A Comparative Study of Implementation of HRM

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Abstract

The process of assigning members of a group to specific positions within an organization or institution is where best practices for human resource management have their start. As a consequence of this, the implementation of human resource management (HRM) processes is required in order to bring on board new members of the labor force. These processes in particular include the recruitment, selection, and hiring of new members of staff for the company. As soon as feasible once an individual has been hired for a position, that individual has to be immediately incorporated into the structure of the organization via the procedures of training and socialization. The next step in the process of managing human resources is determining how successful these individuals have been in their roles and determining how best to encourage and reward their continued hard work. When it comes to choosing, training, assessing, rewarding, and communicating with their domestic workforces, businesses are likely to face a number of challenges. Individuals that do not share the same views, values, and points of view as those found in the company in which one works may be fairly tough to properly manage. The task may present a number of obstacles. The potential for it to reduce the advantages of entering new markets exists only if it is not handled in the most effective manner. Because of the increasing demands and interconnection of the global market, academics are currently evaluating how successfully HRM practices can be translated across various nations and which practices need more attention in order to achieve their particular aims. This is being done as a direct result of the fact that the global market is becoming more interdependent. This is due to the fact that competition on the global market is growing more intense and that countries are becoming more reliant on one another. Comparative analysis of the human resource management (HRM) policies and practices followed by commercial and governmental organizations in Haryana was the primary objective of this piece of study.

Keywords: motivate them, appraising, compensating, communicating

INTRODUCTION

The workforce is the primary subject of attention when it comes to the management of human resources. (Armstrong, 2006) 1 A method that is both strategic and consistent in its management of an organization's most valuable assets, which are the people who work there and who individually as well as collectively contribute to the organization's success in achieving its goals, is referred to as "human resource management." The term "human resource management" refers to an approach that

is both strategic and consistent in its management of an organization's most valuable assets, which are the people who work there. The purpose of human resource management should be to increase an organization's competence, the working environment, and the level of job satisfaction experienced by employees, as well as to handle commercial connections in a way that is professional and courteous. This will result in the most favorable consequences conceivable. The process of molding and developing the workforce in line with the ambitions of the workforce members as well as the needs of the firm is one of the primary focuses of human resource management, which is concerned with the process of managing human resources. It is a necessary component for any single line function.

 The phrase "Human Resources Management" may be used to refer to more than simply the management of employees. The purpose of human resource management is to enhance the workforce of an organization in terms of its productivity as well as its level of energy and vitality. This is to be accomplished in a way that is morally and ethically sound. At this time, personnel management is being replaced by the concept of human resource management, which is being embraced by an increasing number of organizations and corporations. This shift in management philosophy is occurring for a variety of reasons. (Originally published in 1996, by Donald F. Harvey and Robert Bruce Bowin) The following explanation for the term "human resource management" was supplied in sentence 2: "The management of the company is responsible for carrying out the necessary actions, which include attracting, cultivating, motivating, and maintaining a high-level performing staff within the organization." (Flippo, 1984) The term "human resource management" refers to the process of "planning, organizing, directing, managing, procuring, developing, compensating, incorporating, preserving, and separating of human resources in order to fulfill individual, organizational, and social objectives." The book "Human Resource Management" written by Aswathappa (2006) makes an effort, under the title "Human Resource Management Practices," to integrate both the managerial and operational duties. (Mahabaleshwara Rao and Rekha D. Pai, 2014) 4 of the respondents answered that the majority of educational institutions in India put an in-person emphasis on enhancing the knowledge, culture, and productivity of its staff members. (Singh, 2010) 5 It is possible to increase the potential value of the staff by cooperating to enhance their skills and abilities and then adapting these improvements to the needs of the environment that exists in the market at the current moment. A collection of planning activities, recruitment and selection of applicants, training and development, orientation, pay and compensation, performance assessment, career development, and awards are included in human resource management. Human resource management is a collection of activities including planning, recruiting, and selection of candidates (Azimi, 2016; Singh, 2013). HRM practices are followed by 6 and 7. Human resource management is a collection of activities.

