

## IMPACT OF HUMAN RESOURCE MANagements (HRM) PRACTICES ON JOB SATISFACTION

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### Abstract

Human resource management practices studied include those used for hiring new staff, enhancing existing workers' skills, and evaluating their performance. Four hundred faculty and staff members from public and private universities in India were questioned by questionnaire, and they were selected at random. Descriptive and inferential statistics were used to examine the data, including the t-test and correlation analysis. The research indicates that there is no strong correlation between HRM practices in use in the area and either teacher or non-teacher job satisfaction. It was shown, however, that public and private institutions use very similar methods for evaluating student achievement. The results indicate that HRM practices have a significant effect on work satisfaction for both teaching and non-teaching staff in public and private organizations. Further, suggestions were given for academic research paths, limitations of the study were exposed, and recommendations for high-performance HR practices and employee work satisfaction were provided. In this article, we'll talk about how HRM policies and procedures may make or break an employee's happiness at work.

**Keywords:** Human, Resource, Managements, Practices, Job, Satisfaction, Educational, Institutions, Analysis, Performance, Government, Academics, Organisation.

### INTRODUCTION

Human resources are widely acknowledged to be an essential part of every successful business. An organization's human resources are highly prized because of the direct correlation between employee productivity and the achievement of the business's objectives. Employees' level of focus and enthusiasm in completing their tasks is a major factor in a company's overall performance. Even if workers are fulfilling their individual and team responsibilities, this is not always indicative of high morale or confidence in the company as a whole. Human resource management practices stress the significance of workers being content in their jobs. Researchers have been looking for decades for explanations for the increasing levels of worker contentment in the modern industrial workplace. The primary role of every HR manager is to recruit and keep a productive, loyal, and happy staff. Good managers are responsible for creating and enforcing HR policies and procedures that improve workers' happiness on the workplace. Human resource management practices like training, teamwork, job definition, employee participation, performance appraisal, compensation, and so on all play a role in shaping job satisfaction alongside other factors like organizational environment, job-specific features, worker personal characteristics, and so on. [1]

HR plays a crucial role in the development of human capital. The term "intellectual capital" is used to describe an organization's accumulated knowledge, skills, and other intangible assets that may significantly improve its operations.

**Training:** Long-term staff programs designed to improve performance in a variety of contexts are what we mean when we talk about training. It's a catchphrase associated with training workers in better methods of doing things so that they may carry out their duties in a consistent, efficient, and economical manner. [2]

**Performance Appraisal:** It's the most effective method for helping workers improve by offering constructive feedback and guidance. It is widely thought that the organization's performance assessment method significantly affects employee and team performance.

**Team Work:** Collaboration is the act of working with others in an organization toward a shared objective. Collaborative groups working on problems are called problem-solving teams. The business may need to provide training in order to help its employees work together effectively. Teamwork allows individuals to collaborate with one another by bringing together their unique skillsets and perspectives with the help of constructive criticism. [3]

**Employee Participation:** It's a method where workers have input into things like workflow decisions, objective formulation, strategy development, progress tracking, and idea generation. Employees are empowered to suggest changes in procedure, which has been shown to increase productivity. Duties, responsibilities, purpose, scope, and working circumstances are all aspects of a job's definition. There should be no room for interpretation when it comes to the duties expected of an employee in order to ensure that everyone is doing their weight.

**Compensation:** It's a methodical approach to compensating workers monetarily for the efforts they put in on the job. It's an effective method of boosting employee spirits and contentment on the workplace. Fair pay encourages workers to stay with the firm and discourages them from leaving. [4]

#### **Employee Performance Appraisal, Employee Satisfaction and Competitive Advantage:**

In order to grow and achieve market sustainability, businesses that want a competitive advantage should input methods and manipulate certain resources over which they have direct and indirect control, such as materials and human capital. A performance assessment, on the other hand, is a thorough procedure that includes a methodical examination of an employee's performance and productivity on the job after a certain length of time. The results of a performance review might lead to a pay increase, promotion, or other type of reward. Employees' happiness on the job may be affected by the quality of their annual performance reviews. [5]

