



ANALYSIS ON INTERNATIONAL HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEES' SATISFACTION

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ABSTRACT

Human resource management (HRM) practices have a significant impact on the success of construction projects in Libya, according to this paper. Human resource management has long been regarded as the company's most reliable source of long-term competitive advantage. However, there haven't been extensive studies to fairly paint a picture of employment practices and industrial relations in the construction sector of Libya, which is where the majority of Libyans work. Journal of Management Studies, 9th Edition, p. 000–000 Human resource management at the global level is a critical component of international business. Research and practise in IHRM have grown significantly over the last three decades. Despite the fact that this field has seen a great deal of progress, numerous academics have pointed out areas that still need to be examined and revised. As a result, this paper examines and challenges the development of IHRM theory. According to the study, IHRM research tends to emphasize integration over other forms of progress. It is suggested that imitation rather than integration can be used to develop new theoretical and conceptual directions in IHRM.

1. INTRODUCTION

Project teams need to maintain high standards of quality performance by communicating effectively with and procuring and supporting their human resources. In order to prevent and solve employee problems, management requires data on job satisfaction. Human resource policies can reflect an organization's beliefs and principles and the relationship between management and employees, or they can simply be designed to meet current needs or challenges. Human resource management has grown in importance because it is only through the cooperation of the employees of an organisation that management can accomplish its goals (Berkes, 2009). Human capital may be the only source of long-term competitive advantage

for organisations, according to a number of theorists. Beliefs in the value of a human resource management system in developing employees who bring something special to the table that is difficult for their rivals to match or duplicate. While Storey's model of HRM focuses on the development and utilisation of employees in the pursuit of organisational goals, this approach does not.

As a result of globalisation and economies of scale, domestic firms have become more international in scope. Due to the coordination of all functional departments, the company's international expansion and successful operations are possible. HRM plays an important role in the international business of the company in this

regard, and as a result, HRM activities are commonly referred to as International HRM. International staffing, training, compensation, cross-cultural issues and performance management are becoming more strategic in nature. The literature on IHRM practices has been enriched by a number of researchers in the past.

Currently, there is a lot of competition, and that competition is only increasing. Because of this, HR managers must always be looking for new ways to maximize the use of human resources to improve project outcomes. Modeling the relationship between HRM practices and project outcomes is shown in Figure 1:

