

A STUDY ON EMPLOYEE OPINION TOWARDS THE HR PRACTICES IN SURIN AUTOMOTIVE (P) LTD WITH REFERENCE TO HOSUR

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Abstract—The purpose of this study was to examine the impact of HRM practices on job satisfaction and organizational performance in Surin automotive at Hosur. Specifically, the study examined HRM practices that are under the control and responsibility of supervisors and managers. In Human resource management, sustainability is used, to refer to human resources, which foster a conducive working environment and positive human and social outcomes without focusing on financial strategies and results. The current study focuses on the study of impact of HRM practices on employee satisfaction. The sample size for the study is 120, by adopting convenience sampling technique. The research findings indicate that there is positive relationship between HRM practices, Job satisfaction and organization performance. HRM practices such as training and development, performance appraisal, compensation and benefits practices as well as reward and recognition practices. Descriptive analysis was conducted with help of statistical tools correlation and Anova analysis. Results shows that HRM practices like compensation, performance appraisal and rewards and recognition have greater impact on employee satisfaction while training and development practices has lower effect on employee satisfaction

Keywords: HRM Practices, Job Satisfaction, Organizational Performance, Perceived Organization Support, Training and Development.

INTRODUCTION

Human Resource Practices is that the function within a company that focuses on Recruitment & selection, Training & Development, Reward, Performance and therefore the direction of the people within the organization. Human Resource Management is additionally performed by line manager. The Human Resource Practices was outsourcing to Organization long before it became the buzzword that's today. The Principle of outsourcing is applied to this creative company itself. A core team of the Human Resource Practice staff ensures that long-Term clients receive maximum Value from more services resourcing from a database. The Human Resource Practice was running a virtual organization way earlier than when it's became a trend within the new economy. This core competency implies that the correct consultants or practitioners are accustomed meet our client's needs.

Today many organizations are under pressure to improve performance. Organizations are experiencing massive changes in the demands for products and services they provide. This has increased the need for organizations to not only improve the way they deliver services, but also to examine their practices, organizational mission and goals, performance objectives, and performance measures. Thus, there is a new emphasis on the human factors associated with organizational goals and performance.

The effective management of people within the organization is important to the organization's efficiency and effectiveness. He argued that public service improvement depends on better management, including a focus on leadership and human resource management (HRM) practices. He maintained the focus on regulations and organizational structure limits the progress of today's public organizations. HRM consists of all the tasks involved in ensuring the effective and efficient use of the people inside the organization to meet an organization's goals and objectives. The process of effective management of people means cultivating effective work environments, fostering employee participation and contribution to the organization's success.

An abundance of research has been conducted on HRM and its influence on organizational performance, organizational commitment, organizational culture, organizational climate, empowerment, leadership style, and turnover. Most of the research conducted was in the private sector. Seldom has there been research conducted on the relationship between HRM practices, job satisfaction, and organization performance in a service sector. Furthermore, little or no research compares the perceptions employees working in the industry.

Therefore, the current study explored the HRM practices, perceived job satisfaction, and perceived organizational performance of employees working in the industry. The study sought to provide direction for future research on the relationship between HRM practices, job satisfaction, and organizational performance in the industry.

STATEMENT OF THE PROBLEM

The managers and supervisors in the company concentrate their efforts toward ensuring that goals and objectives of the organization are met by delivering services effectively and efficiently. Consequently, HRM practices such as communication, empowerment, motivation, participative management, reward and recognition, supervisory leadership, and training and development may be absent from line operations. Therefore, attention to the needs of the organization's most valuable resource, its employees, may be limited. Research on the relationship between HRM practices, job satisfaction, and organizational performance is lacking in the literature. Furthermore, few studies have explored the relationship between HRM practices employed by supervisors and managers in a service sector. This study will be useful for administrators with information to make better decisions about the role of and inclusion of supervisors and managers in the HRM system

OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE

- To analyse the employee opinion about human resource practice followed by Surin Automotive (P) Ltd at Hosur.

SECONDARY OBJECTIVES

- To discover the recruitment and selection process within the organization and acquire the response from the workers.
- To know the salary, compensation and benefit provided within the organization and to verify the satisfaction levels of the staff.
- To know safety, welfare, and health provided within the organization and to verify the satisfaction level of the worker.

