Employees' satisfaction increases staff performance levels in the workplace. This means that the satisfaction of workers is very important. Job satisfaction leads to job inspires. Therefore, when workers are satisfied, they are motivated to work. Studies indicate the strategies that can be used to improve the level of employee satisfaction and also discuss the reasons for less employee satisfaction within the organization. It will also help the management of industries improve their employees' performance. Research proved that the rate of personal growth in the employee's own workplace was not satisfactory. In addition, the flexible time plan was not satisfactory for the employees because they were sometimes given a flexible time, especially when their workplace is very busy. Apart from this, the employee has not been given the privilege of making decisions in their organization, especially in those areas which are concerned about them. However, the researcher recommended that employees should be empowered in various ways so that they can get opportunities to share their thoughts. Also, skills must be developed through coaching and reaction systems.

**Index Terms - Motivation, work environment, working conditions, employee performance, organizational commitment, job satisfaction, recognition, promotion.**

## I. INTRODUCTION

People management is an important aspect of any organization. A well-managed industry generally considers employees to be the main foundation of business rather than financial capital, which also contributes to the development of the industry (Morato, 2008). Therefore, in order to ensure the achievement of the goals of the industry, the industry should create an atmosphere of commitment and cooperation for its employees, thereby satisfying the employees. The satisfaction of human resources is closely related to highly motivated employees. Inspired workers generally perform better, resulting in higher productivity and low labor business rates. In addition, highly motivated workers strive to produce at the highest possible level and make more efforts than employment, which are not motivated (Schultz et al., 2003). When factors like challenging work, responsibility, and so on are motivated, satisfaction is considered possible and work-directed energy is stimulated and motivation and sensitivity (Blossy et al., 2007). Emphasis should be laid on the importance of employee motivation within the industries. Some ways to improve motivation in the industry include good remuneration, effective training and skill development, a proper recognition and reward system, and the possibilities of employee development (Schultz et al., 2003). Employee's satisfaction and motivation is an aspect of human resource management development strategy. Champion-Hughes (2001, quoted in Morato, 2008) states that a holistic approach should be used to improve some of the quality of life of work (QWL) such as fringe benefits, better job conditions and motivation Career development to support the facility, directed towards achieving the goals of the organization (Ukandu and Ukepere, 2011). In relation to finance and other strategic objectives, the organization will be at risk. Therefore, employee satisfaction controls the behavior of employees and enables them to achieve the desired goals of an organization. Therefore, employee satisfaction is a psychological process that provides behavior, purpose and direction. It is also defined as the internal force, which is based on the conscious and unconscious needs of a person who runs it to achieve a goal (Robins, 1993); It is an endless drive to satisfy a disgruntled requirement (Higgins, 1994, Lindner, 1998).

## II. MOTIVATION THEORIES

### Maslow's Needs Hierarchy Theory:

Although commonly known in human inspiration literature, Maslow needed a hierarchy theory, which was one of the first principles to examine important contributors for job satisfaction. The theory states that the needs of human beings form a five-level hierarchy in conjunction with physical protection, security, self-esteem / love, respect and self-realization. Maslow's hierarchy was developed to explain human motivation in general. However, its main tenants apply to work settings and it is used to explain job satisfaction. Within an organization, financial compensation and health care are some of the benefits that help an employee fulfill their basic physical needs.

Safety needs can be expressed through the employees who feel physically safe in their work environment, as well as job security. When it is satisfied, then the employee can feel at work related to the workplace.