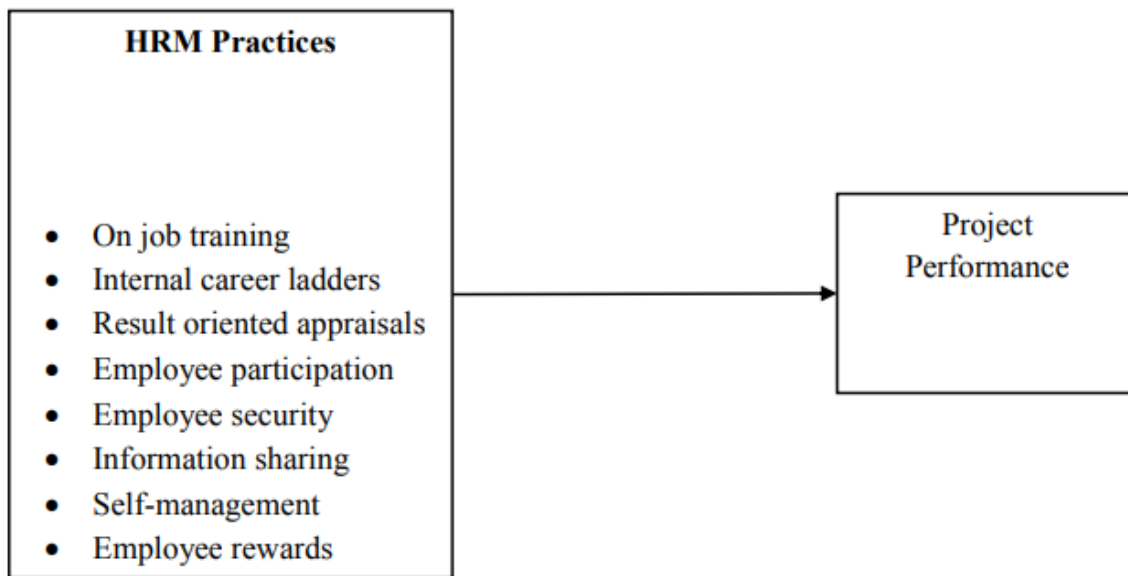


Figure.1: Conceptual Framework

International Human Resource Management (IHRM) is taking a significant step forward with this paper because we explicitly address concerns that IHRM appears to be repeating the flawed universalist assumptions of other management and business disciplines. Nave empiricism and the pursuit of an all-encompassing theoretical foundation have dominated, and this has led to a lack of consideration for a variety of viewpoints. Many IHRM scholars fail to address important social and structural issues despite Perkins's (2003, 462) critique of "optimistic, uncritically functionalist" notions of globalisation and his suggestion that it might be seen as globalization's "junior partner." Questions about the difficulties of managing across national borders, the consequences of cross-border shifts in employment for a nation's social security obligations, and the potential for globalisation to have destructive effects on national employment and identity (e.g Guillén 2001) When it comes to

globalisation as a discourse, questions arise about whether or not it can be considered a positive and civilising force that improves people's lives or a destructive force that harms democracy and the environment.

2. LITERATURE REVIEW

According to a number of studies using the Community Innovation Survey, organisations that have more external sources of knowledge perform better than those with fewer sources, regardless of other factors. In a recent survey of 125 large companies, open innovation was found to have a positive impact on innovation outcomes (Chesbrough H. , 2016). organisations must challenge old paradigms based on the idea that scarcity must be rationed and embrace new paradigms that take into account the complementary roles played by business, government, and society as a whole.

As a sign of the company's success, employees' financial well-being serves as an indicator (Panigrahi and Yuserrie, 2015). The most important HR practise for long-term employee retention is employee reward and benefits, rather than initiatives such as reward and recognition or flexibility of work arrangements. Dissatisfied employees are more likely to look for work elsewhere and less likely to go the extra mile to follow company policy. A project's performance is reflected to its employees by having an internal career opportunity policy.

Extrinsic motivators like trust and self-realization are examples of intrinsic motivators (Steel et al., 2016). Any external force is not responsible for promoting it (Vancouver, 2008). Intrinsic motivation, according to a recent group of authors, is a critical resource for improving organisational and social performance. Engaging employees in a more active way can lead to better results for the organisation, according to this theory. Organizations that have strong intrinsic motivation are more likely to succeed.

Examples of extrinsic motivation include financial incentives and promotion (Vidal-Salazar et al., 2016). New ideas and organisational performance can be generated through the use of extrinsic motivators, according to Vidal-Salazar et al (2016)'s research. While intrinsic motivation can be difficult for employees to achieve their aims, extrinsic motivation makes it easier. As soon as an employee's needs are met, he or she is free to focus on improving their work.

The majority of studies have looked at intrinsic and extrinsic motivations separately or in combination (Vidal-Salazar et al., 2016; Sung et al., 2017). Even though an integrative approach to organisational performance development is necessary, both constructs must be studied separately. Organizational performance may benefit from a combination of intrinsic and extrinsic motivation, according to Schlechter et al. (2015). This is further supported by the idea that money or recognition boosts self-esteem, which in

turn boosts intrinsic motivation and organisational productivity.