SCOPE OF THE STUDY

The study will help the organization to understand the present levels of engagement of their employees and can allow them to require necessary actions to motivate them to perform better and enhance their satisfaction and intention to remain within the organization. This study would help to reinforce the progress of organization by understanding the necessity of the staff to satisfy their common needs and improving employee standard of living

LIMITATIONS OF THE STUDY

- The accurate response will not get from the respondent bias in answering the question might affect the result.
- Time duration is one of the major limitations in this study.
- The researcher faced some difficulties in getting the particular from the workers at the factory because of their literacy and ignorance.

RESEARCH METHODOLOGY

The research methodology is scientific and systematic for pertinent information on specific topic. It is a careful investigation or inquiry especially through search for new facts in any branch of knowledge. Research is a systematized effort to gain knowledge and hence, it helps to practical knowledge in study various steps that are generated adopted by a research in studying his research problem along with the logic behind them.

RESEARCH DESIGN

Research is a process in which the researcher wishes to find out the end result for a given problem and thus the solution helps in future course action. The research has been defined as “A careful investigation or enquire especially through

search for new facts in any branch of knowledge”. The type of research is descriptive in nature; since an attempt was made to find out inter relationship between variables

SAMPLING METHOD

A sample is a subset from the total population. A sample is a subset from the total population. It refers to the techniques or the procedure to the research would adopt in selecting items for the sample (i.e) the size of the sample

SAMPLE SIZE

Sample size means the number of sampling units selected from the organization for investigation. The total sample size that is taken for this study is 120.

SAMPLING TECHNIQUE

A simple random sampling technique has been used in sampling. It provides information about parts of the all the area of *Hosur*.

SAMPLING POPULATION

There are 150 up employees are there at Surin Automotive (P) Ltd

METHOD OF DATA COLLECTION

Data is collected from both primary and secondary sources.

Primary Data

Primary data are collected through a structured questionnaire. A well-structured questionnaire has been prepared given to the respondents by the researcher.

Secondary Data

Secondary data are collected from the published data available within the company and also from the Internet and Intranet. Data was collected from web sites, going through the records of the organization, etc. It is the data which has been collected by individual or someone else for the purpose of other than those of our particular research study.

TOOLS FOR ANALYSING DATA

In order to come out with the findings of the study the following statistical tools are used by the researcher

- Simple Percentage analysis
- Chi-Square test
- Correlation
- ANOVA

DATA ANALYSIS AND INTERPRETATION

CHI-SQUARE TEST

NULL HYPOTHESIS

H₀: There is no significance relationship between education qualification of the respondents and job rotation helps employees to understand diverse business operations.

ALTERNATIVE HYPOTHESIS

H₁: There is a significance relationship between education qualification of the respondents and job rotation helps employees to understand diverse business operations.

EDUCATION QUALIFICATION OF THE RESPONDENTS * JOB ROTATION HELPS EMPLOYEES TO UNDERSTAND DIVERSE BUSINESS OPERATIONS							
Cross tabulation							
Count		JOB ROTATION HELPS EMPLOYEES TO UNDERSTAND DIVERSE BUSINESS OPERATIONS					Total
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree	
EDUCATION QUALIFICATION OF THE RESPONDENTS	School level	27	0	0	0	0	27
	Diploma	14	22	0	0	0	36
	Under graduate	0	15	11	0	0	26
	Post graduate	0	0	12	11	2	25
	Others	0	0	0	0	6	6
Total		41	37	23	11	8	120

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.462E2 ^a	16	.000
Likelihood Ratio	217.700	16	.000
Linear-by-Linear Association	98.904	1	.000
N of Valid Cases	120		
a. 15 cells (60.0%) have expected count less than 5. The minimum expected count is .40.			

Symmetric Measures					
		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	1.000	.000	33.436	.000
Measure of Agreement	Kappa	.533	.056	11.016	.000
N of Valid Cases		120			
a. Not assuming the null hypothesis.					

Symmetric Measures					
		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	1.000	.000	33.436	.000
Measure of Agreement	Kappa	.533	.056	11.016	.000
N of Valid Cases		120			
b. Using the asymptotic standard error assuming the null hypothesis.					