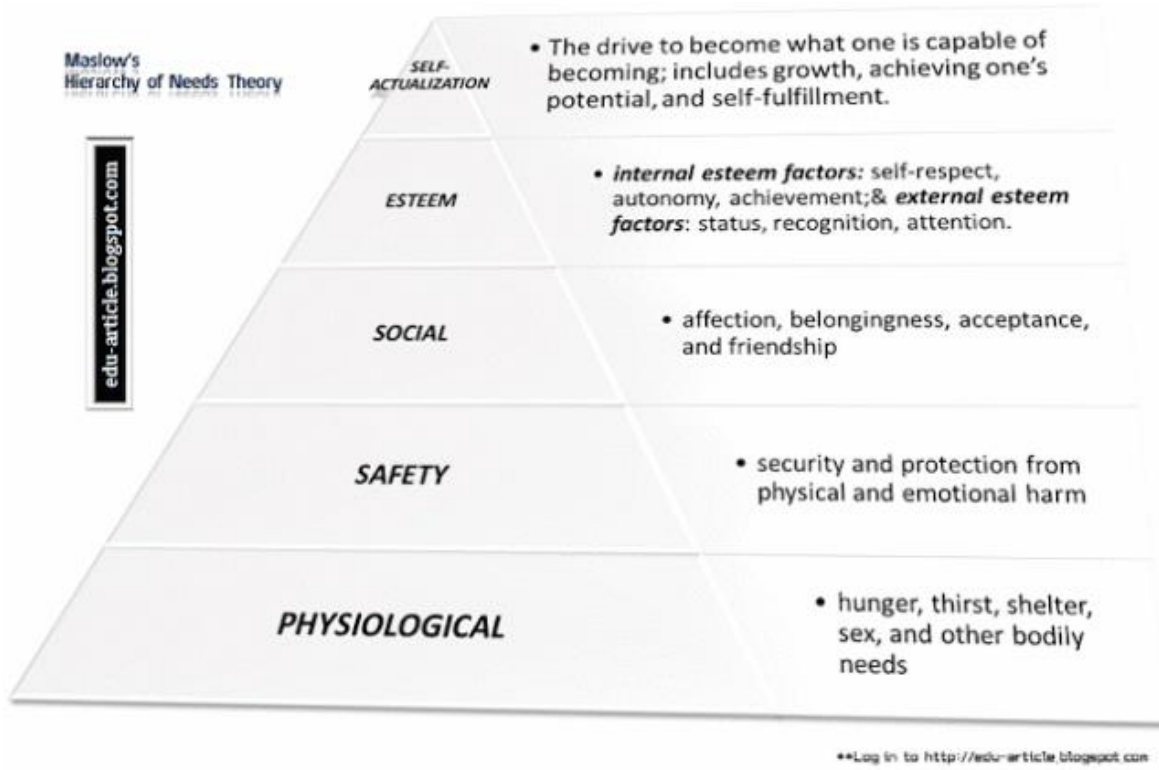


Figure 1, Source: Internet

t can come in the form of positive relations with colleagues and supervisors in the workplace. Once satisfied, the staff would like to feel that they are valued and acclaimed by their colleagues and their organization. The last step is where the employee attempts to attain self-realization; Where they need to grow and grow, it is capable of everything.