3. RESEARCH DESIGN AND METHODOLOGY

The way organizations practiced innovation 15 years ago, was different. It was more controlled, organized, within the boundaries of organization, and especially a secret!! In the year 2020 Professor Henry William Chesbrough gave a new paradigm to innovation definition, and coined a term open innovation. He explored organizations with an open approach to innovation. Organizations started experiencing a new difference, such as higher profitability, increased customer satisfaction, and a vast market of opportunities. It was observed that existing literature is inadequate, and insufficient in describing the impact of HRM practices on facilitating the adoption of open innovation in organizations. Businesses have always revolved around customers, and the changes in the industry, the way organizations think is certainly the result of changed customer patterns. The present chapter describes the research methodology adapted to understand the role of contemporary human resource management practices in bringing open innovation to organizations, and organizational factors supporting ecosystem for open innovation. According to the research objectives, research constructs, the hypothesis that was formulated, the research design, and methodology, the study is structured as follows: For the purpose of establishing the validity and reliability of the research instrument as well as the study's limitations, it is necessary to provide evidence supporting the choice of the sample.

3.1 Research Objectives

The research objectives for the present study are:

- To explore the contemporary HR Practices that drive open innovation in present day organization.

- To identify organizational HR strategies to promote Open Innovation initiatives in organizations.
- To analyse factors supporting an ecosystem of open innovation within organizations.
- To examine critical outcomes of organizations that promote open innovation.
- To examine the relationship between contemporary HRM practices, and ecosystem of open innovation within organizations.

3.2 Hypothesis

Postulated Hypothesis designed are:

Ho1: Organizations engaged in open innovation are largely oblivious to the current state of HR practises.

Ha1: Organizations that engage in open innovation rely heavily on modern HR practises.

Ho2: Open innovators have a very different view of current human resources practises.

Ha2: There is no significant difference in open innovators' perceptions of current HR practises.

Ho3: There is no significant role for organisational factors in supporting the open innovation ecosystem.

Ha3: In order to support the open innovation ecosystem, organisational factors play a significant role.

3.3 Research Design

Quantitative approaches were also used as part of an exploratory and descriptive research design, "from initial setting of objectives until drawing conclusions." Mixing quantitative and qualitative data is referred to as "mixed methods" in the scientific community, which is an emerging methodology. For this methodology to be effective, it is necessary to combine quantitative

and qualitative data, rather than relying simply on one or the other.

3.4 Exploratory research method study:

These exploratory studies can be useful when researchers lack a clear understanding of the issues that may arise while conducting research. In order to gain more clarity, establish priorities and develop operational definitions, this type of study is essential. There are times when a new area needs to be explored, or when little is known about a particular topic. It's used to get a better understanding of what's going on and how it all fits together. It's common for exploratory research to use techniques such as: 1) secondary research - such as a review of the available literature and/or data; 2) informal qualitative approaches, such as discussions with consumers; 3) formal qualitative research through in-depth interviews, focus groups; projective methods; case studies or pilots; and 4) a combination of the three.

3.4.1 Qualitative Research Design:

"Exploratory research is the primary focus of most quantitative studies. In order to gain a deeper understanding of what is going on beneath the surface, it is used. So as a result, it helps to develop hypothesis and questions for future quantitative studies." Quality research is "negotiating meaning and interpretation with human data sources because the researcher attempts to reconstruct the realities of the subject." In order to better understand a target audience's range of behaviour and perceptions about open innovation typologies, a researcher used this method of research design. Qualitative research aims to gather information from phenomena or participants in order to answer broad research questions. The researcher then goes on to look for themes and patterns that are unique to that particular group of participants, and then describes the information found in themes and patterns.

