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Reality of Human Resource Practices in Manufacturing Industry - Literature Review

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Abstract: *The article aims to discover about the reality of human resource practices in the manufacturing industry. This study examines the extent to which employee's perception at individual and unit level is determined by driving HR practices. For this various factors determined are Compensation and Benefits, Recruitment and Staffing, Training and development, Employee relations and Satisfaction, Labour laws and Legal compliance. The primary data has been collected through questionnaires through employee at different levels and secondary data through company records, websites. This study focuses on all the factors of HR practices in manufacturing industries in different perspectives.*

Keywords: *Reality, Human Resource practices, Employees perception, manufacturing industry.*

I. INTRODUCTION

The backbone on which the daily operations of an organization run its HR practices. HR practices make or break an organization. The organization has everything to do within them. Organizations changed the circumstances in the continuous search of strategies which could provide them with a source of survival and growth. The development of HR practices involves through the process of interactive relationship with global trends. It is being recognized that different organization have distinctive practices, these are identified through history and structure. Hence, this gives the organization a sense of identity.

II. AN OVERVIEW OF HR PRACTICE

Human Resource can be defined as a set of systematic and planned activities designed by an organisation to provide its members with the opportunities to learn necessary skills to meet current and future job demands. It is imperative on every organization to understand its own dynamic practice so that managers can capitalize on the insights generated by the greater control over their organizations. Organizational practice can be described as a thought or scheme in the field of management and organizational studies which depicts and describes the psychology, behaviors, experiences, beliefs and values of an organization. Organizational practice affects such outcomes as productivity, performance, commitment, self-confidence, satisfaction and ethical behavior. Similarly, more recent writers have stated that organizational practice impact on any organization, its employee performance and job satisfaction and ultimately its financial performance. Furthermore, it has also been noted that organizational practice helps management to find out the suitable strategies and policies which can drive employees to contribute themselves and lead to organizational performance. Many organizations have now turned to explore the sociological aspect of the business to improve profitability. HR practice plays a very important role to the success of any organization.

III. HUMAN RESOURCE PRACTICE

A. Definition

It is basically a method of developing potentialities of employees so that they feel maximum satisfaction of their work and give their best efforts to the organization¹.

HR practices are mainly determined by

- 1) *Compensation And Benefits:* It is a sub division of human resources, focused on employee. They are divided into two types as tangible and intangible . It is formal or informal system used to recognize individual employee achievements associates with allocation of benefits and rewards.²

¹ According to Pigors and Myers

- 2) *Recruitment And Staffing*: It is process of generating a pool of qualified candidate for a particular job. The firm must announce the job availability to the market and attract qualified candidates to apply. The firm may seek applicants from inside and outside the organization.³
- 3) *Training And Development*: This process is defined as the term which involves in improving the effectiveness of organization and individuals. It is the effort designed to improve employee competency and organizational performance⁴
- 4) *Employee Relations And Satisfaction*: This is referred as managing relationships between employers and employees. The organization with good employee relation leads to employee satisfaction. It is an employee perception about the usage of his skills in the given job ,his “fit” with the job and that the job affords between work and life.⁵
- 5) *Labour Laws And Legal Compliance*: This is a mandatory rules and regulations which the companies should have to follow.it mediates the relation between workers and employing entities.it is applicable for all companies, it doesn't matter whether it is private or public sector.

IV. IMPORTANCE OF STUDYING REALITY OH HR PRACTICE

Organizational practices consist of the attitudes, experience, beliefs, and values of the organization. From the practices, there developed the organizational norms that prescribe the appropriate kinds of behavior in situations and control the behavior of an organization. The concept of HR practice is important factor when attempting to manage an organization wide change. In today's organizational climate HR practices are gaining attention for companies. And this also helps in competitive advantage. Due to the increase in the competition, change and pressure, the organizational practice is given more importance. This creates stability and adaptability for the organizations through consensual values.

“The policies and practices one needs to carry out the people or human resource aspects of a management position, including recruiting, screening, training, rewarding, and appraising” (Gray Dessler).

HR Practices thereby fosters adaptability by providing a clear set of principles to follow while designing strategies to face competition among different organizations and it is important for the managers to interpret and understand the organizational culture as it may affect the strategic development, productivity and learning at all levels.

V. REVIEW OF LITERATURE

(Ling and Nasurdin, 2010).It is important for an organisation to adopt supportive HRM practices that can motivate and encourage employees to be creative and innovative.

Cheng and Mohd (2010) with the manufacturing industry in Malaysia, examine the relationship of five HRM practices (recruitment, performance appraisal, training, reward system and career management) to three forms of organisational innovations (product, process and administrative innovation

Ortiz et al. (2009) examine the relationship between the HRM policies and practices from the perspective of total quality management and performance in innovation.

(Smith, 2003) a company's culture differentiates it from other companies and helps explain why employees are attracted to one employer versus other employers.

(SARFO (B.A.Hons), September 2002) organizational reforms are being carried out by governmental and nongovernmental as well as profit-oriented and non-profit oriented organizations.

(Daniel J.de Kock, 2002) An exploration of organizational culture: the perception of employment regulations in the workplace it is a well-known fact in the science organizational development.

Bretz, Milkovich and Read (1992) in their article titled, “The Current State of Performance Appraisal Research and Practice: Concerns, Directions, and Implications” state that on the surface, it is based on performance appraisal research issues that are in practice.

Gabris and Mitchell (1989) in their article titled “The impact of merit raise scores on employee attitudes” This attempt to demonstrate that the score an employee receives on his or her performance appraisal can influence attitudes toward general management, organizational change, and fairness of evaluation instruments.

² According to Burke, 2005

³ According to Gomez-Media et,al,2004

⁴ According to Noe et.at,2006

⁵ According to Murty,2004



Kerr (1985) in his article examines how a company's diversification strategy affects the problem of management control and the design. As the extent and pace of diversification increase, corporate managers can no longer exert knowledge-based control on divisional subordinates.

Davis and Mount (1984) in their study evaluated the effectiveness of performance appraisal training in an organizational setting. Training effectiveness was assessed on two categories of dependent variables, managerial learning and managerial job performance. As predicted trained managers were found to be more knowledgeable of performance appraisal than untrained managers.

VI. CONCLUSION

This study is based on the HR practice towards the organization, i.e. what the employee felt or think about the organization. The organizations encourage the employee for their organizational goals, mission and productivity through better organizational HR practices.

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