RESULT

From the output through the Chi-square test, it is obtained that the asymptotic significance is 0.000 which is less than 0.05 (i.e., $0.00 < 0.05$) describes that there is no relationship between education qualification of the respondents and job rotation helps employees to understand diverse business operations. The value is obtained is less than 0.05 interpreted that null hypothesis (H_0) is accepted.

CORRELATION

The table shows that the relationship between annual income of the respondents and satisfaction level about rewards and recognition scheme.

Correlations			
		ANNUAL INCOME OF THE RESPONDENTS	SATISFACTION LEVEL ABOUT REWARDS AND RECOGNITION SCHEME
ANNUAL INCOME OF THE RESPONDENTS	Pearson Correlation	1	.939**
	Sig. (2-tailed)		.000
	N	120	120
SATISFACTION LEVEL ABOUT REWARDS AND RECOGNITION SCHEME	Pearson Correlation	.939**	1
	Sig. (2-tailed)	.000	
	N	120	120
**. Correlation is significant at the 0.01 level (2-tailed).			

NONPARAMETRIC CORRELATIONS

Correlations				
			ANNUAL INCOME OF THE RESPONDENTS	SATISFACTION LEVEL ABOUT REWARDS AND RECOGNITION SCHEME
Kendall's tau_b	ANNUAL INCOME OF THE RESPONDENTS	Correlation Coefficient	1.000	.917**
		Sig. (2-tailed)	.	.000
		N	120	120
	SATISFACTION LEVEL ABOUT REWARDS AND RECOGNITION SCHEME	Correlation Coefficient	.917**	1.000
		Sig. (2-tailed)	.000	.
		N	120	120
Spearman's rho	ANNUAL INCOME OF THE RESPONDENTS	Correlation Coefficient	1.000	.947**
		Sig. (2-tailed)	.	.000
		N	120	120
	SATISFACTION LEVEL ABOUT REWARDS AND RECOGNITION SCHEME	Correlation Coefficient	.947**	1.000
		Sig. (2-tailed)	.000	.
		N	120	120
**. Correlation is significant at the 0.01 level (2-tailed).				

RESULT

From the output the Correlation test, the value obtained is less than 0.01 interpreted that null hypothesis (H_0) is accepted. Thus the annual income of the respondents and satisfaction level about rewards and recognition scheme

ANOVA

NULL HYPOTHESIS

H_0 : There is no significance relationship between experience of the respondents and employees receive career development training.

ALTERNATIVE HYPOTHESIS

H_1 : There is a significance relationship between experience of the respondents and employees receive career development training.

Descriptives									
EXPERIENCE OF THE RESPONDENTS	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum	Between-Component Variance
					Lower Bound	Upper Bound			
Strongly agree	42	1.45	.504	.078	1.30	1.61	1	2	
Agree	36	2.61	.494	.082	2.44	2.78	2	3	
Neutral	32	4.06	.564	.100	3.86	4.27	3	5	
Disagree	7	5.00	.000	.000	5.00	5.00	5	5	
Strongly disagree	3	5.00	.000	.000	5.00	5.00	5	5	
Total	120	2.79	1.315	.120	2.55	3.03	1	5	
Model	Fixed Effects		.501	.046	2.70	2.88			
	Random Effects			.771	.65	4.93			2.058

Test of Homogeneity of Variances			
EXPERIENCE OF THE RESPONDENTS			
Levene Statistic	df1	df2	Sig.
10.052	4	115	.000

ANOVA							
EXPERIENCE OF THE RESPONDENTS			Sum of Squares	df	Mean Square	F	Sig.
Between Groups	(Combined)		176.956	4	44.239	176.433	.000
	Linear Term	Unweighted	56.246	1	56.246	224.318	.000
		Weighted	170.997	1	170.997	681.963	.000
		Deviation	5.960	3	1.987	7.923	.000
Within Groups			28.835	115	.251		
Total			205.792	119			

HOMOGENEOUS

EXPERIENCE OF THE RESPONDENTS						
EMPLOYEES RECEIVE CAREER DEVELOPMENT TRAINING		N	Subset for alpha = 0.05			
			1	2	3	4
Student-Newman-Keuls ^a	Strongly agree	42	1.45			
	Agree	36		2.61		
	Neutral	32			4.06	
	Disagree	7				5.00
	Strongly disagree	3				5.00
	Sig.		1.000	1.000	1.000	1.000
Means for groups in homogeneous subsets are displayed.						