3.5 Data Collection

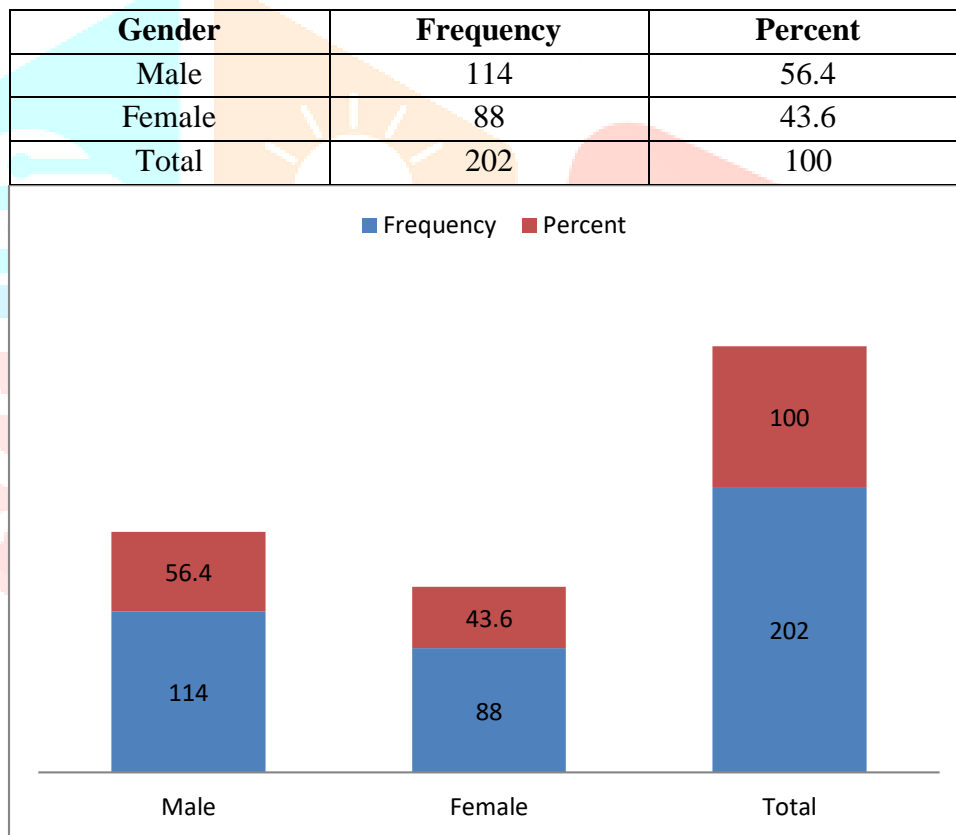
Most researchers find review of literature is critical to move from management questions to research questions, and in the process primary, and secondary both the resources are considered to strengthen the study. In the process of exploring the problem statements different types of information resources can be utilized by the researcher. Basically, they are divided as primary, secondary, and tertiary. Primary sources are original work of research, and are always authoritative in nature because the information doesn't get filtered or interpreted by the second

party. Secondary sources are interpretation of primary data, and all material that is referenced in any research comes under this category. Indexes, bibliographies, and other finding represent tertiary resources aids. It can be concluded that primary sources have more value.

4. RESULTS AND DISCUSSION

Gender: with a total of 202. Most of the respondents are males with 114 (56%) while females rated 88 (43%). This indicates that most of the employees that worked in projects are males.

