



Hrm Practices on Organizational Commitment of Employees and its Impact

KEYWORDS

Human resources management practices employees, organizational commitment.

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ABSTRACT

This is competitive world, today manufacturing sector and services are trying to read the mind of customers need by giving them value added services and also the good quality innovative services. They also trying to learn what the customers need and satisfaction. The main objective of the study to investigate the impact HRM practices on organisational commitment of employees in various sectors in India. The study revealed that how HRM practices provide and edge to employee's commitment towards an organization goal in the global competitive market. In this study it is seen that HRM practices influence the Organizational Employees.

1-Introduction-

As the world is becoming more competitive and unstable than ever before Through HRM practices manufacturing - based industries are seeking to gain competitive advantage at all conditions and cost. If any organization needs to be more effective it should good and talented employees for practices and should also try to retain them. There are different HR Practices which a company combines to manage its HR system. A company should always contain "so many of Best HR Practices" which they should implement for the survival and sustainability of the organization."Best practices" about HR are subjective and transitory. Organizations adopt different HR practices for their bottom line, and areas such as recruitment, selection, training development. Firms need to build long-term commitment to retain their work force. There are some good qualities for high satisfaction with their jobs-More and high motivation to serve the public. Strong intentions to work for the organizations devotedly and willingly. For example - sagmook kim in 2004 .

As the world is becoming more competitive and unstable than ever before, Manufacturing - industries are ready to gain competitive advantage at all cost and are turning to more innovative sources through HRM practices (Sparrow, Schuler, & Jackson, 1994).Minbaeva (2005) viewed HRM practices a set of practices used by organization to arrange HR through easier way to the development of competencies that are firm specific, produce complex social relation and generate organization awareness to sustain competitive advantage. Against this backdrop, we concluded that HRM practices relate to specific practices, formal policies, and philosophies that are designed to attract, develop, motivate, and retain employees who ensure the effective functioning and survival of the organization. In study there are following combinations of HRM practices are –

- Recruitment and selection
- Training and development
- Compensation and benefits
- Promotion and transfer

Recruitment and selection-

Recruitment is concerned with developing regard of job candidates in lane with the HR plan. Candidates are usually located through newspaper and professional journal advertisement ,employment agencies ,world of mouth, and visits to college and university

campuses.

According to Yale bladder (1972) Selection involves Test, Interview and Medical examination of the candidates.

Selection evolves using application forms and resumes , interviews, employment , skills and test and reference checks to evaluate and screen the job candidates for the managers who will ultimately select and and hire a candidate.

Training and development- It is to increase employee's eligibility to contribute to organizational effectiveness. Training is designed to improve skills in the present job, programs which are for the development are made to prepare employees for promotion.

Compensation –

Wage, Salaries and other forms of employee's compensation made a very big component of operating costs. Employee compensation can be classified into two categories-

Basic or Primary compensation and Supplementary compensation.

Basic pay refers pay in the form of wages. It is fixed and non-incentive payment. Supplementary compensation consists of incentive and variable payments, based on individual output.

Promotions and transfers-

It reflect an employee's value to the organization. High performers may be promoted or transferred to help them develop their skills, while low performers may be demoted, transferred to less important positions, or even separated.

Any of these options will, in turn, affect human resource planning.

Welfare schemes-

It means anything done for intellectual physical, moral and betterment of economic condition of employees by employers regarding agencies related to government. These welfare services may be classified in two forms -

Intramural and Extramural.

In Intramural services are provided within and In Extramural services are provided outside the organization. They help

to increase employee's productivity, morale, industrial relation,

goodwill etc.

Employee's operational performance related and depends on intervening factors: Competence, Teamwork, Organizational Commitment and Customer Orientation. Individual performance and organizational effectiveness cannot be achieved without organizational commitment. i.e. readiness to exert considerable effort on behalf of the organization (Becker, 1960; Porter et al., 1974; Medway et al., 1979; Allen and Meyer, 1996; Medway, 1998; Beck and Wilson 2000).

HRM Practices for to high organizational commitment and different researches in Other countries (Mick Marchington and Adrian Wilkinson, 2005). Thus many researches show that organizational commitment of employees plays important role in the increased efficiency of employees and organization.

Individual-level analysis, Anantharaman's in (2004) study of software showed that HRM practices had a good relationship with organizational commitment. HRM systems have also been found to relate to commitment in many ways like frontline employees retail, and hospitality organizations. an employee's career commitment is proper between the perception of company policies and practices and organizational commitment (Fred Luthans, 2002).

Above HR Systems shows a significant relationship between HRM Practices and Organizational Commitment.

Organizational commitment –Organizational behavior and industrial and organizational psychology .IT is the individual psychological attachment to the organization .

Three factors are there-

A- strong belief in, and acceptance of, the goal of organization and organizations values

B- A willingness to exert considerable effort on behalf of the organization.

C- Desire to maintain membership in the organization.

There is a relationship between employee and the organization.

Organizational Commitment determined by a number of personal and organizational variables. Sometimes non-organizational factors also like such as the availability of alternatives after making the initial choice to join an organization, will affect Fred Luthansa, 2002.

Model of commitment-

Meyer and Allen's three-component model of commitment in 1990 indicated that there are three "mind sets" that can explain an employees thinking an employee's commitment to the organization.

Affective Commitment: employee's positive emotional attachment to the organization.

