

PRACTICES IN HUMAN RESOURCE MANAGEMENT AND THE EFFICACY OF MANAGEMENT IN INDIAN BUSINESS ORGANIZATIONS

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Abstract: The current research paper is an investigation carried out in view of the liberalization of the global Indian economy, which has resulted in an increasingly competitive environment. In this paper, we make an effort to comprehend the HRM research carried out in India. There has been a significant amount of curiosity regarding the connection that exists between HRM practices and the efficiency of managerial work. India, which is faced with a variety of challenges and opportunities, requires a degree of flexibility and creativity in order to experience growth. Furthermore, because India has a highly competitive market economy, effective human resource management practices and managerial practices will give an organization a competitive edge. This study is an attempt to understand the relationship between HRM practices and managerial effectiveness in some of the leading organizations in India's private as well as public sectors. Both in the private and the public sector organizations that were surveyed, it was discovered that HRM practices have a significant relationship to the effectiveness of management.

Index Term: Human resource management; Managerial effectiveness, Human Resource Management Practices

1. INTRODUCTION

When compared to managers in other developed and emerging economies around the world, those working in the Indian economy were found to be the most productive overall. It was discovered through the respondent's responses that 68% of subordinate employees in India rate their managers as effective, which compares to a global rating of 60% for this factor. 61% of employees in Brazil rated their managers as highly effective, which are the second highest percentage in the world after those in the United States (60%), Russia (57%), Canada (56%), and China (53%). Workers in France gave their managers the lowest ratings for effectiveness (41%) of any other country's workers. Displaying the fundamentals of managerial competence, such as doing a good job of managing the team's work and the team itself and being perceived as a leader as a result, was the primary factor that managers considered when evaluating employees working under their supervision. "For employees in India, the characteristics of an effective manager include providing useful feedback, evaluating employees' performance fairly, providing a sense of a promising future, and practicing open, two-way communication," "It is universally accepted that managerial

effectiveness is a major goal for modern organizations," "For employees in India, an effective manager provides useful feedback, evaluates employees' performance fairly, provides a sense of a promising future, The situation in India after it gained its independence was marked by the historical rigidities that had largely emerged as a result of centralized planning. In India, the decision-making process is influenced by a number of other factors, each of which poses more of a limitation than an opportunity. The policy of protecting Indian industries for more than four decades through the use of protective tariffs and quotas had resulted in a lack of global competitiveness in both the quality of products and services offered as well as the cost of those offerings. The transition from "The License system" to "The Market system" in a significant degree is the primary feature that distinguishes the new economic environment. The challenge of Human Resource Management (HRM) practices would be to create an environment of resilience, one that is able to successfully accommodate and assimilate changes in systems, structures, technologies, and methods, among other things. People would have to give the change process the appropriate meaning for it to take place. Those who have led and managed the change process in an economic environment as volatile as this are most likely to feel the pressures brought on by the situation.

Research Concerning HRM in India Research in HRM has primarily concentrated on high-performance work, which is a term that refers to a system of HR practices designed to enhance managerial skills, commitment, and performance in such a way that managers become a source of sustainable competitive advantage for the organization and provide effectiveness to both the managerial staff and the organization (Pfeffer, 1998). According to Singh (2003), human resource management (HRM) in the Indian context may be considered an outcrop of interest in the field of corporate business strategy. The research that falls under the umbrella of HRM practices has a variety of parameters and catch-all names. During the process of conducting a review of the relevant literature, the parameters or independent variables that will be considered are as follows: job enrichment; "transformational" labor relations; progressive HRM practices; recruitment; selection; test validation; performance appraisal; team building; training; career management; job characteristics; planning; and rewards, among other things. Even after reviewing the empirical work that was carried out in the United States. The following factors make it difficult to compare the two studies that were conducted on comparable ground in India:

1. Various options available for the variables.
2. The conceptualization and selection of the appropriate framework
3. The nature of the settings in which organizations operate
4. The process of operationalizing the variables
5. Methodological Approach of Your Choosing
6. Mode of interpretation of relationship

Indices are frequently calculated in order to determine other types of financial or economic data, such as interest rates, inflation, or manufacturing production. Examples of these types of data include: These indexes, which are acting as benchmarks for the purpose, can be used to measure the output of portfolio returns. When discussing the stock market, this term almost always refers to a statistical measure of the change in the relevant stock market. This is because the stock market is constantly shifting.

