



THE INFLUENCE OF HCM DRIVERS ON EMPLOYEE WORKPLACE PERFORMANCE – AN EMPIRICAL SURVEY CONCERNING SHOPPING MALLS IN CHENNAI CITY

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ABSTRACT

Shopping malls in India have grown significantly due to economic development and changes in consumer culture, replacing the country's traditional department stores and retail outlets. The existence of malls in Chennai is a true blessing. It has a collection of shops concentrating on various luxe brands to average day-to-day usage brands available for the customers coming into these malls, along with the restaurants and entertainment facilities. As per this study, the employees working in these malls and how far the human capital management has influenced them are focused on. To achieve its objectives, the study used a descriptive-analytical method. This method was applied to collect and analyze data through a questionnaire, which was used to collect information in the field of study. The study concluded how the HCM had influenced the target population.

KEYWORDS: HCM, shopping malls, work performance, Chennai city

FRAMEWORK OF THE STUDY

The term “Human Capital” remained familiar by A. W. Lewis expressed “Economic Development with Unlimited provides of Labor.” The most significant investment for the majority of businesses is in their employees. Putting money into human resources can increase employee innovation and output, ultimately increasing an organization's profitability. A lack of HCM can lead to lost opportunities, money, and higher labor costs. Having a broad and complex workforce at your disposal, it's critical to establish review profiles relevant to the organization, the group, and the individual. Assuming all your staff members share the same objectives, difficulties, and skill sets is a mistake. Setting defined goals creates the groundwork for your personnel to prosper and contribute to the business's overall success. Prepare precise evaluation criteria and establish competencies for particular personnel and job duties. The managers can record performance outcomes and pinpoint areas for improvement during feedback by utilizing customized performance profiles. Encourage staff to use the Employee Self-Service

function, which gives them immediate, online access to their data, including on-demand training, performance goals, and reviews. This can be a great jumping-off point for a performance assessment discussion because you can elicit their inquiries, ideas, and suggestions to jump-start learning possibilities. Managers benefit from time and money savings by allowing staff to use their initiative and creativity to find solutions.

Additionally, HCM can assist businesses in staying ahead of important personnel trends, including a) Shifting demographics. New generations of workers offer new requirements and styles as the workforce ages. b) The gig economy Schedules, contracts, and compliance with tax and employment rules become more difficult due to the rise in temporary jobs performed by contractors and freelancers. c) Complicated laws. Laws and regulations are subject to rapid change, and compliance can result in costly fines and court costs. d) HR data. Regarding their workforces, organizations gather large volumes of internal and external data. It can be managed and analysed with the aid of HCM technologies.

Human capital is defined herein in many different ways, as there are researchers. Human resources make up the most crucial resources in every organization, separate success from failure, according to Jamal and Saif (2011). Human resources are a resource that all companies own and are crucial to their performance and survival, according to Chin and Sofian (2011). According to Fayoumi O (2010), human capital successfully works to upgrade what sets this excellent precedent and improves quality, offering firms a competitive advantage. Developing human capital, a crucial component in raising the bar for performance based on quality, is typically done during an organization's construction phase.

PREVIOUS STUDIES

Faryal Siddiqui (2012), human capital is to survive in this changing climate and gain a competitive advantage; it has become of utmost importance. The goal of human capital is to give a company a competitive advantage through the efficient use of its human resource. Firms need help adapting their HR strategies to increase employee performance. The organization's decision-making process, effective communication, and generation of original ideas must be led by human capital. Human capital has a favorable relationship with organizational productivity and adopting original concepts and innovations to enhance corporate results.

Yasmeen Rizvi (2011) concluded that there is a correlation between organizational performance and human capital metrics. Human Training, education, and other employee-related activities are considered capital because they help employees learn more and develop their values. Employee job happiness results from adequate human capital, enhancing employee productivity and business performance. An essential Human capital development is a critical function in the organization, and the transformative shift.

Hossain and Ishita Roy (2016), the human capital idea will progress the development of human capital theory within human resource management. The organization can get a competitive edge by using its people resources effectively. Organizations are working hard to raise employee performance. To create and maintain a competitive advantage, human capital is crucial.

Ukenna et al. (2010) stressed that human capital is positively linked to the organization's performance and profits. From the preceding, it is obvious that human capital is an essential factor for the input and output of modern

organizations (cognitive private) and possesses features not available in other capital. This is because the rising productivity curve is in the same direction as his capabilities, knowledge, and skills curve. Although old moral and legal renewed environmental changes with the times and innovation, they will remain unchanged.

Wang et al. (2008): The study found many results. Of note was the existence of a significant relationship between human capital and organizational performance and the impact of corporate culture on the relationship between human capital and organizational performance.