Continuance Commitment: The individual commits to the organization because he/she perceives high costs and due to this organization loses organizational membership and it also included economic costs. (Such as pension accruals)

and social costs that would be remain. The employee remains a member of the organization because he/she "has to".

Normative Commitment: Every person of the organization need to commit and remains with an organization because of feelings of obligation. Example, the organization may have invested resources in training, then an employee have feeling of 'moral' responsibility to effort on the job and stay with the organization to repay the debt.' It may also reflect an internal norm, developed before the person joins the organization through family or other social respect to organization, that one should be loyal to one's organization. The employee stays with the organization. Every employee 'ought to' that However; commitment is more important to organizational performance than continuance and also normative commitment.

Organizational Commitment is a sort of strong magnetic force which binds employees with

If employees have commitment towards their organization then their performance regarding their job well and then the performance of the organization will be better always. Organizational commitment of employees can also be increased by committing the values of people first by giving them proper compensation, promotion, training classes and different benefits the mission, vision and objectives of the organization.

Organizational commitment of employees will have good attendance, demonstrate to company policies, and have lower turnover rates which are directly related to employees retention.

2-Literature review-

The study conducted by Taly Dvir, Naama Kass, Boas in 2005 on relationships of mission Vision Organizational commitment among high-tech employees, to the emotion-focused affective commitment versus the cognition-focused continuance commitment to organization showed that vision formulation, content of social-oriented values, and assimilation were positively related to Affective Commitment to the organization.

Mohd H. R. Joarder et al (2012) studied intervening effects of Affective commitment on the relationship between human resources practices and turnover intention in the context of private university in that HRM Practices did have significant impact on affective commitment except job autonomy.

S.G.A. Skeen, et al in 2007 seen the factors that affect organizational commitment among Dutch university employee's discussion faculties with many academic qualities (separatist versus hegemonist). Result give an which tells there can't be same HRM policies for two other sets of identities.

Affective commitment mediates the proposed relationship between human resources practices and turnover among the management university faculty members. HRM Practices mainly Security of job, Compensation regarding job, anatomy of job, Working atmosphere, development and training by (Mold H. R. Joarder in 2000) were conducted and found that compensation, supervisory support and job security were highly significant and negatively related to turnover intention .

Khalid Bhatti et al (2012) has shown that direct participa-

tion has effect on Organization commitment has significant and positive impact among Banking Sector Employees of U.S.A and Pakistan. Furthermore, research on the Impact of Human Resource Management Practices on Organizational Commitment in the Banking Sector was conducted across permanent, full-time, and part-time employees (managers and non-managers) of five large private banks in Kuwait.

The HRM practices were measured on a scale for recognition, competence development, fair

rewards, and information sharing and study showed that competence development, fair rewards has impact of HRM practices on Organizational commitment and other factors doesn't show an impact on organizational commitment (Nicole Renee Baptiste, 2008).

Paul in 2004 has made a research on Influence of HRM practices on organizational

Commitment among software Professionals which revealed that HRM practices such as employee-friendly work environment, career development, development oriented appraisal, and comprehensive training show a significant positive relationship with organizational commitment.

3-Research objectives-

To study analyze and examine the impact of HRM practices on organizational commitment of employees.

To develop a research model and find out the possible ways of influential role of HR practices on Organizational Commitment.

4-Research methodology-

The research methodology will comprise of mainly secondary data which include various research paper and general and literature reviews, different scholars published books, articles published in different journals and conferences magazines, working paper. The secondary data and information's will analyze for preparing the paper extensively which help to analyze the result.

5-Research findings-

On the basis of my study it is found out that HRM practices such as Compensation, Training & development and Employee participation play a unique and important role on Organization Commitment for Banking industries. While it is found that HRM practices such as Compensation, security of job and performance of job has significant importance on Affective commitment but same HRM policies

cannot be set about two different set of identities for so many private Universities across globe. In academics sector, HRM practices viz. career development and satisfaction in job has significant impact on Organization Commitment. In Hospital industry, supportive award oriented HRM Practices increases commitment of employees towards Organization. In contrast to this, Employees from IT software industry are motivated by HRM policies such as Training, Career development and friendly work environment. In technical industries, affective commitment has vital role However, the research on blue collar employees in manufacturing industries found that HRM policies such as satisfaction in job has significant role in achieving organizational commitment.

6-Suggestions-

It was found that HRM practices have a significant role on Organizational Commitment of

Employees but there need to be improvement in the area like Training & Development,

Compensation and Employee welfare. To remove the difference, Organization have to take care of Employees Training & Development, Compensation and Welfare actions. it has to be on regular interval which not only improve & enhance their skills but increase the output and productivity of the organization. In an era of high-tech competition, it is also important to retain resources while offering other benefits like welfare, promotion, skill development, participative approach, two way communications etc.

7-conclusion-

The conclusion made on previous researches and shows that HRM practices such as Training & development, compensation and activities regarding welfare has major effect in Organizational commitment and are associated with superior organizational performance. Study taken the result from the various sector viz. Banking, Academics, IT software industry,

Innovation Industries, Manufacturing Industries etc. However, it is very difficult to achieve customer-centric strategic management without first achieving employee satisfaction. Also when employees are satisfied, it results to satisfaction of customer which increases the profitability and goodwill of the firm. Therefore, it is proved in the study, HRM practices have significant impact on Organizational commitment and which is further related to Retention of knowledgeable and skilled Employees.

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