**Herzberg's Motivator-Hygiene Theory**

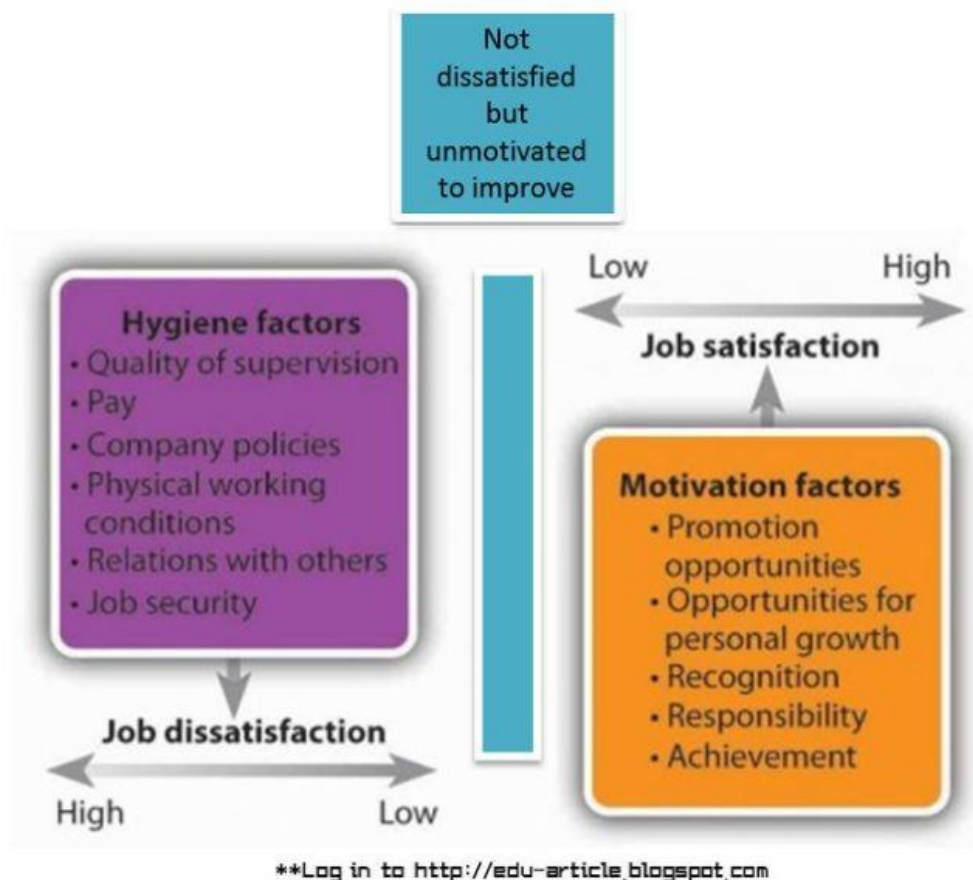


Figure 2, Source: Internet

Herzberg's motivation-hygiene theory shows that job satisfaction and dissatisfaction are not two opposing ends of the same continuity, but rather two different and sometimes, unrelated concepts. The 'motivational' factors, such as salary and benefits, require recognition and achievement to be satisfied with the work. On the other hand, employees will be dissatisfied with their jobs due to lack of factors 'cleanliness' factors (such as working conditions, companies, policies and structure, job security, interaction with co-workers and quality of management).

## Reference Group Theory

The reference group theory gave birth to this idea that the employee compares his input and output to his job with others, such as his / her friends, co-workers and others in the industry. Theorists, such as Hulin and Blood (1968) have argued that the understanding of the groups in which the person is related to them is important for understanding the job satisfaction.

## Discrepancy Theory

Another name for anomaly theory is "Affected Principle", which was published in 1976 by Edwin A. Locke. Was developed by Locke and is considered to be the most famous job satisfaction model. Many theorists have tried to come up with an explanation why people feel so in relation to their job. Locke developed the idea known as anomaly theory. This principle states that satisfaction of a person's job is met by something they think is important to their needs rather than fulfillment or unfilmation. The rating of a person's variable is referred to as "how much" of something. Anomaly theory states that dissatisfaction will occur when a person receives less than what he wants.

## Job Characteristics Model

Job Signs Model (JCM) explains that job satisfaction occurs when the work environment encourages internally motivational characteristics. Five major work characteristics: Skill diversity, work identification, work importance, autonomy and response, affect these psychological states. After this, three psychosocial states give birth to many possible results, including job satisfaction. Therefore, from the perspective of organizations, it has been thought that after improving the five main job dimensions, it will enhance a better work environment and job satisfaction. They can be added to create a motivational potential score (MPS) for the job, which can be used as an index of job prospects to influence the attitude and behavior of an employee.

## Dispositional Approach

Another famous job satisfaction theory is the Disposal Theory. It is a very general theory that people have innate anomalies, which tend to have a certain level of satisfaction towards regardless of the job of a person. This dispersion approach indicates that job satisfaction is deeply related to personality. Evidence of this approach can be divided into indirect study and direct study. Judge and colleagues have reviewed these areas in more detail. Indirect evidence comes from studies which riot clearly measures personality. This includes significant employment changes, such as changes in employer or business. Indirect studies, however, are sensitive to many critical criticisms, i.e. other unaccountable factors can contribute to job satisfaction levels. Most prominently, there is evidence of research that involves building a broad personality in the control of self-esteem, self-efficacy, emotional stability and control, which contributes to a person bending to see himself. A review of 169 correlations between each of four intimate constructs (i.e., self-esteem, self-efficacy, emotional stability and control control) and job satisfaction found that self-esteem, self-efficacy, self-information levels of emotion Stability and control of control increased, resulting in job satisfaction. Indeed, the investigation of the link between personality and job satisfaction among five-factor models revealed neurotism, conscientiousness and extras, in which there is a middle relation with job satisfaction. People evaluate their work experience in relation to liking or disliking their jobs and develop a sense of satisfaction or dissatisfaction with the organization in which they work. There are many potential impacts that affect how well someone is for their work. It is also important for the organization to maintain important employees. For this reason, through years of extensive research, psychologists have identified the principles that help employees measure the level of job satisfaction.

