



A Study on Performance of Employees with Reference to Samsung Electronics

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ABSTRACT

Human resource management (HRM) is the strategic and coherent approach to the management of an organization's most valued assets - the people working there who individually and collectively contribute to the achievement of the objectives of the business. HRM means employing people, developing their capacities, utilizing, maintaining and compensating their services in tune with the job and organizational requirement. The field takes a positive view of workers, assuming that virtually all wish to contribute to the enterprise productively, and that the main obstacles to their endeavors are lack of knowledge, insufficient training, and failures of process. This research paper focuses on the impact of HRM practices on the performance of employees

KEYWORDS

HRM, Recruitment, Induction, Orientation and on boarding

Introduction

Human Resource Management (HRM) is seen by practitioners in the field as a more innovative view of workplace management than the traditional approach. Its techniques force the managers of an enterprise to express their goals with specificity so that they can be understood and undertaken by the workforce and to provide the resources needed for them to successfully accomplish their assignments. As such, HRM techniques, when properly practiced, are expressive of the goals and operating practices of the enterprise overall. HRM is also seen by many to have a key role in risk reduction within organizations.

The goal of human resource management is to help an organization to meet strategic goals by attracting, and maintaining employees and also to manage them effectively. The key word here perhaps is "fit", i.e. a HRM approach seeks to ensure a fit between the management of an organization's employees, and the overall strategic direction of the company (Miller, 1989). The basic premise of the academic theory of HRM is that humans are not machines; therefore we need to have an interdisciplinary examination of people in the workplace. Fields such as psychology, industrial relations, industrial engineering, sociology, economics, and critical theories: postmodernism, post-structuralism play a major role. Many colleges and universities offer bachelor and master degrees in Human Resources Management or in Human Resources and Industrial Relations.

One widely used scheme to describe the role of HRM, developed by Dave Ulrich, defines 4 fields for the HRM function:

- * Strategic business partner
- * Change management
- * Employee champion
- * Administration

However, many HR functions these days struggle to get beyond the roles of administration and employee champion, and are seen rather as reactive than strategically proactive partners for the top management. In addition, HR organizations also have the difficulty in proving how their activities and processes add value to the company. Only in the recent years HR scholars and HR professionals are focusing to develop models that can measure if HR adds value.

Business practice

Human resources management comprises several processes. Together they are supposed to achieve the above mentioned goal. These processes can be performed in an HR department,

but some tasks can also be outsourced or performed by line-managers or other departments. When effectively integrated they provide significant economic benefit to the company.

- * Workforce planning
- * Recruitment (sometimes separated into attraction and selection)
- * Induction, Orientation and on boarding
- * Skills management
- * Training and development
- * Personnel administration
- * Compensation in wage or salary
- * Time management
- * Travel management (sometimes assigned to accounting rather than HRM)
- * Payroll (sometimes assigned to accounting rather than HRM)
- * Employee benefits administration
- * Personnel cost planning
- * Performance appraisal
- * Labor relations

HRM strategy

An HRM strategy pertains to the means as to how to implement the specific functions of HRM. An organisation's HR function may possess recruitment and selection policies, disciplinary procedures, reward/recognition policies, an HR plan, or learning and development policies, however all of these functional areas of HRM need to be aligned and correlated, in order to correspond with the overall business strategy. An HRM strategy thus is an overall plan, concerning the implementation of specific HRM functional areas.

An HRM strategy typically consists of the following factors:

* "Best fit" and "best practice" - meaning that there is correlation between the HRM strategy and the overall corporate strategy. As HRM as a field seeks to manage human resources in order to achieve properly organizational goals, an organization's HRM strategy seeks to accomplish such management by applying a firm's personnel needs with the goals/objectives of the organization. As an example, a firm selling cars could have a corporate strategy of increasing car sales by 10% over a five year period. Accordingly, the HRM strategy would seek to facilitate how exactly to manage personnel in order to achieve the 10% figure. Specific HRM functions, such as recruitment and selection, reward/recognition, an HR plan, or learning and development policies, would be tailored to achieve the corporate objectives.

* Close co-operation (at least in theory) between HR and the top/senior management, in the development of the corporate strategy. Theoretically, a senior HR representative should be present when an organization's corporate objectives are devised. This is so, since it is a firm's personnel who actually construct a good, or provide a service. The personnel's proper management is vital in the firm being successful, or even existing as a going concern. Thus, HR can be seen as one of the critical departments within the functional area of an organisation.