HRM PRACTICES:

An overview According to Wall and Wood (2005), human resource management, sometimes abbreviated as HRM, refers to the activities and processes of an organization that are associated to the recruitment, development, and administration of the individuals who work for that organization. According to Pfeffer's research from 1998, the human resource of an organization provides a significant contribution to the overall improvement of the organization's performance. According to

Storey (1992), human resource management is comprised of two unique facets that are referred to as the soft and hard dimensions, respectively. One of the difficult parts is the "situational contingent" strategy, which seeks to maximize the performance of both the organization and its employees by making use of a workforce that is capable. The "developmental humanist" approach, which is a part of soft dimensions and is largely focused on people management (Boxall, 1996), is one example of a soft dimension. In addition, Legge (1995) recommended employing the soft dimension of human resource management as a method of promoting employee motivation in addition to boosting employee commitment and progress. This was done by applying the soft component of human resource management. According to Lado and Wilson (1994), a human resource management system is a "collection of discrete but linked activities, roles, and procedures that are focused towards attracting, developing, and retaining an organization's HR." This definition focuses on attracting, developing, and retaining an organization's human resources. According to Schuler and Jackson (1987), HRM practices are the organizational activities centered on managing the pool of human resources and ensuring that the resources are engaged in fulfilling the objectives and goals of the business. Human resource management is another name for the practices that make up HRM. According to Boselie et al. (2005), the strategic function of human resource management (HRM) is characterized as a collection of strategies that are designed for managing employees to boost organizational effectiveness, which may further improve organizational performance. These strategies are supposed to be implemented in order to improve organizational performance. According to Daud (2006), the phrase "human resource management" (HRM), which was once more often known as "personnel management," has been extensively used in commercial settings from the beginning of the 1980s. According to the results of a number of studies, human resources are one of the most essential components in developing a competitive edge, which is one of the most critical variables that may influence the success or failure of a firm (Gould-Williams 2003).

Human resource management, often known as HRM, is defined as "a systematic and cohesive approach to the management of an organization's most important assets—the people working there who individually and collectively contribute to the attainment of its goals" (Armstrong, 1999). This definition describes HRM as "a systematic and cohesive approach to the management of an organization's most important assets." According to Ashwatappa (2008), human resource management is a function of management that assists in the recruitment, selection, training, and development of an organization's staff. This function also helps the growth of the business as a whole. According to Denisi and Griffin (2005), the people who work for an organization are its most important resource since they work toward the accomplishment of the organization's objectives in return for salary and many other advantages. According to Stone (1998), the definition of human resource management is "the productive use of personnel in the achievement of organizational objectives and the satisfaction of the requirements of employees." In other words, it's about making sure everyone's needs are met. Human resource management (HRM) is a way that strives to enhance organizational performance by better understanding and responding to the demands of employees as well as issues that develop in the workplace, as stated by Taticchi et al. (2010). HRM is a method that aims to improve organizational performance. According to Ahmad and Schroeder (2003) and Maxwell et al. (2004), the purpose of human resource management practices is to raise the overall degree of commitment displayed by organizations as well as the level of satisfaction felt by

employees. According to Petrescu and Simmons (2008), one of the most important factors in the process of increasing an organization's productivity and effectiveness is the implementation of human resource management (HRM) practices. A significant number of scholars have committed a significant amount of time and effort to the study of Human Resource functions in order to get a better knowledge of the multiplicity of ways in which HR practices and policies may impact the outcomes for employees and organizations (Tracey, 2014). Fombrun et al. (1984), who were associated with the Michigan Business School, were the ones who produced one model that fits this description. The practices of performance assessment, selection, pay, and development were seen to be the most significant aspects of this model of human resource management (Hiltrop, 1996). This concept was known as the contingency model of human resource management.

In today's tough and competitive climate, the major emphasis is on the performance of the organization, which is primarily reliant on its ability to acquire and retain competent workers for the goal of maximizing their contribution to the organization. As a result, the success of the organization is the primary focus of attention. This objective can only be accomplished if the company is able to get the most possible benefit from the efforts of its staff. According to Mirah (2017), the performance of an organization is based on a wide array of factors operating at both the macro and the micro levels. The factors that are regarded to be at the macro level are those that are external to the organization, while the elements that are considered to be at the micro level are those that are inside to the organization. This research has focused on the micro-level factors that are present inside the organization and that have an influence on the overall performance of the organization. These factors have a bearing on the success of the organization as a whole. It is not required for the firm to have a department of human resources in order to achieve its objectives; rather, it is just as crucial to analyze how employees feel about HRM policies and processes. This study's objective is to evaluate the workers' opinions of the relationship between HRM practices, job satisfaction, organizational commitment, and performance in the context of the information technology (IT) industry. According to Oladipo (2011), in order for businesses to realize their goals, ensure their continued existence, and realize success, it is vital for such businesses to recruit the suitable personnel at the appropriate time and place. The ability of an organization to acquire competent personnel who will participate to the maximum degree feasible in the attainment of its objectives and the achievement of its success is referred to as the organization's talent acquisition capacity. According to Pfeffer (1994), human resource management (HRM) may be an essential component in the process of gaining a competitive edge. The relationship between the management of human resources and the goals of the company should be the major focus of companies, as this will enable the most effective deployment of qualified people. Because HRM practices not only improve the performance of employees but also the performance of organizations (Ko and Smith-Walter, 2013), a growing number of researchers and academicians are placing a greater emphasis on the concept of human resource management (HRM). This is due to the fact that the field has made significant strides forward in recent years, and a growing number of researchers and academicians are placing a greater emphasis on the idea of HRM.