GAPS IN PREVIOUS STUDIES

Even though many studies have been conducted to study the influence the HCM has on specific organizational workforce performance, studies that have been undertaken to examine human capital's impact on employees' workforce performance in public shopping malls are near zero. After studying the National and International related reviews regarding Human Capital Management and Workplace Performance from different fields from different geographical regions, I identified two predominant gaps in this field.

1. Role of Human Capital Management.
2. Relationship between Human Capital Management Drivers and Employee Workplace Performance.

OBJECTIVES OF THE STUDY

- To investigate the role of human capital management in shopping malls in Chennai.
- To point out the level of influence the HCM Drivers has on employee workplace performance of the target area.

HYPOTHESIS OF THE STUDY

- ❖ There is no significant relationship or influence between HCM Drivers and employee workplace performance.

METHODOLOGY

The data collected for this study is based on both primary and secondary sources. Preliminary data were obtained through a well-structured questionnaire consisting of three sections, namely:

- a) Demographic survey of Employees.
- b) How are HCM Drivers responsible for employee's workplace performance?

SAMPLING METHOD AND TOOLS

Sampling technique	Non-probability/Non-random sampling
Number of respondents	85
Sampling type	Judgemental sampling
Tools used	Factor analysis, Chi-square test, ANOVA.

ANALYSIS AND INTERPRETATION

The reliability test was conducted for the study variables, which was recorded as acceptable since the overall reliability-derived value for Cronbach's for all the variables is nearer to 1 (**.863**), Suggesting that the items have relatively high internal consistency.

Table 1:

Reliability Statistics	
Cronbach's Alpha	N of Items
.863	33

FACTOR ANALYSIS

This study uses the factor analysis technique, which takes each variable's most significant common variation and converts it into a single score. First, the data's suitability is evaluated, factor extraction is performed, and factor interpretation and rotation are performed.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.703
Bartlett's Test of Sphericity	Approx. Chi-Square	1811.077
	df	300
	Sig.	.000

INFERENCE:

Illustrates that the value of KMO statistics is equal to $0.703 > 0.6$, indicating that the data are suitable for factor analysis and that the sampling is satisfactory. Bartlett's sphericity test is used to evaluate the sufficiency of the correlation matrix. Since the test value (about the chi-square value) is 1811.077, and the corresponding significance level is 0.0001, Bartlett's test of sphericity is highly significant at $P < 0.0001$, demonstrating that the correlation matrix exhibits substantial correlations among at least some of the variables. Factor analysis may benefit a given data set when the significant value is less than 0.05.

Factor extraction

Table 2:

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.076	36.303	36.303	9.076	36.303	36.303
2	2.734	10.937	47.240	2.734	10.937	47.240
3	2.609	10.436	57.676	2.609	10.436	57.676

4	1.929	7.715	65.391	1.929	7.715	65.391
5	1.380	5.518	70.910	1.380	5.518	70.910
6	1.166	4.665	75.575	1.166	4.665	75.575
7	1.024	4.095	79.670	1.024	4.095	79.670
8	.866	3.462	83.132			
9	.665	2.658	85.791			
10	.510	2.042	87.833			
11	.486	1.943	89.776			
12	.387	1.549	91.325			
13	.370	1.478	92.803			
14	.328	1.311	94.114			
15	.308	1.233	95.347			
16	.264	1.057	96.404			
17	.188	.751	97.156			
18	.163	.652	97.807			
19	.140	.561	98.369			
20	.096	.386	98.754			
21	.093	.370	99.124			
22	.079	.317	99.441			
23	.058	.230	99.672			
24	.052	.206	99.878			
25	.031	.122	100.000			

After the extraction and rotation, distinct groups formed with a total variance cumulated value of **79.670** or 79 % of the total variance. This reflects the KMO value of 0.703, which can be considered reasonable and indicates that the factor analysis is helpful for the variables.

Table 3:

ANOVA TEST

Hypothesis: H0 (Null Hypothesis): There is no significant difference between Supervision Practices and the gender of the employees working in the malls.

H1 (Alternate Hypothesis): There is a significant difference between Supervision Practices and the gender of the employees working in the malls.

