



Human Resource Management Practices Impact on Employee Job Satisfaction in The Public Sector Undertakings – An Empirical Study

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KEYWORDS

1. Introduction

Human resource is one of the most valuable and unique assets of an organization. The success of any organization depends on the management of human resource. It is the responsibility of human resource management to convert the human resources into skilled and quality human resources. The improvements in the quality and utilization of personnel have been the vital factor for increasing the pace of economic growth. Most of the problems in organizational environment are human and social rather than physical, technical or economic nature. Utilization of human energy for the achievement of purposeful goals is the main function of human resource management. At the same time management must be aware of the needs of the organization as well as the individual needs. Every organization is composed of people and utilizing their services, developing their skills, motivating them to enhance their levels of performance and ensuring that they remain committed to the organization are essential for the accomplishment of organizational objectives.

After globalization, the Indian corporate sector is forced to change the style of functioning to the core of global management. The Indian economic scenario is undergoing a basic structural change affecting all walks of life. Many of the challenges are based on Global competition, Fast changing information and technology, Shorter product life cycles, decline in productivity, composition of workforce, government regulations, pressure from trade unions and above all rising expectations of the internal and external and external customers. As a result of the ever increasing challenges, many of the established organizations are carving for survival. At this juncture, managing the highly skilled labour and low skilled labour become a tough problem for HRM. This scenario created a tough time for the HRM manager to retain the highly talented and workaholic employees of APSRTC. Further in implementing the various amenities the top management was tied for sanctioning liberal funding towards the welfare of the employees.

2. Review of Literature

Heneman Robert. L. (2000) has conducted a study on HRM practices in small and medium size enterprises. The study involved an in-depth qualitative assessment of a variety of management issues including human resource management practices that challenges the creation and growth of small and medium sized enterprises. The result revealed gaps and omissions in the literature, including the importance to entrepreneurs of developing high potential employees that can perform multiple roles under various stages of organizational growth and matching of people to the organization culture.

Guest David. E (1999), in his study HRM the workers verdict has discussed the perception of workers on human resource management. Theoretical analyses on HRM, potential implications of HRM for workers are covered in this study. **Ratnam**

C.S, Venkata, Chandra. V (1996), in the study conducted by them discussed impact of society diversity in India on corporations and their management. The study also presents an exploratory analysis of the sources of diversity in India and its implications for human resource management and reviews the experiences of select organizations. **Prakash Maheswari** (1997), has studied types of recruitment system, training, appraisal, wage administration, discipline and motivation and workers awareness about welfare facilities, recreational and other activities, workmen's participation in the trade union activities etc. **S. Ravishankar and R.K. Mishra** (1985), in their study "The Human Resource Management Philosophy in Public Enterprises" believes that, it is the responsibility of the top management to create a climate of development and make the place of work enjoyable. So that people may give their best for the organization along with a sense of satisfaction.

3 Objectives

1. To examine the employee perception on identified human resource management practices and to measure demographical factors impact on employee perceptions on HRM practices in APSRTC
2. To put forth certain suggestions and conclusions that has been arrived.

4 Hypotheses

Ha₁: HRM practices have a strong correlation with the level of satisfaction among employees.

5. Research Methodology

The present study adopts convenient sampling method. The study involves both primary and secondary data. Primary data was collected by administering a structured questionnaire and personal interview method. Secondary data was collected through verifying published documents, organizational publications of APSRTC and other relevant material in publication form. The sample size was fixed at 248. The data analysis was done by applying statistical tools like ANOVA and Multi-Regression Analysis.

6. Data Analysis and Interpretation

TABLE 1 – AGE AND LEVEL OF SATISFACTION ON HRM

Age	Level of satisfaction						Total	
	Low		Medium		High		Frequency	%
	Freq	%	Freq	%	Freq	%		
Below 30	1	4.35	4	2.92	2	2.27	7	2.82
31 to 40	1	4.35	79	57.66	57	64.77	137	55.24
41 to 50	5	21.74	49	35.77	28	31.82	82	33.07

Above 50	16	69.57	5	3.65	1	1.14	22	8.87
Total	23	100	137	100	88	100	248	100

The above table no-1 shows that majority of the respondents do fall under the age category of 31 to 40 years followed by the age category in between 41 to 50 years. Only a minority of respondents do fall under the age category of below 30 years. A small fraction of the respondents fell under the age category of above 50 years. The respondents under the age group 31 to 40 years revealed that they have the highest level of satisfaction (64.77%) with regard to HRM practices in the organization. This shows that majority of the respondents are in their vital age to perform the organizational activities with vigor and commitment.