Posh manufacturing methods and superior performance in a similar business both point to a distinct edge. Therefore, the ability to outpace rivals in the sector provides a possibility for businesses to preserve their position as market leaders. Particularly, competitive advantage illustrates the interaction between the several types of competitive advantages, such as low price, high differentiation, and extensive operations. [6]

Businesses in today's fast-paced, ever-changing economy need to actively seek out new ideas in order to maintain their competitive edge. Human resources is now a more crucial part of a company than it has ever been before because of the competitive advantage it may bring. As a

consequence of globalization and technological advancements, the shift to an information-based economy and the quick emergence of new competitors in existing markets are assuming more significance. [7] This shows how important it is to properly manage employees in order to accomplish organizational objectives. It is now more of a problem how well adjacent authorities carry out their duties than how well officers near government authorities carry out their responsibilities. This is because the quality of government workers' work has a substantial influence on the government's capacity to function. Therefore, the government has established standards for measuring the success of an organization according to the productivity of its workers. Directors and professors will also give more weight to how well employees perform on the job. Effective human resource management is a must in today's fast-paced business environment. A company's ability to build a sustainable competitive edge is affected by its HRM practices. Management of human resources is effective and efficient. [8]

## REVIEW OF LITERATURE

Management activities that have an impact on the working relationship between an organization and its employees are included in human resource management (HRM). Good human resource management methods are needed all around the world to help businesses retain their qualified and professional employees and boost their productivity. Workers are both a firm's greatest asset and its most nuanced aspect in output. Employee performance in terms of the achievement of organizational goals is crucial to the success of any firm (Danish, 2010). [9]

Dissatisfied workers are less likely to be loyal to their employer when ineffective HRM practices are in place. What matters most to a company's success is how its personnel feel about their jobs and how they do their assigned tasks. In today's uncertain environment, businesses can't afford to neglect their intangible assets or intellectual capital if they want to grow and meet the needs of their shareholders (Malik et al., 2010). [10]

Successful sustainable businesses have a well-defined sustainability plan. There is an unmistakable link between corporate sustainability goals and declared objectives. A company's economic success, corporate governance, and ethical difficulties are all impacted by how well it manages its human resources. Human resources that provide a pleasant work environment and good human and societal effects, rather than only financial ones, are said to be sustainable. (2019) MURPHY. [11]

HR scholars are intrigued by the proliferation of sectors and the emergence of new HR practices. Researchers have a vested interest in learning about successful HR strategies. The target of this probe was a big Malaysian telecom provider. The purpose of this research is to analyze the connection between HR tactics (such as education and pay) and productivity in the workplace. The effect of these variables on workers' contentment in their jobs is also being investigated. Home care, nursing homes, and care facilities throughout the Netherlands (a total of 162) were included in the survey. Using the customer quality index, a survey was conducted using a stratified sample. Analysis of the data shows that HR practices have a more significant effect on HR outcomes than on financial outcomes. [12]

### **Objectives:**

- Job analysis and design would fully mediate the relationship between competitive advantage and employee satisfaction.
- A group of HR leaders who develop the HR function to meet its objectives and priorities.
- Employee satisfaction is a term used to indicate whether or not employees are pleased and satisfied in their jobs.

### **RESEARCH METHODOLOGY**

The entire approach of this investigation was exploratory. The major purpose of this study was to analyze how different approaches to human resource management affected the level of contentment experienced by college workers. Job satisfaction among teaching staff at a government institute was not found to be significantly correlated with the selection process, and among non-teaching staff at a private university, it was found to be unrelated to the training and development process. The HRM practices of public and private institutions were found to differ significantly in the survey. Academic and non-academic staff at both public and private universities were shown to have a strong positive relationship between HRM practices and job satisfaction. It was shown that there is a close connection between the independent and dependent factors. That is to say, some human resource management practices (such as recruiting and selection, training and development, and performance assessment) significantly affect workers' happiness on the job. [13]

