

# Effectiveness of Human Resource Management for the Employee Performance

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## ABSTRACT

To specify the employee performance on HRM practices at different levels has been an area of interest for researchers for several decades because of the expansion of the industries and innovative practices which enable an organization to retain and utilize the Human resource effectively. As the 21st century has seen a tremendous growth in the service sector especially the telecommunication industry where the service providers were growing it is crucial for the organizations to retain and care for their employees and to improve their competitive advantages. Hence this study was undertaken in a Telecom Industries major to identify the impact of HR practices on employee performance. Samples were collected using questionnaire from 50 employees in order to test the hypothesis. Regression analysis was done using SPSS to find out the impact of independent variables on employee performance. It was found that there was a significant relationship and impact of training and compensation plans on employee performance whereas employee participation had less impact on employee performance.

## I. INTRODUCTION

Effectiveness of human resource management practices on organizational performance has been a widely researched area for years. Results of studies, from developed countries to developing countries, have been time and again showing that HR practices have significant impact on organizational performance. But unfortunately, very insufficient numbers of studies have been conducted in this area among the developing countries. To augment the contemporary knowledge base of HR practices of developing countries, this study has been undertaken in a electronics industry.



Telecommunication industry has seen massive structural transformation in terms of technological development which has made the industry to be highly competitive. The industry is the fifth largest and fastest growing industry worldwide. The industry takes a significant role in the world economy. The industry also faces a lot of challenges as a result of technological change and customer demands.



The government has a vision of becoming a developed country in future. In view of this, understanding the human resource practices that will improve employee performance and also contribute to their retention is serious issue as employee turnover will be high as there is high demand for their services. Human resource practices are organizational tools that can be used to attract and retain the best brain in order to achieve organization objectives. In this scenario, this research examined the impact of certain HR practices on employee performance as case study of Telecommunication industry.

## II. TRAINING AND EMPLOYEE DEVELOPMENT

Training is done to create change by initiating a new employee into the culture of the organization. It involves new employees acquiring new skills or improving their skills in order to implement change that is needed by an organization. Training is not sufficient enough to motivate work force. But, it is an important tool that an organization can use to achieve its long term goals. Training given to employees is done as an agreement to maintain culture of the organization and also to be productive which in turn will result in earning reward and awards. Training also plays an important role in employee performance as the skills acquired during the training will be the major part of the employee life-cycle in an organization.



Training as a tool will help an employee to upgrade his knowledge and technicality and improves his performance in the organization. Training plays an important role in motivating employees to take part in organized projects, to willingly support programs that will improve the organization and to do their best in order to see that organizational goals are achieved. When employees are trained, it will be easy for organizations to achieve their set goals.

## III. PERFORMANCE APPRAISAL

Performance appraisal is used by organizations to evaluate employees' efforts so as to reward them for the efforts. Performance appraisal was found to have both direct and indirect effect on administrative performance of employee and the feedback obtained from performance appraisal activities, usually conducted at least once annually can help to improve administrative processes.

- **Data collection**

The data is collected through survey questionnaire. As this study is about the HRM and performance to understand the impact Quantitative approach was adopted. Rational for the selection of close-ended questions instead of conduct interviews is to find the relationship between variables and comparisons between the respondents.

The data used for the study were obtained from both Primary and Secondary Data sources. The Primary sources include direct information collected through administration of questionnaires in order to gain insight into the research topic. The secondary data sources include journals, textbooks and other related publication both online and offline. Data were gathered through administering of questionnaires to employees of Telecommunication. The entire questions in the questionnaires were structured and some of the questions were intended to test hypothesis that were previously formulated in the study.

The questionnaire designed for this study has two sections which include; the first section that consists of normal scale questions which involve demographic information of respondents. The information was later converted into percentage to ease analysis. And the second section that consists of 5-point Likert Scales questions with 5 options to choose from. The options are provided for respondents to show the rate at which they agree or disagree with the questions.



• **Data analysis**

The data gathered was analyzed using the statistical analysis software. The Statistical Package for Social Sciences was used to analyze the data collected. The SPSS software was used to perform descriptive statistics such as correlation analysis, regression analysis, and to compare the differences in the regression coefficient. Pearson's Correlation Co-efficient was adopted for data analysis approach. The method was used to test the relationship between HR practices and performance of employees.

• **Demographic Analysis:**

51% of the respondents are female for as compared to male (49%). This shows that there are more females workers in Telecommunication compared with the male workers. The average age of respondents is above 40 years old accounted for 2.5%, fewer than 25 years old accounted for 24.0%, above 25 years old accounted for 51.0%, and above 36 years old accounted for 24.5%. The highest qualification is Master degree and only 4.9% of the respondents got that. Bachelor degree holders are the highest respondents with 45.1%, follow by Diploma with 37.3%, HSC/SPM 14.8% and HSC/STPM 1.8%. Respondents who have spent less than 1 year at work accounted for 33.3%, above 3 years accounted for 40.6%, above 4 years accounted for 21.6%, above 7 years accounted for 2.0% and more than 10 years also accounted for 1.5%

**IV. DISCUSSION AND CONCLUSION**

This study was undertaken with the basic objective of identifying the impact of HR practices on employee performance on Telecom Industries. Three major HR practices were chosen for study after review of literature and conducting a study on HR practices at Telekom Industries. Three hypotheses were developed which focused on identifying the impact of Training, performance appraisal and Employee participation on employee performance. The findings of the regression analysis proved that there was a significant relationship between training on employee performance. It was found that Performance appraisal has moderate influence on the performance and employee participation in decision making has least influence on the performance.

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