



The Impact Of Human Resource Management On Organizational Advancement And Progress Empirical Insights From India

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ABSTRACT

This research aims to explore the pivotal role of human resource management in fostering organizational growth and development within the context of India's service sectors. Employing a combination of quantitative and qualitative survey research design, the study positions human resource management (HRM) as the predictor variable, with organizational growth and development as the criterion variables. The findings revealed a positive correlation between HRM and organizational growth and development, highlighting the significant influence of HRM in shaping these dimensions. The study establishes that HRM, as an independent variable, makes substantial contributions to both organizational growth and development. Based on these research insights, it is recommended that organizations prioritize the formulation and implementation of effective human resources policies. These policies should encompass comprehensive strategies for recruitment, selection, and the nurturing of skilled manpower, thereby fostering overall organizational growth, development, and employee welfare. While the global trend emphasizes human resource development integrated with modern technologies and employee-centric initiatives, this research focuses specifically on the Indian context, providing a theoretical foundation for future studies on human resources.

Keywords: HRM practice, policies, Organizational Growth.

INTRODUCTION

Globally, organizations universally recognize the pivotal role of professionals as their most valuable assets. The timely achievement of goals and the sustained success of organizations hinge on the strategic deployment of proficient individuals in apt roles (Oladipo, 2011). Service-oriented sectors, including banking, tourism, and hospitality, along with diverse business enterprises, heavily rely on the caliber, credibility, and competency of their workforce. Consequently, organizations must diligently focus on their employees, human resources, and new recruits, recognizing that the implementation of effective human resource policies is integral to maximizing productivity and competence (Saleem and Khurshid, 2014). The formulation and execution of human resource management policies and practices play a pivotal role in enhancing organizational outcomes. These outcomes span various dimensions such as research and development, intellectual achievements, flexibility, and competence, offering a competitive edge over peers. Organizations are urged to apply and facilitate policies and practices during the phases of recruitment, selection, training, and promotion to attract and nurture skilled employees and manpower. The collective efforts of these employees contribute significantly to organizational cohesion, cooperation, and optimal resource utilization (Nancy, 2013).

Integral to the success, survival, and competitive standing of any organization is the commitment and engagement of its employees. Job satisfaction and fulfilment of job specifications are critical prerequisites for fostering commitment and communication at all levels within an organization. Human resource management guidelines, policies, and practices play a proactive role in establishing a robust mutual relationship and understanding between firms and their workforce, based on shared trust and assigned duties. This relationship aligns with the principles of the "social exchange theory" and the "working practice theory," where professionals offer their best services to their designated organizations in exchange for perks, salary, and other associated benefits, distinguishing it from their experiences in previous organizations (Mehwish et al., 2019). Recognizing the importance of employee satisfaction and dedication to their work and organization, it becomes evident that reducing costs related to turnover, absenteeism, working capital, and low productivity is achievable when employees are fully satisfied and committed to their roles (Mizanur, Mohammad, and Mohammad, 2012).

Individual achievements are closely tied to employees' working capabilities and cognitive skills, both rooted in their job specifications and satisfaction (Pas,ao_glu and Tonus, 2014). Consequently, organizations must prioritize attracting and retaining competent and skilled employees, emphasizing consistent, employee-centric human resource management policies, practices, job specification, satisfaction, and organizational commitments as top priorities (Khera, 2010; Mizan et al., 2013).

REVIEW OF LITERATURE

The success and future standing of diverse organizations, whether public or private, spanning sectors like banking and hospitality, predominantly rely on the effectiveness of their core professionals and human resources in performance and planning processes (Uma et al., 2017). These processes underscore the significance of both employees' and management skills and future strategic plans (Ong and Koh, 2018; Ong et al., 2019).

Human resource management (HRM) policies and practices can be viewed as a comprehensive framework encompassing internal and external, coherent, and consistent strategies designed to cultivate and promote professional competence, communication, motivation, and commitment towards work and organizational goals (Elrehail et al., 2019). Effective management of human talents and desirable skills is imperative for aligning with the organization's vision and objectives (Ana et al., 2019).

HRM policies and practices play a pivotal role in fostering a work atmosphere conducive to high employee motivation, commitment to organizational and personal growth, and the cultivation of a positive attitude, driving individuals to strive for both personal and organizational goals. Organizational communication and commitment reflect employees' willingness to dedicate themselves to achieving the organization's vision and goals, influencing their perception, satisfaction, identification, involvement, and loyalty towards the workplace (Devananda and Onahring, 2019).

The positive and significant impact of HRM policies and practices on employee job satisfaction and performance is evident (Faiza et al., 2019). Serving as a means of communication and encouragement, these policies and practices contribute to employees' job performance and satisfaction with their work styles and roles (Mohammed et al., 2019). Job performance and satisfaction are defined as personal orientations and contentment towards work styles and roles presently occupied, intricately linked to personal behavior in the workplace (Devananda and Onahring, 2019).