## III. THE METHODOLOGY

The purpose of this study is to focus on the impact of strategic management of human resources in achieving organizational performance. This study is based on two major sources of research. This study was organized on the field through the collection and analysis of various publications. Secondary sources, empirical studies in this field, various academic debates and various publications analyzing various findings. These publications have been published in various journals, conferences and books.

#### IV. STRATEGIC HRM AND PERFORMANCE

Research between strategic HRM and business performance has been dominating academic and business debate for more than two decades. However, most studies and publications in the field of HRM have defined the concept in terms of individual practices. According to Noe et al. (2007) refers to HRM practices and policies that affect the behavior, attitude and performance of employees. They are focused on many important practices, which can positively affect organizational performance such as human resources planning, recruitment, selection, training and development, compensation, performance management and employee relations.

Ffuffer changes these practices into seven HRM practices; These practices are expected to be able to satisfy the employee and increase organizational performance and get the organization competitive advantage (1998). The following are the practices of this type (Boxol, Purcell and Wright, 2007):

o Employment security

Selective recruitment of new personnel.

o Decentralization of decision-making as a fundamental principle of self-managed team and organizational design.

o Contemporary high compensation casual on organizational performance.

O Comprehensive training.

o Reduce the differences and differences between the level of dress, language, office arrangement, and salary differences in the levels.

o Broad sharing of financial and performance information across the organization

Figure 3 shows the pattern of connectivity between HRM and the display. Through this model it is reflected in detail that the connection exists for the organizational performance measured by financial indicators from financial strategies. According to Michael Armstrong (2006), this model is exhibited as a function of capacity + inspiration + opportunity (AMO) at the center of the model. The development of human resource strategy comes after the business strategy is prepared. But before the formulation and formulation of the business strategy, the capabilities of employees should be analyzed, the way they inspire, the skills and knowledge are the types of employees. It's actually this workforce that will receive performance indicators. Therefore, the achievement of business strategy is through the integration of workforce opportunities, their expectations, and other factors affecting the organization inside and outside. Therefore, it is easy to track down a human resource strategy and optimization strategies with prior practice and practice for the implementation of the demonstration. By the production of high quality products, employees, their inspiration, reaching the effective management of human resources will be successfully implemented to achieve satisfaction of organizational performance. Lufthim CANIA 378

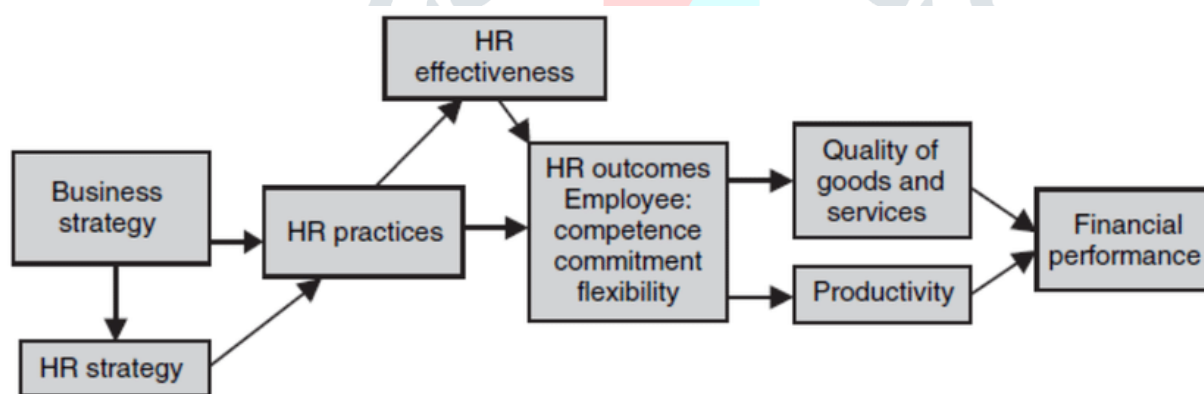


Figure 3, Source: Internet

In HRM-demonstration research, HRM's performance results can be seen in various ways. HRM researchers have mostly mentioned the classification of performance results of Dior and Reeves (1995):

o HR-related results, such as turnover, absence, job satisfaction, commitment

o Organizational results, such as productivity, quality, service, capacity, customer satisfaction

o Financial accounting results, such as profit, sales, return on assets, return on investment.

o Consequences of capital market, such as market share, stock price, growth (Boxol, Persecel and Wright, 2007).