* Continual monitoring of the strategy, via employee feedback, surveys, etc.

The implementation of an HR strategy is not always required, and may depend on a number of factors, namely the size of the firm, the organizational culture within the firm or the industry that the firm operates in and also the people in the firm.

An HRM strategy can be divided, in general, into two facets - the people strategy and the HR functional strategy. The people strategy pertains to the point listed in the first paragraph, namely the careful correlation of HRM policies/actions to attain the goals laid down in the corporate strategy. The HR functional strategy relates to the policies employed within the HR functional area itself, regarding the management of persons internal to it, to ensure its own departmental goals are met.

Careers and education

Further information: Graduate degree programs in human resources management

Cornell University's School of Industrial and Labor Relations was the world's first school for college-level study in HRM

Several universities offer programs of study pertaining to HRM and broader fields. Cornell University created the world's first school for college-level study in HRM (ILR School).[9] University of Illinois at Urbana-Champaign also now has a school dedicated to the study of HRM, while several business schools also house a center or department dedicated to such studies; e.g., University of Minnesota, Michigan State University, Ohio State University, and Purdue University. There are both generalist and specialist HRM jobs. There are careers involved with employment, recruitment and placement and these are usually conducted by interviewers, EEO (Equal Employment Opportunity) specialists or college recruiters. Training and development specialism is often conducted by trainers and orientation specialists. Compensation and benefits tasks are handled by compensation analysts, salary administrators, and benefits administrators.

Functions

The Human Resources Management (HRM) function includes a variety of activities, and key among them is deciding what staffing needs you have and whether to use independent contractors or hire employees to fill these needs, recruiting and training the best employees, ensuring they are high performers, dealing with performance issues, and ensuring your personnel and management practices conform to various regulations. Activities also include managing your approach to employee benefits and compensation, employee records and personnel policies. Usually small businesses (for-profit or non-profit) have to carry out these activities themselves because they can't yet afford part- or full-time help. However, they should always ensure that employees have—and are aware of—personnel policies which conform to current regulations. These policies are often in the form of employee manuals, which all employees have.

Note that some people distinguish a difference between HRM (a major management activity) and HRD (Human Resource Development, a profession). Those people might include HRM in HRD, explaining that HRD includes the broader range of activities to develop personnel inside of organizations, including, e.g., career

development, training, organization development, etc.

There is a long-standing argument about where HR-related functions should be organized into large organizations, e.g., "should HR be in the Organization Development department or the other way around?" The HRM function and HRD profession have undergone tremendous change over the past 20–30 years. Many years ago, large organizations looked to the "Personnel Department," mostly to manage the paperwork around hiring and paying people. More recently, organizations consider the "HR Department" as playing a major role in staffing, training and helping to manage people so that people and the organization are performing at maximum capability in a highly fulfilling manner.

History and background of Samsung Electronics

Samsung was established in 1938 by Byung-Chull Lee and started out trading in dried fish with China and making noodles for domestic consumption. The name Samsung means "three stars" and these stars resemble the characters that mean "Let it be large, strong, and last forever." The company grew and diversified, and in 1953 a number of subsidiaries began importing manufactured goods from the West and making domestic fabrics. Lee set up Cheil Sugar Company, then the country's only sugar refinery. The success of this venture helped Lee set a course for future businesses. Over the next decade the group set up a string of other divisions to make domestic substitutes for goods and commodities traditionally imported by Korea.

Mission and digital vision

The vision of SAMSUNG Electronics is "Leading the Digital Convergence Revolution" and our mission to carry out this vision is "Digital-ε Company".

There are two requirements for being "Digital-ε Company", and the first is clearly about being "Digital" producing not just digital products, but products that inspire digital integration across our entire company. The second part of being a "ε" is to use ε- Processes connecting R&D, production, and marketing to customers, partners, and the market-disciplined approach is the way we bring value to every part of our supply chain, including products data and customer relationship through Enterprise Resource Planning (ERP).



Strategic business areas

For this goal, electronics was restructured into 4 strategic business areas - Home Network, Mobile Network, Office Network and Core components - that support products network. Also, we have pioneering products and technology in the semiconductors, telecommunication devices and home appliances fields, which will make SAMSUNG Electronics a most competitive total solution provider in digital convergence.