The intended outcome of HRM policies and practices is the enhancement of employees' perception and attitudes, particularly in terms of commitment, subsequently impacting job satisfaction and performance (Cai et al., 2019). Employee commitment, communication, and satisfaction significantly influence organizations (Elrehail et al., 2019), with studies highlighting a very high positive relationship between HRM policies and employee job satisfaction (Ana et al., 2019). The effectiveness of HRM policies and practices can be measured by increased employee perception, satisfaction, and commitment. Simultaneously, organizational work style and performance are crucial considerations (Cai et al., 2019). Employees' working style and commitment form a bond or association with organizational policies (Mizan et al., 2013). Lack of communication about organizational working patterns and commitment, coupled with job dissatisfaction, can pose challenges for organizations.

ANALYSIS AND RESULTS

The current research focuses on human resource development within Indian organizations, exploring associated attributes such as challenges, opportunities, and comprehensive advancements. It delves into the impact of modern technological trends driven by globalization and the deregulation practices and policies of human resources on the growth and development of organizations. These evolving changes in human resource policies play a crucial role in determining business effectiveness, employee job satisfaction, performance, and overall organizational growth and development. Previous studies have consistently suggested a positive relationship between human resources management policies and practices and the growth and development of organizations (Mahmood, 2013). While various HRM policies and practices have been examined in connection to organizational productivity and outcomes in existing literature (Rahman et al., 2013; Nadarajah et al., 2012; Choi and Lee, 2013), this research aims to address existing gaps by setting specific objectives and hypotheses based on the insights derived from prior research.

1. To examine the extent of employee alignment with human resources policies and practices and their impact on the growth and development of the organization.
 2. To assess the perception of human resources regarding the organizational policies and their influence on the growth and development of the organization.
- H01 There is no relationship between human resources policies and practices and growth and development of organization in view of employees
 - H02 There is positive relationship between HR policies and growth and development of organization in view of human resources

Both the listed objectives and hypotheses have been achieved and tested via descriptive and inferential methodologies by using qualitative and quantitative research approaches. Further, sample of 200 respondents (100 each human resources and employees) working in public and Private organizations in India. Simple random sampling technique was performed for collection the data and results are reported in table 1.

Table 1. Model Summary for role of human resource (independent variable) and Growth and development (Dependent variable) in the study area

Variable	R	R ²	% share of independent variable	Dispersion of Regression Line	p-value
Organizational Growth & Development (DV)	0.934	0.803	80.3%	06.932	0.000**
Role of HRM (IV)					
Organizational Growth & Development (DV)	0.895	0.910	91%	04.843	0.000**
Role of HRM (IV)					

** Significant at 0.01 level

Primary Data

Table 1 illustrates the Pearson correlation coefficient (R) between organizational growth and development (dependent variable) and the role of human resource management (independent variable) in the context of both employees and human resource professionals across diverse private and public organizations in the study area. The correlation coefficients are 0.934 and 0.895 for employees and human resources, respectively. The P-ratio value is 0.000 ($0.000 < 0.01$) in both cases, signifying a significant relationship between organizational growth and development and the role of human resource management.

Furthermore, the coefficient of determination (R²), representing the square of the correlation coefficient R, is 0.803 and 0.910 for employees and human resources, respectively. These values reflect the extent of variability in organizational growth and development attributed to human resources development, policies, and practices. The independent variable (role of human resource development) accounts for 80.3% and 91% of the variability in organizational growth and development from the perspectives of employees and human resources. This underscores that human resource development and its associated policies and practices contribute substantially, holding a significant 80.3% and 91% share in the overall organizational growth and development. The remaining 19.7% and 8% are influenced by a range of other factors, including organizational policies, government interventions, employee qualifications and job specifications, market conditions, competition, and the future strategies and standing plans of different organizations in India.

DISCUSSIONS AND RECOMMENDATIONS

1. The results indicate a noteworthy positive correlation (0.845) between human resource development, its policies, practices, and organizational growth and development, as perceived by employees. Consequently, a recommendation is made to administrative professionals at all levels to prioritize the adoption of productive and organization-centric policies and practices, given their direct influence on determining organizational growth and development.
2. The findings reveal a substantial positive correlation (0.906) between human resource development, its policies, practices, and organizational growth and development, as perceived by human resources professionals. As a strategic recommendation, administrative professionals at all levels are advised to prioritize the adoption of productive and organization-centric policies and practices, given their direct impact on determining organizational growth and development.
3. The analysis reveals that human resources exhibit a higher level of agreement, perception, and satisfaction regarding the role of human resource development in organizational growth and development compared to employees. This difference is attributed to employees' lesser awareness of organizational policies and practice frameworks and their association with growth and development.
4. To meet the needs of employees, organizational customers, and market dynamics, it is essential to periodically update and adapt human resources policies and practices. Failing to do so may lead to critical challenges in establishing a meaningful connection and correlation between human resource development and organizational growth, particularly considering the evolving requirements across industries.
5. Emphasizing a critical perspective, every organization must prioritize continuous training and skill-oriented sessions for employees and human resources across all levels. This approach fosters interconnectedness and communication among all members, aligning them towards a common organizational goal.

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