2. LITERATURE SURVEY

In the early 1990s, the impact of human resources (HR) practices on organizational level outcomes such as productivity, turnover, performance, and profitability gained dominance as a research issue in the HR field. In terms of empirical research, the vast majority of efforts had been focused on investigating the connection between HR practices and firm-level outcomes such as productivity, turnover, and market value (Becker and Gerhart, 1996).

Huselid, M. Becker, B. and Ulrich, D. (2001) have outlined a model for an HR Scorecard, which aims to manage human resources as a strategic partner while also demonstrating HR's contribution to the financial success of the company. Cascio and Boundrenau (2008) a methodology for studying behavioral costing was proposed as a means of determining how HRM activities affect a company's bottom line financially. The economic repercussions of employees' behaviors, such as absenteeism, turnover, employee attitudes, work life programs, and employee training, are evaluated through the lens of human resource management (HRM).

Pareek (1979) know-how amassed through working on six different HR system projects. Issues are raised about the feasibility of using action research to effect organizational transformation and improvement. The commercial world is the primary focus of these worries. The action occurs in both a government agency and a family-run business empire that manufactures a wide range of products under one roof. Manufacturing powerhouse in the private sector with a national distribution network, banking conglomerate with branches across the country, manufacturing powerhouse in the public sector with rapid growth, and an international conglomerate with headquarters elsewhere. The concept of praxis is integrated into a three-dimensional model of action research to propose a method for bringing together theory (research, practice, and action) and the human concerns process.

Rao (1982) analyzed the responses of senior executives from 45 different organizations to a questionnaire regarding the development of human resources. The survey was conceived with the intention of illuminating current HRD practices prevalent across a variety of business sectors. According to the response, performance evaluation is used not only for regulatory purposes but also for development purposes; this is true both in intention and in practice. The vast majority of businesses surveyed use one or more of the following forms of incentive: promotion, cash rewards, and sponsorship of international travel. Approximately 45% of the organizations have a clear policy on how they will develop their human resources.

Gupta (1983) established the criteria for calculating executive pay and assessed the relative importance of those criteria. The data from the top 100 private sector companies will be used to conceptualize and empirically test a model that includes both organizational and personal variables. The findings of the analysis suggest that the complexity of the position, the financial resources of the company, and the directors' own executive capital are the most significant factors in determining director compensation. However, their relative importance varies. It appears that the job's complexity and the organization's financial resources are better predictors of future performance than the director's own educational and professional background.

Gupta (1983) determined the factors that go into determining executive compensation and evaluated how much weight each factor should be given. The purpose of this study is to conceptualize and empirically test a model that incorporates organizational and personal variables using information obtained from chief executives of the top 100 companies in the private sector. According to the findings of the analysis, the most important factors that determine director's compensation are the degree of complexity of the job, the ability of the company to pay, and the executive capital of the directors. Their relative significance, on the other hand, differs. It would appear that the two organizational factors of job complexity and ability to pay are better predictors of future performance than the individual director's level of education and experience.

The term "index" refers to a group of stocks chosen because they are considered to be representative of the market as a whole. The construction of an index is dependent on a number of parameters, which are broken down into their respective categories below.