In addition, researchers are focusing their efforts on discovering relevant HRM practices for a broad range of organizations all over the globe in order to assist the creation of applicable HR practices

(Budhwar and Boyne 2004). This is done in order to ease the development of applicable HR practices. Since the early 1980s, academics have been researching the effect that human resource management practices have on being able to forecast the performance of an organization (Combs et al., 2006; Ferris et al., 1999). These studies have been published in academic journals. There are sixteen main HRM practices that, according to Pfeffer (1994), contribute to increasing and strengthening the performance of an organization. Job safety, hiring, engagement and authorization, talent development, remuneration and incentives, wage hikes, training programs, and promotional practices are some examples of these practices. During this time period, (Delaney and Huselid, 1996) found that there were just a few HR procedures in place. These HR processes included recruitment, training, employee engagement, development, and incentives. Dessler (2007) discovered evidence that information sharing, hiring, training and development, salary, incentives, and recognition have all been the topic of study to determine how closely they are connected to the level of job satisfaction experienced by employees. This research was conducted to determine how closely these factors are related to the level of job satisfaction experienced by workers. According to Lee and Lee (2007), an improvement in worker productivity may be attributed to many factors, including training, performance assessment, incentive systems, regulations governing human resource management, and occupational safety. According to Yeganeh and Su (2008), the typical ways of human resource management include hiring new employees, paying them, providing them with training and growth opportunities, providing incentives, and recognizing their achievements. According to Armstrong (2009), the basic practices of human resource management include planning, recruiting, selection, induction, performance assessment, as well as reward and recognition methods. Additionally, planning is one of the essential practices of human resource management. In addition, Qureshi et al. (2010) grouped HRM practices into the following categories: recruiting, training practices, performance evaluation system, incentives system, and employee involvement. The Human Resource Practices of any given company are the most significant component in defining that company's degree of performance. Because of this, the Human Resource Practices of any given company are the most important critical instrument of any given firm. According to Organ et al. (2006), businesses generally require specialists who are able to anticipate quick changes in their company and identify important activities in terms of how to manage them to reach improved levels of efficiency.

(Noe et al., 2003) found that empirical research has been pointing towards an increase in the development of HR practices in a number of different organizational situations. It is one of the most critical variables in deciding whether or not an organization will be successful in terms of determining whether or not it will be successful in terms of hiring talented individuals and then making the most of the contributions those workers bring to the firm. According to Nishii and Wright (2008), the tactics used for human resource management have an effect on the behaviors of employees, which in turn leads to the achievement of the organization's objectives. According to the results of one piece of study (Harter et al., 2002), pleased individuals take less sick days and indicate less desire to quit their employment than workers who are dissatisfied with their occupations. The vast majority of businesses are aware that if they look out for the best interests of their employees, those employees will, in turn, raise the bar for the level of overall productivity that their organization achieves. As a consequence, the majority of businesses now offer generous compensation packages (Monavvarian and Khamda, 2010; DeNisi and Griffin, 2001). According to other studies (Shahnawaz

and Juyal, 2006; Vianen, 2000), contented employees are more responsible and have a strong sense of commitment to the company that they work for. The bulk of studies have focused their attention on the significance of choosing employees who are committed to the goals and values of the organization in which they are employed (Katou, 2008; Wickramasinghe, 2007). This is an issue that has received a lot of attention in recent years. (Huselid, 1995) a number of studies have indicated that there is a relationship between HRM practices and both the performance of organizations and the retention of workers. In addition, the effect of HR practices on the perceived performance of organizations has also been investigated (Delaney and Huselid, 1996). Petrescu and Simmon (2008) conducted research that found a significant correlation between HR practices and levels of job satisfaction among workers. According to Chew and Chan (2008), HR practices have been demonstrated to have a substantial association with the level of organizational commitment as well as staff retention.