Brand Value

In the digital era, products will be distinguished by brand more than by its functions or quality. Since 1999 SAMSUNG Electronics is practicing global brand communication strategy. Based on the research done by Interbrand INC., USA, SAMSUNG Electronics is the fastest growing brand from 6.4 billion USD (2001) to 12.55 billion USD (2004) in brand equity.

In the future, SAMSUNG Electronics will practice holistic marketing strategy instead of individual marketing plans to strengthen its market power and increase brand value with high quality products. Under the brand concept of "Wow,

Simple, Inclusive”, SAMSUNG Electronics is launching a world-wide brand campaign.

Market Oriented Enterprise

SAMSUNG Electronics provides a unique solution that fits customers’ needs. For this, we will expand the marketing platform based on global CRM (Customer Relationship Management) that is applicable to all products. Also we will develop a digital network platform that improves compatibility between products to serve our customers with the best solution. SAMSUNG Electronics is putting and will continue to put our customers’ needs first to go forward as a market-driven and reliable company.

Values

The value structure follows P-V-P system; Management Philosophy, Core Values, and Global Code of Conduct (Principles).

Review of Literature

The concept that people are the organization’s key source of sustained competitive advantage continues to be an overriding theme in the research literature and a lever for HR practitioners (Grattan, 2000; Pfeffer, 1994; Barney, 1995). It is not surprising, therefore, that the link between HRM practices and employee and organizational performance has attracted considerable attention over the past decade both in the US (Huselid, 1995; Pfeffer, 1998) and the UK (Guest, 1997; Wood and deMenzes, 1998).

The extent to which such a link has been ‘proved’ to exist in general, and in particular which, specific HRM practices lead to high performance continues to be debated. It can be argued, however, that the most fundamental issue is to understand how HRM practices impact on performance (Baron, 1999), as without such a conceptual foundation any statistical relationship between HRM practices and employee performance is meaningless. In addressing this issue there have been calls for further and alternative research, and ‘a coherent set of arguments’ (Baron 1999, pvii) and a ‘theory of causality’ explain how and why such practices make a difference’ (Baron, 1999 p viii). In this vein Guest (2000 p8) proposes a ‘simple model of HRM and Performance’ (Figure 1) which suggests that HRM practices influence employee commitment, and employee commitment then influences employee performance, which in turn impacts on the organization’s financial performance. This model was simplified from an earlier more detailed model which Guest developed (1997).

Research Design

Descriptive research study is being used to find out the employee’s satisfaction level in the organization. Research design is the plan and structure of investigation so conceived as to obtain answers to research question.

Data collection

A structured questionnaire was prepared which contains 21 items are used for collection of primary data. The question was administered to the employees. They were requested to hear our each statement carefully and make their response by choosing an appropriate option strongly agree, agree, neutral, disagree, and strongly disagree. All statements are related to their views and expressions and therefore asked to be honest in making their preferences and this response is kept confidential. The primary data was collected by the structured questionnaire method. The secondary data is collected from websites and magazines. This survey consists of random sampling method. Sample size is 100. we have employed the **Statistical Package SPSS**

FREQUENCY TEST

TABLE:1.1

Statistics					
		dependence	experience	Monthly income	how often do you take leave
N	Valid	100	100	100	100
	Missing	0	0	0	0

DEPENDENCE

TABLE:1.2

dependence					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	parents	16	16.0	16.0	16.0
	wife & children	54	54.0	54.0	70.0
	both	28	28.0	28.0	98.0
	others	2	2.0	2.0	100.0
	Total	100	100.0	100.0	

The above data reveals that 16% employees depend by parents, wife & children. 28% employees depend by parents only, 54% employees depend by wife & children only, and 2% employees depend by others.

2.EXPERIENCE:

TABLE:1.3

experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<= 5	20	20.0	20.0	20.0
	6-10	26	26.0	26.0	46.0
	11-15	34	34.0	34.0	80.0
	>=16	20	20.0	20.0	100.0
	Total	100	100.0	100.0	

The above data reveals the experience in the organization and it interprets that 20% of the employees have Below 5 years experience and 34% of the employees have 11 to 15 years experiences in the organization and 20% of the employees have their experience level above 16 years.