Table 4.1: Gender representation

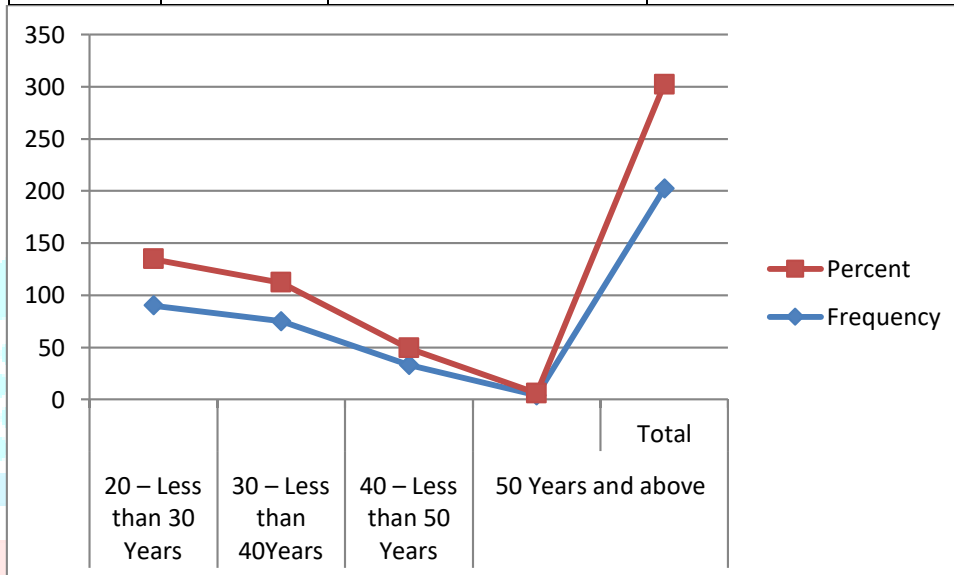


Age: With a total of 90 (44 percent), followed by 30 years to less than 40 years with 75 (37 percent), then 40 years to less than 50 years with a total of 33 (16 percent),

and ages above 50 were 4 (four percent) (2 percent). As a result of this, it can be concluded that the average age of employees is between 20 and 30 years old.

Table 4.2: Age representation

Age	Frequency	Percent
20 – Less than 30 Years	90	44.6
30 – Less than 40Years	75	37.1
40 – Less than 50 Years	33	16.3
50 Years and above	4	2
Total	202	100

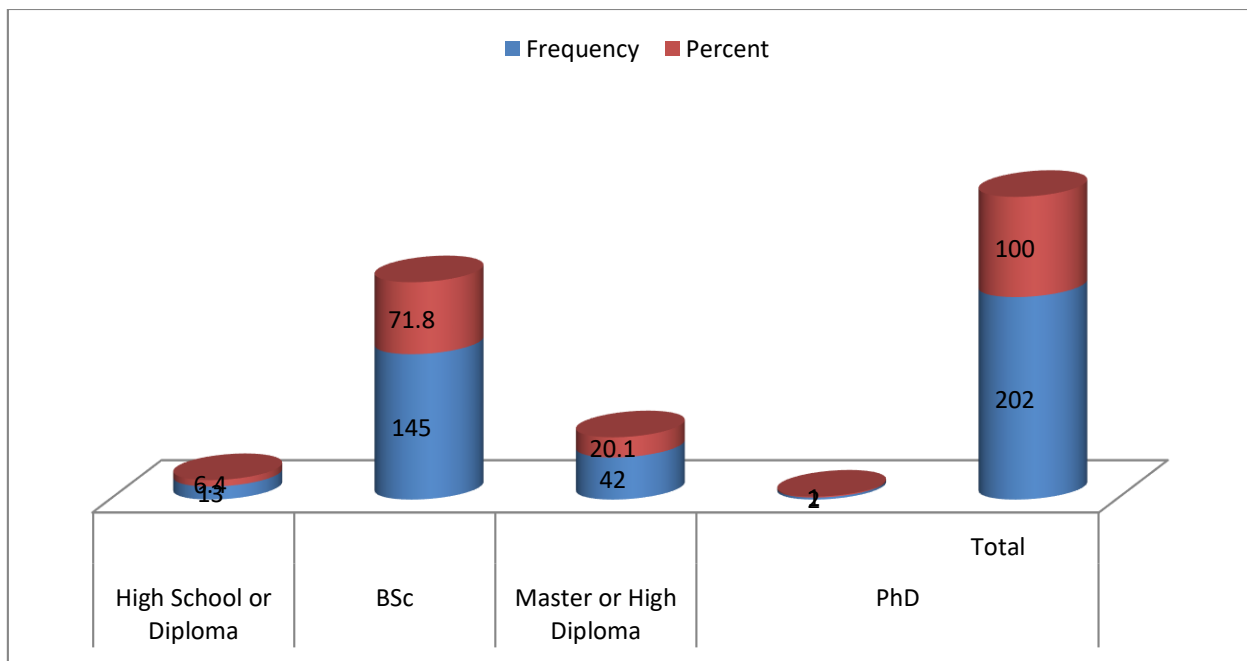


Educational level: There were 145 people with a BSc degree, 42 people with a master's or higher degree, 13 people with a diploma

and two people with a Ph.D. in the total number of respondents (1 percent).