OBJECTIVE

1. To get an understanding of the role that HRM practices have had in the development of both private and public university Higher Educational Institutions.
2. To conduct research on the many factors that influence HR policies and practices
3. To determine the degree to which the various techniques vary in their application

RESEARCH METHODOLOGY

In the previous chapter, an effort was made to investigate several theories and models of HRM practices for the aim of doing performance evaluations of workers. The research approach that was employed for the study is broken out in great length in this chapter of the thesis. This chapter will first explain the measures that were utilized, the study design, the sample frame, the data collecting processes, the survey instrument, and finally the statistical techniques that were used for the data analysis. The primary aim of this chapter is to emphasize the data gathering process.

RATIONALE OF THE STUDY

In the previous chapter, an effort was made to investigate several theories and models of HRM practices for the aim of doing performance evaluations of workers. The research approach that was employed for the study is broken out in great length in this chapter of the thesis. This chapter will first explain the measures that were utilized, the study design, the sample frame, the data collecting processes, the survey instrument, and finally the statistical techniques that were used for the data analysis. The primary aim of this chapter is to emphasize the data gathering process.

SCOPE OF THE STUDY

The realm of human resource management encompasses the whole of an employee's professional life, beginning with the moment that individual joins an organization and continuing until the time that individual departs that business. HR planning, job analysis and design, recruitment and selection, orientation and placement, training and development, performance appraisal and job evaluation,

employee and executive remuneration, motivation and communication, welfare, safety and health, industrial relations (IR), and other activities are all examples of the broad scope of HRM activities. According to Dale Yoder, the scope of human resource management encompasses a very broad range of activities. It comprises building and sustaining an organization that is ideal for leadership and cooperation, as well as defining general and specialized management policies for organizational interactions. It addresses issues pertaining to collective bargaining, contract negotiation, contract management, and the processing of grievances. The remit also includes locating, hiring, and retaining the appropriate sorts and levels of personnel for the firm, as well as staffing the organization. In the context of human resource management (HRM), "supporting in the self-development of employees at all levels," "providing opportunities for personnel development and growth," and "acquiring requisite skill and experience" all fall under the heading of "scope." In conclusion, it denotes the process of cultivating and sustaining worker motivation through the provision of incentives, the review and auditing of manpower management within the organization, and a multitude of other researches carried out that are designed to explain job satisfaction and therefore have an impact on human resource management.

Based on the findings of this research, effective HRM strategies, policies, and practices for higher educational institutions in the state of Haryana are suggested to be applied. In addition to this, it gives advice on how higher education institutions in the state of Haryana might quickly implement the methods that are the "best fit" as a strategic response. The purpose of this research is to persuade those responsible for making policy decisions to place more emphasis on the role that HRM practices play in achieving organizational goals. This study's primary objective is to improve upon previously established HRM theories, provide a point of reference for researchers and academics working in other fields that are closely linked to HRM, and open up new avenues for future research into HRM and employee performance. The results and suggestions will provide a reliable foundation for higher educational institutions in the state of Haryana to effectively manage their human resources. Additionally, they will provide the chosen universities a chance to enhance their performance with the workforce that is already in place.

The scope of this research is limited to investigating the human resource policies and procedures of a few chosen higher educational institutions in the state of Haryana. A study has been carried out on all levels of staff members in order to give an all-encompassing picture of the human resource environment with regard to educational institutions of higher learning. For the purpose of this research in Haryana, India, we choose to look at these four different higher education institutions. They are the:

PRIVATE	GOVERNMENT
Ashoka University 2013	Central University of Haryana 2009
GD Goenka University 2013	Indira Gandhi University 2013
Jagannath University, Jhajjar 2013	Gurugram University 2018

DATA ANALYSIS AND INTERPRETATION

The data analysis and the interpretation of the findings have been given their own chapter here for their own discussion. The process of data collection, as well as a variety of sampling tactics, data processing, and research methodology, have been discussed in earlier chapters. After we have gathered all of the data necessary for our inquiry, the next step is to analyze, interpret, and summarize the results of our research, which is the aim of this chapter. The results of the research were interpreted using the Statistical Package for the Social Science version 16, which was first used to conduct the analysis of the data and then to analyze the results of the study. This chapter presents the results of many distinct studies, including a descriptive analysis, a correlation analysis, and an independent sample t-test.