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Systematic& honest communication by managers and supervisors	Between Groups	2.380	2	1.190	1.904	.156
	Within Groups	51.267	82	.625		
	Total	53.647	84			
Senior executives & managers support workforce inclusiveness	Between Groups	2.303	2	1.152	3.993	.022
	Within Groups	23.650	82	.288		
	Total	25.953	84			
	Between Groups	10.630	2	5.315	7.973	.001
	Within Groups	54.664	82	.667		

Managers are well-occupied with supervisory & leadership skills	Total	65.294	84			
Barrier reduction is regularly concentrated.	Between Groups	.156	2	.078	.125	.882
	Within Groups	51.067	82	.623		
	Total	51.224	84			
It helps to inspire confidence in employees.	Between Groups	3.617	2	1.809	3.103	.050
	Within Groups	47.795	82	.583		
	Total	51.412	84			
Systematic functioning of the department in the leadership transition period.	Between Groups	1.146	2	.573	.638	.531
	Within Groups	73.630	82	.898		
	Total	74.776	84			

INFERENCE:

From the ANOVA table above, it has been found that there is no significant relationship between the supervision practices and the gender of the employees working in the shopping malls. Thus the null hypothesis for the statements has been accepted except in states where the supervision practices, i.e., Managers are well occupied with supervisory & leadership skills, and the gender of the employees working in the malls has a significant relationship among them; thus null hypothesis has been rejected for that particular statement.

Table 4:**CHI-SQUARE TEST****KNOWLEDGE ACCESSIBILITY & GRASPING CAPABILITY OF EMPLOYEES * Work Experience.**

FACTORS	Value	Df Asymp. Sig. (2-sided)
The organization is well-occupied with information retrieval techniques.	10.594 ^a	.102
Training facilities are provided for the techniques used.	28.006 ^a	.001
Collaboration and teamwork are encouraged.	14.597 ^a	.024
Information sharing across the departments.	13.880 ^a	.127
Innovative & productive ideas & suggestions are valued.	28.003 ^a	.006
Developmental activities to improve awareness.	25.774 ^a	.002

INFERENCE:

From the above chi-square test table, it has been found that there is no significant relationship between the knowledge accessibility & grasping capability of employees * work experience for the statements; Organisation is well occupied with information retrieval techniques, Collaboration and teamwork are encouraged & Information sharing across the departments. Thus, the null hypothesis has been accepted. i.e., It is seen that all the Asymptotic value of the factors of supervision practices is more significant than 0.05; thus, we may take the null hypothesis.

FINDINGS AND SUGGESTIONS

From the study conducted, it is being analyzed that based on demographic analysis, more than 50% of the responses are of females covering the range between 25 and 30 age group. Most of the population have been

diploma-level qualified, and the majority are from families with earning members two or less and live in a semi-rural residential area. Most have worked for over four years and have a monthly income between 10000-15000.

After factor analysis, KMO and Bartlett's test value was derived as 70%, and after the factor extraction, 79% was rounded off. After the Anova test, it has been found that there is no significant relationship between the supervision practices and the gender of the employees working in the shopping malls. Thus the null hypothesis for the statements has been accepted except in states where the supervision practices, i.e., Managers are well occupied with supervisory & leadership skills and the gender of the employees working in the malls has a significant relationship among them; thus, the null hypothesis has been rejected for that particular statement. After the chi-square test, It has been found that there is no meaningful relationship between the knowledge accessibility & grasping capability of employees * work experience for the statements; Organisation is well occupied with information retrieval techniques, Collaboration and teamwork are encouraged & Information sharing across the departments. Thus, the null hypothesis has been accepted. i.e., It is seen that all the Asymptotic value of the factors of supervision practices is more significant than 0.05. Thus we may get the null hypothesis, except for the knowledge accessibility & grasping capability of employees * work experience statements Training facilities are provided for the techniques used, Innovative & constructive ideas & suggestions are valued, and Developmental activities to improve the awareness had a significant relationship, rejecting the null hypothesis.

This study suggests that there should be a proper, timely analysis of the factors or the said HCM drivers and how they influence every business organization to maintain a smooth working atmosphere considering all the elements needed to achieve employee satisfaction and morale.

Specific ways to manage the employees:

- Create a communication plan.
- Analysing their inputs.
- Focusing on their continual improvement and re-evaluation of their skills and talents.
- Update employee handbooks regularly.

CONCLUSION

The research aims to investigate the level of the influence of HCM drivers on employee workplace performance – an empirical survey concerning shopping malls in Chennai city; after analysing the data already gathered from various sources like online and in-person surveys, it was found that to determine the level of influence the HCM drivers has on the matter of the employee workplace performance specific objectives were triggered out to get the outcome for the study. Firstly, the main HCM drivers were pointed out. Accordingly, this study has been conducted. The factor analysis has been done on the main factors triggered, and the insights gained in this study contribute to the information on how these categories are related to each other and their contribution towards achieving the set objectives of the study. It has also been found that there is no significant relationship between communication and effective communication factors. It is independent of each other except for some statements mentioned for the HCM drivers through the chi-square and ANOVA test.

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