Table 4.3: Education representation

Education	Frequency	Percent
High School or Diploma	13	6.4
BSc	145	71.8
Master or High Diploma	42	20.1
PhD	2	1
Total	202	100

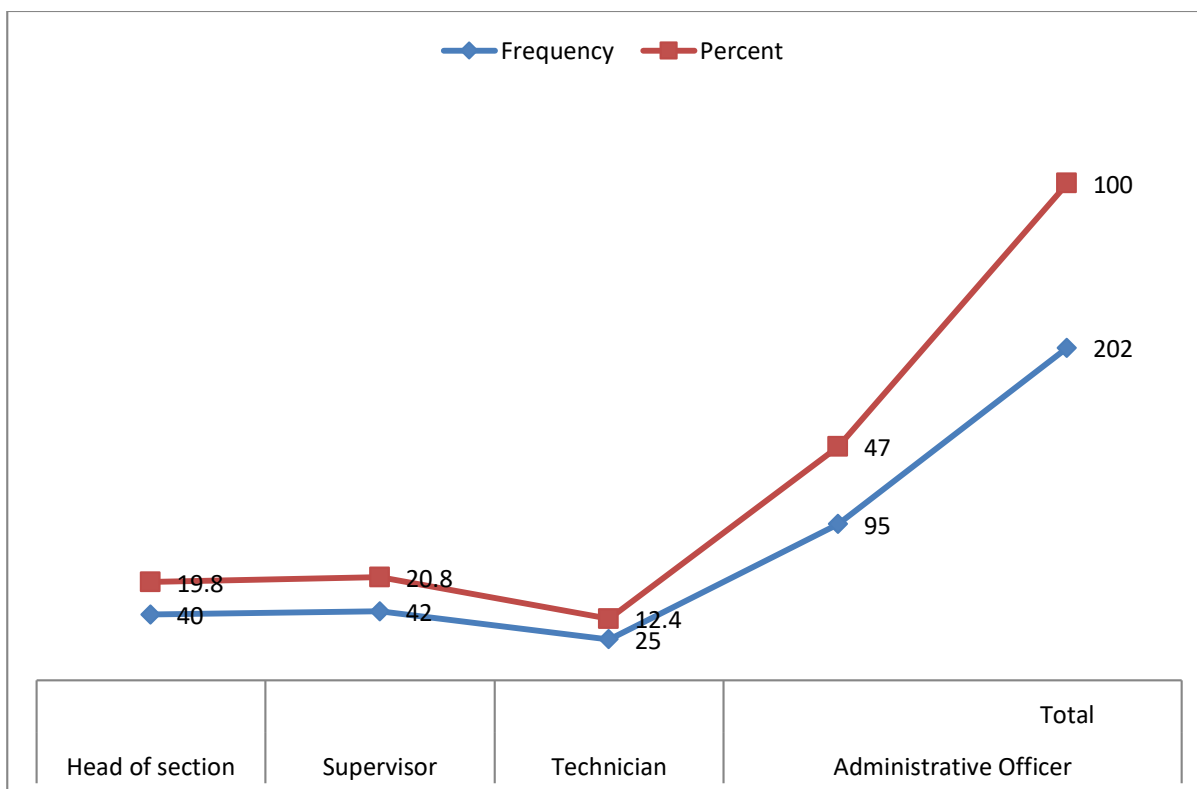


Job title: A total of 95 administrative officers (47 percent), 42 supervisors (20.8 percent), 40 heads of sections (19.8 percent),

and 25 technicians were the most common job titles among the respondents (12 percent).

Table 4.4: Job title representation

Job title	Frequency	Percent
Head of section	40	19.8
Supervisor	42	20.8
Technician	25	12.4
Administrative Officer	95	47
Total	202	100



Department: A total of 121 respondents (59.9%) work in the administrative and customer service department, followed by 29 (14.4%) in the engineering department,

27 (13.4%) in the financial department, and 25 (15% in the technical department) (12.4 percent).