3. MONTHLY INCOME

TABLE:1.4

Monthly income					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2000-4000	11	11.0	11.0	11.0
	4000-6000	40	40.0	40.0	51.0
	>6000	49	49.0	49.0	100.0
	Total	100	100.0	100.0	

In the above analysis we found that the income level of the employees between 2000-4000 are 11% and the employee’s income level between 4000- 6000 are 40% and the employee’s income level above 6000 are 49%.

4. LEAVE TAKING

TABLE: 1.5

how often do you take leave					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 or 2 days a month	99	99.0	99.0	99.0
	3-6 days a month	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

In the frequency analysis the percentage of leave taking of the employees are analyzed. The maximum of the persons are taking leave once or twice in a month that is 99%.

RELIABILITY TEST

Reliability Statistics	
Cronbach's Alpha	N of Items
.779	13

C. CORRELATION

Ho: there is no signifination between two variables
H1: there is significant relation between two variables.

Correlations				
		Relationship between colleagues	commitment leave to your organization	reasons for leave
Relationship between colleagues	Pearson Correlation	1	.115	-.010
	Sig. (2-tailed)		.256	.918
	N	100	100	100
commitment leave to your organization	Pearson Correlation	.115	1	-.134
	Sig. (2-tailed)	.256		.183
	N	100	100	100
reasons for leave	Pearson Correlation	-.010	-.134	1
	Sig. (2-tailed)	.918	.183	
	N	100	100	100

In the above analysis the Ho is accepted and H1 is rejected, because the Ho is greater than 0.05.

Correlations				
		leave policies of the company	wage structure of the company	employee benefits provided
leave policies of the company	Pearson Correlation	1	.237*	.474**
	Sig. (2-tailed)		.018	.000
	N	100	100	100
wage structure of the company	Pearson Correlation	.237*	1	.395**
	Sig. (2-tailed)	.018		.000
	N	100	100	100
employee benefits provided	Pearson Correlation	.474**	.395**	1
	Sig. (2-tailed)	.000	.000	
	N	100	100	100
*. Correlation is significant at the 0.05 level (2-tailed).				
**. Correlation is significant at the 0.01 level (2-tailed).				

In the above analysis the significant level of employee benefits provided to the employee are .000 it is lesser than 0.05 so Ho is rejected.

Findings

- 16% employees depend by parents, wife & children. 28% employees depend by parents only, 54% employees depend by wife & children only, and 2% employees depend by others.
- 20% of the employees have Below 5 years experience and 34% of the employees have 11 to 15 years experience and 26% of the employees have 6 to 10 years experiences in the organization and 20% of the employees have their experience level above 16 years.
- The income level of the employees between 2000-4000 are 11% and the employee's income level between 4000-6000 are 40% and the employee's income level above 6000 are 49%.
- The maximum of the persons are taking leave once or twice in a month that is 99%.that is the absenteeism rate is low in the organization.
- The maximum of the employees are neutral with the commitment of leave in the organization.
- Some of the employees are dissatisfied with the wage structure of the organization
- In the organization few employees are dissatisfied with the working hours they feel that the working hours are more .

SUGGESIONS

- Most of the employers of the company were depending on their family, so the company should give monetary benefit to them for their development.

- The working hours of the company are too much. The company must take some decisions to improve
- Most of the employers were dissatisfied with the companies wage structure. So, the company modifies the wage structure of the employees of the employers.
- Most of the employee's were highly satisfied with Health and safety actions taken by the management. So they must maintain it for the proper growth of the company.

CONCLUSION

This research has given insight into HR practices which are motivating the employees of the organization. It was deduced from the research findings that the HR practices like Leave facilities, working hours, Relationship between the management and employee's that affect their level of efficiency to ultimately their level of satisfaction within an organization. The researchers analyzed to recommended that the wage structure and the working hours should be properly regulated and improved as well as the management has to keep good relationship with employees in order to increase their efficiency and decrease their job dissatisfaction. Finally the authors of the opinion, peoples are the pillars of any organization. To enhance the performance of the employees' standard HR policies to be designed to suit the need of the organization and the practices should be tailor made. There is a great scope in this field of research. Therefore, the researchers recommend that there is a constant need to conduct research in this field by the future executives, academicians and organizations.

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