#### V. THE ROLE OF STRATEGIC HRM ON SATISFACTION OF EMPLOYEE AND PERFORMANCE

The strategic management of human resources represents a change that is relatively new in the field of human resources management. Strategic human resource management has an important role in focusing on management in employees as a tool to gain strategic advantage. Now, organizations are convinced that successful human resources policies and appropriate practices can increase performance in various areas such as productivity, quality and financial performance.

Performance management is a planned process in which the key element is the different measurements, reactions, positive reinforcements, and ongoing dialogue between managers and employees. It has to do with measurement results in terms of performance compared to the expectations expressed as objectives. Apart from this, it has to do with inputs and values. Input are the knowledge, skills and behaviors required to produce expected results. The requirements are identified by defining these requirements and the level is evaluated, through which the required levels of performance are achieved through the effective use of knowledge and skills, proper behavior. Performance management strategy is to do with all businesses and not only with

managers. Therefore, the manager is not only responsible for giving necessary performance. Managers should have the trust and responsibility to distribute rights and responsibilities throughout the organization. In a sense, managers need to collaborate and consider themselves as part of their economy. Syria Management Volume 17, Issue 2, 2014 379. People to report on receiving required performance The manager and his team are jointly responsible for the consequences and both are involved in agreeing on what they should do and how they should do it. Performance management processes are widely involved in the organization. The manager and other employees of the organization should work jointly to achieve the performance. Focusing on the development of performance management strategy should be a continuous and flexible process in which managers and all organizations work as a single team. It should determine how they can work together to achieve the necessary results. It makes it possible to focus on future performance and performance improvement plans. The HRM strategy provides a consistent basis for regular dialogue and performance needs and further development of the organization between managers and other employees. Tactical Human Resources Management can provide many benefits to the organization (Brewster et al., 2000).

- o Contributing to the goal accomplishment and the survival of the company,
- o Supporting and successfully implementing business strategies of the company,
- o Creating and maintaining a competitive advantage for the company,
- o Improving the responsiveness and innovation potential of the company,
- o Increasing the number of feasible strategic options available to the company,
- o Participating in strategic planning and influencing the strategic direction of the company as an equally entitled member of top management,
- o Improving cooperation between the HRM department and line managers.

## VI. FINDINGS AND DISCUSSIONS

Performance management can be defined as a systematic process for improving organizational performance by developing the performance of individuals and teams (Armstrong, 2006). According to them, it is a means of achieving better results from organizations, teams and individuals by understanding and managing performance within an agreed framework of planned goals, standard and capacity requirements. Previous studies have emphasized the importance of human resource management in the organization. Human resources play an important role in being competitive in the market. A proper management of human resources will enable the accomplishment of the objectives required by the organization. The possible use of the skills, knowledge and competencies of the employees in the organization would be possible to achieve organizational performance. Basically, it is also confirmed by other research that strategic management of human resources has an impact on the organizational performance. The study analyzed 30 organizations, 16 organization service areas and 14 organizations in the manufacturing sector. For the structure of research, a better verification belief or to reject it, the following is as follows:

- a) Organizations know the concepts of organizational performance and strategic management of human resources. This theoretical knowledge translates into practical implementation in these organizations.
- b) Organizational performance will be affected by the strategic management of human resources.

So, the study focuses on two sections. In the first section, the study focuses on the theoretical aspects of adoption in organizations. While in the second volume, the study focuses on the effect that organizations can provide strategic management of human resources in performance. Lufthim CANIA 380.