Table 4.5: Representation of Department

Department	Frequency	Percent
Administrative / Customer Care	121	59.9
Financial	27	13.4
Technical	25	12.4
Engineering	29	14.4
Total	202	100

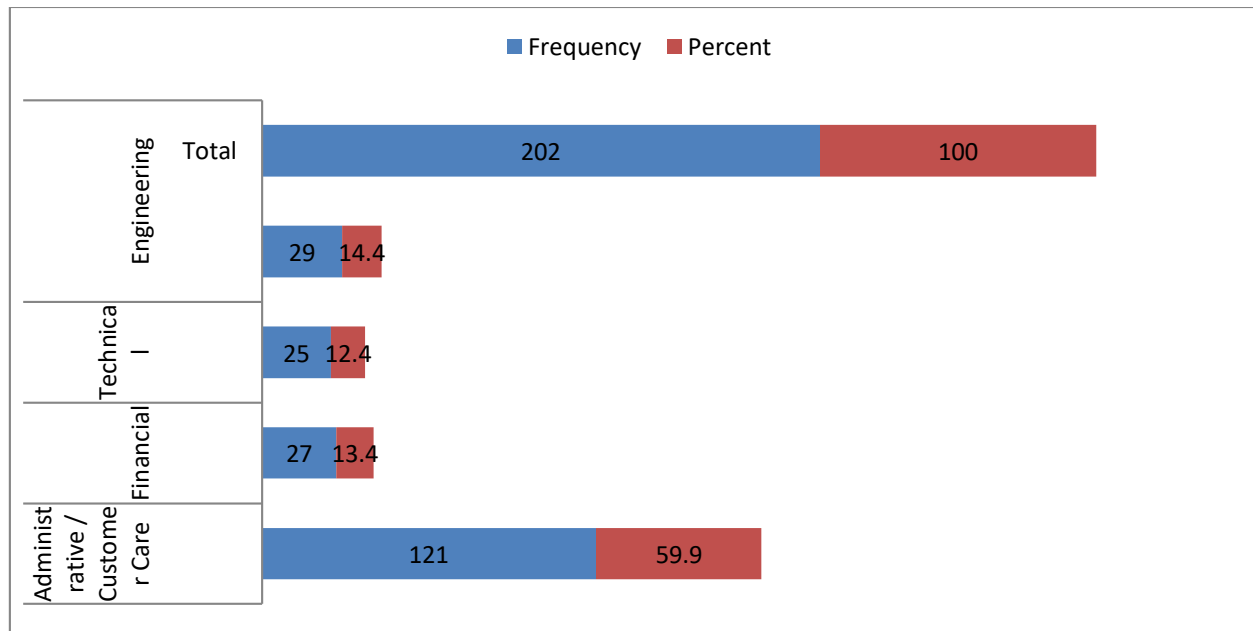


Table 4.6: Descriptive statistics of Planning and Recruitment

Variables	Mean	Std. Deviation	Relative Importance
1. The company attracts high quality employees.	3.55	1.163	Medium
2. The company retains high quality employees.	3.42	1.208	Medium
3. The company’s website is constantly updated with the latest vacancies.	3.42	1.299	Medium
4. The company recruitment is fair.	2.98	1.222	Medium
5. Planning and recruitment process is transparent	3.10	1.215	Medium

CONCLUSION

This paper examines the importance of a specific type of sustainable HRM for organizational performance using a variety of approaches. The Resourced Based View of HRM examines the value of sustainable HRM from an aggregate perspective (unique, heterogeneous, difficult to imitate). Research aims to examine how human resource management practices affect employee satisfaction in companies. "The study found that human resource management practices have a

direct impact on employee satisfaction in both large and small companies. According to this study, human resource management practices have a significant impact on employee satisfaction, regardless of what they are doing in the workplace.

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