TABLE 2 – MARITAL STATUS AND LEVEL OF SATISFACTION

Marital Status	Level of satisfaction						Total	
	Low		Medium		High		Freq	%
	Freq	%	Freq	%	Freq	%		
Married	23	100.00	135	98.54	82	93.18	240	96.77
Un-married			2	1.46	6	6.82	8	3.23
Total	23	100.00	137	100.00	88	100.00	248	100.00

The above table no-2 depicts the marital status of the respondents. It shows that majority of the respondents (96.77%) were married. Only a micro fraction of the respondents fell under the unmarried category. The table further shows that the married category have the highest level of satisfaction (93.18%) with regard to HRM practices in the organization.

TABLE 3 – EDUCATIONAL STATUS AND LEVEL OF SATISFACTION

Education	Level of satisfaction						Total	
	Low		Medium		High		Freq	%
	Freq	%	Freq	%	Freq	%		
Up to SSLC	1	4.35	3	2.19	3	3.41	7	2.82
Diploma	3	13.04	17	12.41	22	25.00	42	16.94
ITI	8	34.78	66	48.18	59	67.05	133	53.63
Graduate	4	17.39	29	21.17	4	4.55	37	14.92
Professional	7	30.43	22	16.06	-	-	29	11.69
Total	23	100.00	137	100.00	88	100.00	248	100.00

The above table no-3 shows the educational status of the respondents and their level of satisfaction towards HRM practices in the organization. It shows that majority of the respondents (53.63%) do fall under the ITI category followed by diploma courses. Only a minor fraction of respondents represent the graduates and professionals category. The respondents under the SSLC category were very low. The table further shows that the respondent under the ITI category expressed their maximum level of satisfaction (67.05%) towards the HRM practices in the organization.

TABLE 4 – DEPARTMENT AND LEVEL OF SATISFACTION (TWO WAY TABLE)

Department	Level of satisfaction						Total	
	Low		Medium		High		Freq	%
	Freq	%	Freq	%	Freq	%		
Non Technical	14	60.87	67	48.91	33	37.50	114	45.97
Technical	9	39.13	70	51.09	55	62.50	134	54.03
Total	23	100.00	137	100.00	88	100.00	248	100.00

The above table no-4 shows the department wise expression of level of satisfaction towards HRM practices in the organization. Majority of the respondents (54.03%) fall under the technical class in terms of their department and majority of the respondents under technical department (62.50%) expressed that they are having the high level of satisfaction towards HRM practices being practiced in the organization.

TABLE 5 – EXPERIENCE OF THE RESPONDENTS AND LEVEL OF SATISFACTION

Experience in Years	Level of satisfaction						Total	
	Low		Medium		High		Freq	%
	Freq	%	Freq	%	Freq	%		
Up to 5			3	2.19	1	1.14	4	1.61
6 to 10			3	2.19	1	1.14	4	1.61
11 to 15	1	4.35	75	54.74	56	63.64	132	53.23
16 to 20			26	18.98	24	27.27	50	20.16
Above 20	22	95.65	30	21.90	6	6.82	58	23.39
Total	23	100.00	137	100.00	88	100.00	248	100.00

The above table no-5 shows the experience of the respondents and their level of satisfaction towards the HRM practices in the organization. It shows that majority of the respondents (52.23%) fall under the category of 11 to 15 years of experience expressing that they have the higher levels of satisfaction

(63.64%) followed by the respondents under the experience category of 16 to 20 years.

TABLE 6 – DESIGNATION OF EMPLOYEES AND LEVEL OF SATISFACTION

Type	Level of satisfaction						Total	
	Low		Medium		High		Freq	%
	Freq	%	Freq	%	Freq	%		
Non – Executive	15	65.22	114	83.21	87	98.86	216	87.10
Executive	8	34.78	23	16.79	1	1.14	32	12.90
Total	23	100.00	137	100.00	88	100.00	248	100.00

The above table no.6 shows the designation of the employees and their level of satisfaction towards the HRM practices in the Organization. It shows that majority of the respondents (87.10%) fall under non executive category. The table further shows that among the highly satisfied groups the non executive category comprises 98.86% and only 1.14% of the executive category is highly satisfied with the HRM practices being practiced in the organization.

TABLE 7 – ANOVA

R	R Square		Sum of Squares	df	Mean Square	F
.825	0.68	Regression	13026.37	7	1628.30	20.73**
		Residual	18771.18	239	78.54	
		Total	31797.55	246		

The model summary table -7 reports the strength of the relationship between the model and the dependent variable. R, the multiple correlation coefficients, is the linear correlation between the observed and model – predicted values of the dependent variable. Its large value indicates a strong relationship.