### **RESULT AND DISCUSSION**

#### **Job Satisfaction:**

Employees' feelings about their jobs in a company are referred to as job satisfaction. An employee's overall impressions about the nature and organization of his work may be either positive or unfavorable. [14] Gives the definition of work satisfaction as "...a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences." As the degree of contentment of a company's human resources with their routine work serves as the core indicator of the performance of an organization, job satisfaction among employees may have significant positive effects on the success of a business. When workers are happy in their jobs, they are less likely to leave the company, be late for work, miss important meetings, get injured on the job, or file complaints. Several researchers have looked at the correlation between HRM methods and contentment in the workplace. [15]



**Figure 1: Job Satisfaction [16]**

**Table 1: Linear Regression Analysis – Summary Statistics**

Dependent Variables: Employee Satisfaction, Engagement, and Performance

		<i>R</i> <sup>2</sup>	<i>T</i>	<i>P</i>
Training	Employment engagement	0.168	5.95	0.001
Rewards	Employment engagement	0.050	3.148	0.002
Empowerment	Employment engagement	0.42	2.907	0.001
Training	Employment engagement	0.182	6.243	0.001
Rewards	Employment engagement	0.158	5.749	0.001
Empowerment	Employment engagement	0.199	6.595	0.001
Training	Employment engagement	0.106	4.602	0.001
Rewards	Employment engagement	0.082	4.042	0.001
Empowerment	Employment engagement	0.084	4.075	0.001

$R^2$  = The square of the regression shows what fraction of a shift in the response can be attributed to what shift in the predictors. The value of  $t$  indicates how much the response variable influenced the value of the predictor.  $p$  demonstrates the weight of the connection. [17]

Table 1 shows that compared to employee incentive and empowerment, employee training had the greatest  $t$  value in promoting employee engagement. When compared to the other HR practices, statistics showed that empowerment had the highest  $t$  value. Similarly, educating employees was most valuable since it led to improved productivity. All HR practice aspects maintained a significant  $P$  value when analyzed in connection to the dependent and mediating variable. Hiring competent line managers (those accountable for instituting a regimented setting for high-quality output) may boost an organization's efficiency in a number of human resources-related tasks. [18]

### Employee-Agents:

Employee-agents can be categorized according to demographic information (such as gender, age, and marital status), job information (including team role, tenure, and status), employee-reported information (including effort and satisfaction), and measured outcomes (including job performance and intention to leave) (see Table 2). In this experiment, personal and professional characteristics are started at random; however, actual data may be added to make the research applicable to real businesses. [19]

Effort intensity (associated with involuntary turnover) and work satisfaction (associated with voluntary turnover) are governed by a set of behavioral standards that employees follow in their dynamic interactions with one another and the business.

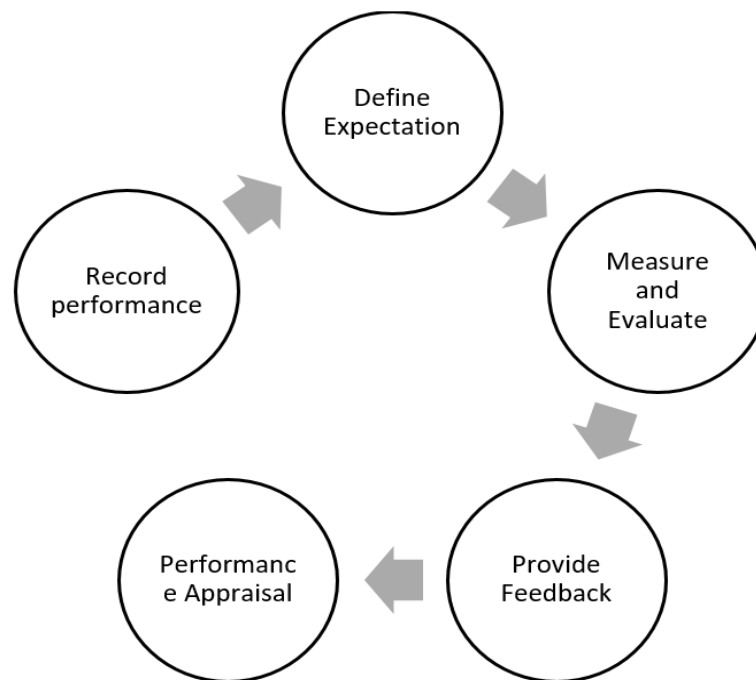
Initiative on the part of employees: Employees' levels of effort might range widely. In addition, the intensity of an individual worker's effort may change throughout the course of their career, as they reflect on their own actions and the interactions they've had with coworkers. [20]