a. Uses Harmonic Mean Sample Size = 8.944

RESULT

From the above analysis, we find that calculated value of the F-value is a positive 403.234 value, so H1 accept. Since the P value 0.000 is less than < 0.05 regarding there is a significant relationship experience of the respondents and employees receive career development training. The results are significant at 4% level

FINDINGS

1. Majority 57.5% of the respondents are male
2. Majority 36.7% of the respondents are in the age between 25 years – 30 years
3. Majority 30.0% of the respondents are diploma holder
4. Majority 27.5% of the respondents are experienced in 1 – 2 years
5. Majority 36.7% of the respondents are earning Rs.15,000 - Rs.20,000
6. Majority 43.3% of the respondents are agree with Hr department pursues innovative ideas and excellent hr practices
7. Majority 44.2% of the respondents are satisfied with rewards and recognition scheme
8. Majority 41.7% of the respondents are agree with Hr practices is an on-going process
9. Majority 31.7% of the respondents are expect medical facilities for self and family
10. Majority 36.7% of the respondents are satisfied with performance management
11. Majority 34.2% of the respondents are highly satisfied with career advancement programs and satisfied with performance management system
12. Majority 36.7% of the respondents are highly satisfied with safe and happy workplace management
13. Majority 35.0% of the respondents are neutral with employees perform non-repetitive jobs using various skills and talent
14. Majority 32.5% of the respondents are agree with employees uses their independence, initiative and judgement to carry out their job

15. Majority 34.2% of the respondents are strongly agree with job rotation helps employees to understand diverse business operations
16. Majority 40.8% of the respondents are strongly agree with teamwork helps employees to openly share ideas, manage disputes
17. Majority 39.2% of the respondents are neutral with employees receive assignment without proper resources and manpower to execute
18. Majority 29.2% of the respondents are agree with selection of employees is done on the basis of personality and competency test
19. Majority 31.7% of the respondents are strongly agree with employees receive training for new technology, personal development, health-safety
20. Majority 35.0% of the respondents are strongly agree with employees receive career development training
21. Majority 33.3% of the respondents are strongly agree with employees receives quality management training to deliver timely and quality products and service
22. Majority 36.7% of the respondents are strongly agree with employees receive detailed performance review helps to perform better in future
23. Majority 40.8% of the respondents are highly satisfied with selective hiring
24. Majority 25.8% of the respondents are affecting economic changes factors

SUGGESTIONS

- The management can adopt a new method of appraisal than the present tool performance evaluation sheet.
- They can adopt 360 degree appraisal. Employees should be considered for the increment in salary. If their performance exceeds predetermined standards.
- Employees should be given a chance to express their thoughts and ideas for organization benefit. New technologies should be adopted
- Strategic HRM factors, which may have a bigger influence on the motivation and satisfaction of staff within the industry is implementation of a clear performance appraisal system. The individual staff ought to be concerned in target finalisation.
- The trade normally ought to focus a lot of on Strategic HRM biological process activities like performance assessment, coaching and development, job rotation and career progressing to scale back job attrition.
- One in every of the necessary options of Strategic HRM is identification of the potential Leadership Talent. There ought to be an ardent target this space right from junior management level according the work should be allotted.

CONCLUSION

The conclusion of this study shows the employee's perception towards organizational HR practices. By the perception, it also signifies the personal characteristics of the employees such as attitudes, personality, motives and interests. It also determines the relationship between the different activities of the members. It also signifies the best HR practices of an organization. These practices are important to carry out different tasks between the employees in an organization. Through perception, it shows the commitment in the organization.

This research highlights some of the small gaps in employee satisfaction towards the company. In general, the industries are believed in employee satisfaction and productivity hours. Quality machines include not only the quality of the product but also the quality of work life. The company aim is to promote the peaceful industrial relations and good organizational climate through personal department. The industry succeeds because the culture of the organization which is highlighted by management and the employees. Since employees are the backbone of the industries. So, industries are satisfied them in order to improve the business in their competitive market of the liberalized economy

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