The use of descriptive analysis allowed for the determination of the frequency of the respondents' replies in the questionnaire. This was followed by scale measurements, which produced the outcome of a reliability study. In addition to that, the second part of this chapter is dedicated to inferential analysis, which covers subjects such as multiple regression analysis and correlation analysis, amongst other things. A correlation study was carried out in order to determine the nature of the relationship that exists between each dependent variable and the independent variables. This was accomplished by comparing the levels of correlation between each pair of variables. In addition to that, multiple regressions are used so that concurrent investigations into the relationship between independent factors and dependent variables may be carried out. The results are shown by tables, bar charts, and pie charts in order to make the information that the readers are seeking for more easily evident to them.

DESCRIPTIVE STATISTICS

When studying the demographics of a population, it is necessary to take into account both the quantitative and the qualitative aspects of the members of that population. Examples of quantitative aspects include the population's size, age distribution, gender distribution, and structure. Another example is the population's gender distribution. Qualitative qualities include, but are not limited to, employment experience and designations, which are examples of characteristics that are specific to the research. Haryana has been decided upon as the realm of inquiry for the research study that is now being carried out, and it is serving as the focal point of attention. People who were employed in either the public or private sectors of higher education made up the sample for the study project. The tables and pie charts that follow display the demographic information that was provided by those individuals working in academic and administrative positions who participated in the survey.

ANALYSIS OF DEMOGRAPHIC PROFILE OF THE RESPONDENTS (EMPLOYEES)

The demographic profile was something that the respondents, who were all employees of a variety of different types of educational institutions, were asked to fill out. The teaching staff accounted for half of the participants, while the support staff took up the other half of the positions.

Table 1: Staff wise Frequency and Percentage Distribution of the Respondents (Employees)

		Frequency	Percent
Valid	Teaching	200	50.0
	Non-Teaching	200	50.0
	Total	400	100.0

Table 2: Gender wise Frequency and Percentage Distribution of the Respondents (Employees)

		Frequency	Percent
Valid	Male	232	58.0
	Female	168	42.0
	Total	400	100.0

The gender distribution of the respondents revealed that there were 58% males and 42% females, which demonstrates that a healthy ratio was maintained between the genders of the respondents.

Table 3 demonstrates that there are more male teaching staff members (110) working in government and private universities than there are female teaching staff members (90) working in those same universities, with the exception of GD Goenka University, where the frequency of employees working there is the same for both genders. Table 3 also demonstrates that there are more male teaching staff members working in private universities than there are female teaching staff members working in private universities. According to Table 3, the number of male non-teaching staff members is much higher (119) than the number of female employees holding the same position (81). This is the situation with regard to the personnel that does not include teaching.

Table .3: Showing Frequencies Distribution on Employee's Gender - Staff Cross tabulation

Staff Category	Name of Select University						
	PRIVATE			GOVERNMENT			
	Ashoka University	GD Goenka University	Jagannath University, Jhajjar	Central University of	Indira Gandhi University	Gurugram University	Total

						Haryana			
Teaching	Gender of Employee	Male	31	15	15	26	13	10	110
		Female	19	15	5	24	17	10	90
	Total		50	30	20	50	30	20	200
Non-Teaching	Gender of Employee	Male	34	9	11	31	15	19	119
		Female	16	11	19	19	5	11	81
	Total		50	20	30	50	20	30	200
Total	Gender of Employee	Male	65	24	26	57	28	29	229
		Female	35	26	24	43	22	21	171
	Total		100	50	50	100	50	50	400

21.1% of the respondents were in the age range of 20–30, 39.1% were in the age group of 30–40, 27.6% of the respondents were in the age group of 40–50, and 12.1% of the respondents were in the age group of 50+. The distribution of the respondents was based on their ages.

CONCLUSIONS

In the prior chapter, we examined whether or not the study was effective in reaching its aims, and we did so within the framework of descriptive statistics. In this chapter, we will examine whether or not the research was successful in achieving its goals. In addition to that, we put a variety of hypotheses to the test, and then we spent some time describing the results of those tests. The purpose of this chapter is to make an attempt to analyze the significance of human resource management methods in a firm and to put a focus on such practices. This analysis and emphasis will be presented in this chapter. In addition, it substantiates the same by linking these pursuits to feelings of contentment in one's profession, which in turn justifies the practices in and of itself. These, in turn, make up what is known as the "Warp and Weft" of the culture that is widespread at educational institutions that are dedicated to higher levels of study. In addition, the results of the research study as well as some ideas for the further stages are presented and discussed in this chapter. In addition to this, it examines the relevance of the results for HRM policy in the higher education sector, as well as the limitations of

the study and some proposals for future research in higher education institutions. In addition to this, it also analyzes the significance of the findings for HRM policy in the higher education sector.

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