Influence of HRM Practices on HRD Outcomes in Automobile Industry

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Abstract: HRM variables are designed to link with Human Resource planning whereby employees contribute the maximum to the organization satisfying their own personal goals. It proposes a model of strategic human resource development (HRD) which is multilevel and focuses on the interaction between context, HRD processes, stake holders' satisfaction, and characteristics of the HRD profession. The HRD climate factors are considered as independent variable and outcome factor are considered as dependent variable and the following regression analysis was performed. Human resource management and development style, such as a fresh intake of workers from college and universities and continuous training and development brings skills, attitudes, energy, enthusiasm, and commitment towards work.

Keywords: HRM, HRD processes, HRD Climate on Job Affinity.

I. INTRODUCTION

HRM variables are designed to link with Human Resource planning whereby employees contribute the maximum to the organization satisfying their own personal goals. The HR practices in automobile manufacturing companies are studied in general and the crucial subsystems, namely Organization efficiency increase, Productivity increase, Organizational culture change, Profitability, Employee satisfaction are analyses to know their impact on the working of the organization.

II. NEED AND IMPORTANCE OF THE STUDY

In the changing scenario through liberalization and globalization of economy, which brings drastic change in human resource development? It is very difficult to face the challenge of quality competition and price competition. The global competition and market demands force the companies to quickly adapt to changes. The ability of the companies to hire and deploy skilled pool of workforce determines their growth and success. The quality product with lower cost makes the company more competitive one. A product less consumption of fuel plays a major role in the economy today.

III. STATEMENT OF THE PROBLEM

The HRM practices and strategies followed by the automobile companies are designed to attract and retain the professionals and are formulated to meet the current market conditions. The organization formulates strong HRD practices along with effective strategies to accomplish goals utilizing human resource to the optimum extent.

IV. OBJECTIVE OF THE STUDY

The objectives of the study are as follows:

1. To explore the employees perception of HRD climate in the study domain.

2. To measure the HRD outcomes among the employees in automobile organization.

3. To identify the influence of HR practices on organizational climate and HRD outcomes.

V. HYPOTHESIS OF THE STUDY

The following are the null hypothesis of the study:

1. There is no significance difference among different levels of management regarding HRD climate.

2. There is no significance difference among different levels of management regarding HRD outcomes.

VI. METHODOLOGY OF THE STUDY

The study is conducted using both analytical and descriptive type of methodology. The study primarily depends on primary and secondary data.

Sample Selection

The multistage random sampling method is applied to collect the primary data. The random sampling method is applied to obtain the responses from the employees.

Questionnaire Design

The primary data are collected through questionnaire survey. The respondents are asked to give their opinion relating to the crucial HRD Practices. HRD Practices with Likert's 5 point scale.

Secondary Data

The Secondary data are collected from Journals, Magazines, Publications, Reports, Books, Dailies, Periodicals, Articles, Research Papers, Websites, Company Publications, Manuals and Booklets.

VII. REVIEW OF LITERATURE

HRM practices and its climate are the deciding factors to increase individual and organizational efficiency of the employees as well as the organization. The systematic approach of HRM creates a conducive climate to develop productivity aspects and a work environment without stress and pessimistic hindrances.

Consuelo L. Waight (2005), in an research article sets the stage for exploring the connections between creativity and human resource development (HRD). This paper that research related to learning and performance shares many commonalities with research about creativity and provide more insight on the connections between creativity and HRD. The paper examines research about the impact of general personality characteristics, self-perception, goal setting, feedback, leadership, role modeling, and other factors associated with individual creativity.

Arif Hassan, Junaidah Hashim and Ahmad Zari Hj Ismail (2006), in an innovative paper measure employees' perception of human resource development (HRD) practices, to explore whether ISO certification leads to any improvements in HRD system, and to examine the role of The findings of the study indicated large inter-organizational differences in HRD practices. Organizations with better learning, training and development system, reward and recognition, and information systems promoted human resource development climate. Quality orientation was predicted by career planning, performance guidance and development, role efficacy, and reward and recognition systems.

Kit Brooks and Fredick Muyia Nafukho (2006), in a critical study aims to offer a theoretical framework that attempts to show the integration among human resource development (HRD), social capital (SC), emotional intelligence (EI) and organizational productivity. This study is based on published literatures, the findings of the study reveals that literature review provides evidence that it is logical to assume that the relationship among HRD, social capital, emotional and organizational productivity is highly integrated and it is also influenced the authors to conceptualize an integrated model that illustrates the interconnectivity of HRD, social capital, emotional intelligence and organizational productivity with internal and external environmental factors.

Thomas N. Garavan (2007), this article reviews the literature on strategic human resource development. It proposes a model of strategic human resource development (HRD) which is multilevel and focuses on the interaction between context, HRD processes, stake holders' satisfaction, and characteristics of the HRD profession. The article explored how the concept of SHRD has evolved in the literature and many of the outcomes specified in the model are perceptual, however the inclusion of multiple stake holders' perspectives helps alleviate concerns about perceptual measures. SHRD is concerned with satisfying the different expectations of shake holders'. It facilitates the organization in creating the condition where strategic objectives and resulting performance can be realized.

Ming – Tien Tsai, Shuand – Shii Chuang, Chao – Weichin (2008), this study is to establish a framework that provides a better understanding of how commitment – based HR practices affect market performance via service climate in the service industry. This study is based on primary data which is obtained from 134 front-line employees. The applications of mean, standard deviation, correlation, one-order and two-order confirmatory factor analysis were clearly reviewed the study. The results of this study shows that commitment – based HR practices forward the growth of market performance by creating a strong service climate between the organization and employee.