3. PRESENT STUDY

The purpose of this study is to investigate the metrics that are utilized by businesses in India to determine the degree to which various HR-related activities are successful. The most common HR activities include planning, recruitment, selection, training and development, performance management, compensation, and employee relations. HR planning, recruitment, and selection are also included. Following a review of the relevant literature as well as previous research surveys, a total of 56 possible measures of HR activities have been identified in order to evaluate the efficiency of all HR-related domains. On the basis of these measures, a questionnaire covering all areas of HR activities that contained 56 measures has been developed. A questionnaire on managerial effectiveness has been developed, and it consists of 13 different measures. The responses of the respondents have been recorded using a scale with five different possible points. The present paper contains information about the sample organizations, which sample participated in the study, measure used, and procedures for the data collection have also been discussed. Also included is information about which sample organizations participated in the study.

4. RESULT AND DISCUSSION

The central issue at the heart of the development of HRM is currently undergoing a sea change in the way that "humans" are viewed as an end in and of themselves, rather than as a resource that serves other purposes. The contemporary management philosophy is founded on an upbeat and optimistic view of the human resources available. It is generally agreed that people have the capacity to be creative, trustworthy, and cooperative.

Correlations between HRM Practices and Managerial Effectiveness for Private Sector

Variables of HR Practices	Managerial Effectiveness
Planning	65
Recruitment	63
Selection	68
Performance evaluation	58
Training and development	55
Career Management	70
Rewards	70

The effectiveness of management in the private sector was found to have a positive and statistically significant correlation with all of the different dimensions of HRM practices. There was a statistically significant relationship found between effective managerial practices and HRM procedures in the private sector. This demonstrated that the effectiveness of management was extremely closely associated with HRM practices.

Practices in human resource management, such as planning, have an effect on the skills of employees through the acquisition and development of human resources. To make the most of the organization's human resources, it is critical to have a planning process that is both efficient and effective. It is essential for an organization to have an efficient HR planning system in order for it to be proactive. This is because having access to such information enables managers to make decisions that ensure the highest possible level of performance. In order to be effective as a manager, one must pay close attention to both gaining a comprehensive understanding of the behavioral requirements of various jobs and determining the amount of human resource that will be required. It is essential for businesses to have accurate information regarding HR Planning in order for them to be able to devise strategies to meet their anticipated human resource requirements in the future. Employees in the private sector are generally more concerned with effective employee performance as well as efficient utilization of human resources (Formham, 1993). The reasons are quite obvious, seeing as how they typically strive to make the most of all of their resources in order to have an advantage over their competitors. Practices in human resource management, such as planning, have an effect on the skills of employees through the acquisition and development of human resources.

5. CONCLUSION

According to the findings of this study, there is a meaningful and significant connection between HRM practices (planning, recruitment, selection, performance-evaluation, training and development, career management, and rewards) and the effectiveness of managerial leadership in both the private and public sectors. It was discovered that this relationship has a positive and significant bearing on the efficiency of managerial decision making.

There is a growing consensus in the largely theoretical body of work that HRM practices are significantly related to managerial effectiveness in organizations in India's private as well as public sectors, and this consensus is growing. The findings of this study offer a substantial body of evidence to back up these

assertions. The current investigation was conceived on the basis that HRM practices are the primary factor in determining the pattern of interactions that take place between and among managers and employees.

To put it another way, the body of knowledge that is currently available on the topic has amply demonstrated that there is a meaningful relationship between HRM practices and their linkages with the effectiveness of managerial leadership. There is a significant connection between the effectiveness of management and organizations in the private sector. When compared to the private sector, the planning, recruitment, and selection processes in public sector organizations were significantly related to managerial effectiveness, but to a lesser extent than in the private sector.

It was found that effective HR planning, along with recruitment and selection, was related to managerial effectiveness. In order for the organization to create jobs that are appropriate for the work that needs to be done and to hire the appropriate kind of managerial people. Training was provided to the organization's managers, and their work was monitored and evaluated, in order to facilitate effective career management and the distribution of rewards to those managers who were employed by private sector organizations. There was a positive and statistically significant correlation between the management effectiveness of organizations in the private sector and those in the public sector across all dimensions of HRM practices.

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