The model is linear because increasing the value of the Jth predictor by 1 unit increases the value of the dependent by bj units. In this section multiple regression analysis is used to explain the variation in the satisfaction (dependent variable) based on the variation over the variables (independent variable) designation, Age, Marital Status, Education, Department, Experience and Awareness on HRM.

Therefore the multiple regression equation becomes

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + b_6X_6 + b_7X_7$$

Dependent variable Y=Satisfaction level of Respondents on HRM Practices

Independent variable are $X_1 =$ Age

- $X_2 =$ Marital Status
- $X_3 =$ Education
- $X_4 =$ Department
- $X_5 =$ Designation

- $X_6 =$ Experience
- $X_7 =$ Awareness on HRM

TABLE 8- REGRESSION COEFFICIENTS

	B	Std. Error	T	P
(Constant)	73.75	5.10	14.45	0.00**
Age	-3.35	1.18	-2.85	0.00**
Marital Status	13.72	3.21	4.28	0.00**
Education	-3.31	0.75	-4.40	0.00**
Department	1.58	2.16	0.73	0.47
Designation	0.67	0.60	1.12	0.26
Experience	-2.67	0.88	-3.04	0.00**
Awareness	-3.76	1.50	-2.51	0.01*

Dependent Variable: Level of Satisfaction on HRM Practices

Multiple -Regression Analysis (Table -8) was used to explain the variation over the variables on APSRTC. For this purpose eight of independent variables were selected to ascertain the relationship of them with the dependent variable namely the level of satisfaction of the employees. Multiple regression analysis was used for this purpose and the results highlight that seven independent variables shows significant association with the dependent variable. The independent variables are designation, age, marital status, education, department, experience and awareness on HRM.

In the dependent variable, it does not directly address the strength of that relationship. Even though the model fit looks positive, the first section of the coefficients table- 8 shows that there are too many predictors in the model. There are two non – significant coefficients, indicating that these variables do not contribute much to the model. The non significant variables are department and designation.

This table shows the coefficients of the regression line. It states that the expected satisfaction level is equal to $Y = 73.75 - 3.35X_1 + 13.72X_2 - 3.31X_3 + 1.58X_4 + 0.67X_5 - 2.67X_6 - 3.76X_7$. Looking at the significance values we see that the variables Age, Marital Status, Education, Experience and Awareness are highly significant (less than .01).

7. Findings

- Majority of the respondents are in the interval range of 31 to 40 years of age showing the tendency of vitality in their age to perform accordingly.
- Majority of the respondents under the age group of 31 to 40 years revealed that they have the highest level of satisfaction with regard to HRM practices in the select organization.
- Majority of the respondents fall under the category of married status and they had perceived the highest level of satisfaction with regard to HRM practices in the select organization.
- With regard to Educational status and Level of Satisfaction, the majority of respondents fall under ITI category and they had expressed their maximum level of satisfaction towards HRM practices in the select organization.
- With regard to Department and level of satisfaction, the majority of the respondents fall under technical department and they had expressed the high level of satisfaction towards HRM practices in the select organization.
- With regard to Experience level of the respondents and their Level of Satisfaction, the majority of respondents fall under 11 to 15 years experience category and they had expressed their maximum level of satisfaction towards HRM practices in the select organization.
- With regard to Awareness level of the respondents on HRM practices and their Level of Satisfaction, the majority of respondents felt that they are well aware of HRM policies and they had expressed their maximum level of satisfaction towards HRM practices in the select organization.
- The Multiple regression analysis shows that among the

Seven independent variables (Designation, Age, Marital Status, Education, Department, Experience and Awareness on HRM practices) the five variables like Age, marital Status, Education, Experience and Awareness on HRM practices are highly significant and strongly correlated to the dependent variable (Satisfaction level).

8 Suggestions

- Periodical recruitment is to be done in order to maintain a vital force of young employees in the organization so as to increase the efficiency in the organization.
- Welfare facilities to the dependents of the employees in the organization are to be enhanced so as to create the sense of responsibility of the organization towards its employees.
- Career advancement and development programmes like provision for further education, skills enhancing programmes are to be promoted in order to up lift the knowledge levels of employees in the organization.
- Awareness programmes on HRM policies and practices are to be campaigned in order to promote better industrial relations environment in the organization.

9 Conclusion

Today Human resources management function is much integrated and strategically involved. The most important task of the human resources department is to make sure that the people working in the organisation feel happy, are in the right job and get the opportunity to upgrade their skills whenever necessary. The HRM practices like HRM policies, recruitment, selection, training, performance appraisal, promotion, compensation and rewards, workers participation and industrial relations are important aspects which are known by the employee's response and analysis of the available information. The employees have close association with the HRM practices practiced by the APSRTC.

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