**Table 2: Variables of an Employee-agents [21]**

Parameter		Parameter Value	Update
Personal Characteristic	Age	From 21 to 60 years (age groups: less than 30, 30-45, 45-60, more than 60)	Yearly
	Gender	0-male, 1-female	No change
	Family status	0-has no family, 1-has a family	Yearly
Professional Characteristics	Job status	From, level-0 to level-3	Rule-based changes
	Team role	0-member, 1-project manager	Rule-based changes
Attitude and behaviour	Effort	From 0 to 100	Rule-based changes
	Behaviour	Null, average, replicator high, comparator, shrinking	No change
	Satisfaction	From -100 to 100	Rule-based changes
	Minimum-satisfaction to stay	From -100 to 100	No change
	Ds	From 0 to 1	No change
	HRP weights ( $S_i$ )	From 0 to 5	Over the individual's life
Outcome	B	From 0 to 2	No change
	Job performance	From 0 to 100	Rule-based changes
	Intention-to-leave	From 0 to 100	Rule-based changes

### Performance appraisals have impacts on job satisfaction:

When it comes to determining things like pay raises, promotions, and other perks for employees, the data and conclusions supplied by performance reviews are invaluable. [22] The efficiency and efficacy of personnel and organizational view sub-divisions like hiring, selection, training, pay, motivation and performance appraisal, workplace safety and health, and complaint resolution can be evaluated with the help of performance measures, which also link information gathering and decision-making processes. This research will look at how performance reviews affect both employees' and the business's output and efficiency. [23]



**Figure 2: Performance appraisal and evaluation process**

Contentment of Workers and Rates of Turnover Humans get their drive from nature. They often have a strong sense of pride and contentment in their work. However, the vast majority of employees are often unimportant to the role and the business as a whole. Satisfaction with one's work is a key factor in productivity in the workplace. It's crucial for the success of the business and the employee's career. [24]

When people are happy in their jobs, it boosts their emotional, psychological, social, economic, technical, and even physical well-being. Since a result, the company is more likely to keep that worker on staff in the future, since their dedication to and productivity in their work environment contribute to the success of the business. Employees that feel more invested in the company are more likely to remain with the company long-term. My work satisfaction and the benefits I've received are a direct result of the organization's joy. The term "job satisfaction" is used to describe an individual's emotional response to their job. [25]

Turnover is the rate at which an organization either gains or loses employees, and it can be affected by a number of different factors, including pay and compensation practices, fringe benefits and pay matrix quality, one's relationship with one's supervisor, and the quality of the physical environment in which one works. Having fewer workers than other firms in the same Power Ltd., for instance, might be indicated by a high turnover and transfer rate. Employee turnover is directly correlated with job satisfaction. There is a clear correlation between an employee's level of contentment in their employment and their likelihood to leave that position. [26]

**Table 3: Showing the Correlation among HRM, Job Satisfaction, Absenteeism and Employee turnover**

	JS	TM	PA	TW	EP	C	AT
	Job satisfaction	Training and Motivation	Performance Appraisal	Team Work	Employee Participation Rate	Compensation Provision and rate	Absenteeism and turnover
JS	1.00						
T	.325	1.00					
PA	.231	-.212	1.00				
TW	-.531	.319	.341	1.00			
EP	-.241	.324	.252	.312	1.00		
C	.431	.523	.461	-.219	1.22	1.00	
AT	.631**	.362	-.211	.210	-.329	-.523	1.00

## CONCLUSION

Descriptive statistics were used to assess the efficacy of the chosen HRM methods (Mean, Standard Deviation). While Training and Development was the most efficient of the four categories, the others (Compensation & Benefits, Rewards & Recognition, and General) were all in the medium efficiency range. Even if it is almost hard to determine the precise attribute that might keep an employee happy, every company should continue to innovate and seek new approaches to increase efficiency and employee happiness. One measure of an organization's success is the level of contentment felt by its workers. Increasing productivity across the board has been shown to boost morale in the workplace.

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