In the first section, we will discuss the principles and practical applicability of the principles / concepts of SHRM and organizational performance. Concepts and search results based on the studies conducted for these organizations. Therefore, in order to conduct a clear survey in this study, first analysis should be done whether the organization is familiar with these concepts and their development. The applications of concepts and knowledge in organizations mean that these organizations have developed and developed a general organizational strategy. Apart from this, they have developed and followed a definite strategy for human resource management. Studies from 30 organizations showed that 26 (87%) of them were familiar with concepts and implementation in their organization. In other words, these organizations have a specific strategy for managing human resources. While 4 (13%) of other organizations were not very familiar with the implementation of organizational concepts. This means that these organizations do not have human resources strategies. These organizations do not implement adequate strategies, which means that achieving the required performance can be difficult. The reason is simple. The organization lacks planning, orientation or most important environmental studies or analysis. The organization operates without the study of environment. Therefore, the organization is "intersection where they do not know which way will go to the final destination in less time and at a lower cost." There are two organizations in the production sector and two organizations in the service sector were not familiar with the implementation of concepts in their organizations.

In the second segment, Strategic Human Resource Management is a planned pattern of human resources deployment and activities that enables the organization to meet organizational goals and objectives (No et al. 2007). How legitimate is the strategic management of human resources in the achievements of organizational performance? Is there a significant SHRM in terms of its impact on organizational performance? Some of the goals are reduction in cost, level of sales, increase in the number of customers, increase in market percentage, increase in product quality, innovative product, productivity improving. Economics. Seeria Management Volume 17, Issue 2, 2014 381.

Organizations choose one or several indicators to measure their performance. For example, organizations decide as a measure of performance to increase the quality of the product and increase the level of sales in the market. Therefore, improving the quality of the product will increase the sales by increasing profit by increasing the profit. Organizations should manage its input to get their output. One of the important inputs for the organization is human resources. Good management objectives of human resources will be made possible. If we mention the exchange of human resources then there will be knowledge, skills, behavior, ability etc. From the study, it was revealed that 21 (70%) organizations have proved their performance important through the strategic management of human resources, five (16.7%) organizations have accepted that there has been minor changes in the organization's performance. These small changes are due to non-proper management. The development and implementation of

human resource strategies is not in line with the organization's strategy. Four (13.3%) organizations did not have any impact on organizational performance by strategic human resource management. These organizations do not have real business strategy and human resources management. These organizations strategically manage their human resources:

- a) Recruitment and selection of suitable staff;
- b) Career management in organization;
- c) Training and development of employees;
- d) Work satisfaction;
- e) Create dynamic environment;
- f) Inspire employees

In essence, organizational performance has changed through the strategic management of human resources management. This makes the achievement of organizational performance objectives possible. It also enables the organization to become competitive. SHRM is a very important tool that ensures the continuity of the organization.

## VII. CONCLUSION

Organizations are trying to make the market more competitive in order to manage their human resources in achieving the need for organizational performance. Some of the goals are reduction in cost, level of sales, increase in the number of customers, increase in market percentage, increase in product quality, innovative product, productivity improving. Human resources are playing a vital role in achieving these Lufthim CANIA 382. Performance Analysis by facilitating employee satisfaction. But before that, organizations should realize the expected expectations from employees and therefore employees show their skills, satisfied with performance, satisfied and behave in the manner expected by the organization. Strategic HRM is a comprehensive process for human resource management across the organization that is integrated with the organization's overall strategy. This enables the organization to retain positions according to the level of skill and skill level of the employees with the right skills. Different authors have tried different definitions for organizational performance. In general, organizational performance is related to the achievement of objectives required by the organization. Obtaining organizational performance is the result of employees' behavior in the organization. The policies and practices of organizations motivate and satisfy employees and they influence organizational performance. Some of these are: Human Resources Planning, Recruitment, Selection, Training and Development, Compensation, Performance Management and Employee Relations. A link has been developed by writer Michael Armstrong between strategic HRM and organizational performance. According to him, performance capacity + inspiration + opportunity (AMO) is a task. By acquiring employees' expectations, this will reach the expected performance by the organization. Human resources need to be considered for organizations to obtain the necessary competitive advantages to create appropriate policies and practices. In addition, the authority and responsibility should be included in the entire organization working as a single team and should not focus solely on managers. Performance management strategy should focus on the development of a continuous and flexible process.

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