Dev Raj Adhikari (2010), in his study raises three research questions. They are (i) what is the concept of PM – how does it relate to HRD? (ii) What is the PM and HRD context and what are the associated issues in Nepalese organizations? And how the new structure and roles could improve HRD for PM. This paper doesn't survey based and information is largely collected from published literature & mainly from the Anglo – Saxon and Nepalese literature are reviewed. The findings are revealed in order to manage PM in Nepalese organizations a clear link between organizational objectives and outcomes should be established by developing a human capital base in organizations. HRD professionals help to integrate HRD functions and organizational objectives by creating a learning environment.

Anil Kumar Singh (2011) in an empirical study attempts to understand the effects of HRD practices and organizational culture on managerial effectiveness. The research includes ME model, linear form and the results revealed that the HRD practices and organizational culture were strong predictors of managerial effectiveness both in the private sector and public sector organizations.

Akinyemi Benjamin (2012), in an innovative paper study aims to examine the relationships among human resource development climate (HRDC), organizational citizenship behavior (OCB) and Voluntary turnover intentions in the bank sector. The result of the study indicates that the HRDC has a significant relationship with OCB and VIT. However, OCB shows no significant relationship with VTI. The findings of the study reveal Nigerian bank management can reduce turnover and foster citizenship behavior by ensuring that a favorable developmental climate exists within their organizations.

Akinyemi Benjamin, Iornem David (2012), in an innovative study was undertaken to measure employees' perception of their affective, normative and continuance commitment in relation to the prevailing developmental climate within the Nigerian banking sector in the context of reforms and change. The applications of mean, standard deviation, variance and Pearson's product moment correlation co-efficient of variables were clearly reviewed the study. The findings of the study indicate that the existence of a positive relationship between HRD climate and Organizational commitment.

VIII. Analysis of Influence of HRD Climate on HRD Outcomes

The factor analysis derived three factors managerial effectiveness, team work encouragement and work assessment of HRD climate and three factors individual contribution, job affinity, management behaviour. The HRD climate factors are considered as independent variable and outcome factor are considered as dependent variable and the following regression analysis was performed. Here CL1 stands for managerial effectiveness, team work encouragement (CL2), work assessment (CL3).

Influence of HRD Climate on Individual Contribution.

The application of multiple regression analysis brought the following results for HRD climate factors and individual contribution.

Table 1: Model Summary for HRD Climate in Individual Contribution

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.394(a)	.156	.151	.92151901

A Predictors: (Constant), CLI3, CLI2, CLI1 Source: computed data

From the above table, it is found that R = .394, R^2 = .151 this implies the three factors of HRD climate create 2.6% variance over individual contribution. This leads to the verification of the regression fit as shown in the anova table.

Table 2: ANOVA for HRD Climate in Individual Contribution

Model	Sources	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	83.830	3	27.943	32.906	.000(a)
	Residual	455.170	536	.849		
	Total	539.000	539			

A Predictors: (Constant), CLI3, CLI2, And CLI1 b Dependent Variable: OU1 (individual contribution)
Source: computed data

From the above table, it is examined that F = 32.906, p = .000 are statistically significant at 5% level. This implies the regression fit is good enough and the HRD climate factors influence individual contribution. This leads to the verification of the influence of individual employees as shown in the co-efficient table.

Table 3: Coefficients for HRD Climate in Individual Contribution

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	9.84E-017	.040		.000	1.000
	Managerial effectiveness	.343	.040	.343	8.651	.000
	Team work encouragement	.051	.040	.051	1.277	.202
	Work assessment	.187	.040	.187	4.717	.000

A Dependent Variable: OU1 (individual contribution)   Source: computed data

From the above table, it presents that managerial effectiveness (t = 8.651, p = .000), work assessment (t = 4.717, p = .000) are statistically significant at 5% level. Therefore, it can be concluded that managerial effectiveness and work assessment in the automobile companies ensure individual contribution Improvement in performance and commitment of work among employees increases outcome of the automobile company and measure individual behaviour in those companies.

Influence of HRD Climate on Job Affinity.

The application of multiple regression analysis brought the following results for HRD climate factors and job affinity.

Table 4: Model Summary for HRD Climate on Job Affinity

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.456(a)	.207	.203	.89272033

A Predictors: (Constant), CLI3, CLI2, CLI1 Source: computed data

From the above table, it is found that R = .456, R^2 = .207 this implies the three factors of HRD climate create 2.6% variance over job affinity. This leads to the verification of regression fit as shown in the anova table.

Table 5: ANOVA for HRD Climate on Job Affinity

Model	Sources	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	111.835	3	37.278	46.776	.000(a)
	Residual	427.165	536	.797		
	Total	539.000	539			

A Predictors: (Constant), CLI3, CLI2, CLI1 b Dependent Variable: OU2 (job affinity)
Source: computed data

From the above table, it indicated that F = 46.776, p = .000 are statistically significant at 5% level. This implies the regression fit is good enough and the HRD climate factors influence job affinity. This leads to the verification of the influence of individual employees as shown in the co-efficient table.

Table 6: Coefficients for HRD Climate on Job Affinity

Model	Factors	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	-1.89E-016	.038		.000	1.000
	Managerial effectiveness	-.275	.038	-.275	-7.146	.000
	Team work encouragement	.348	.038	.348	9.039	.000
	Work assessment	.106	.038	.106	2.749	.006

A Dependent Variable: OU2 (job affinity)   Source: computed data

From the above table, it revealed that managerial effectiveness (t = -7.146, p = .000), team work encouragement (t = 9.039, p = .006), and work assessment (t = 2.749, p = .000) are statistically significant at 5% level. Therefore, it can be concluded that managerial effectiveness, team work encouragement and work assessment in the automobile companies ensure job affinity. Effective management and performance measurement makes the company more profitable and ensure employee employers relationship in the automobile companies.

Influence of HRD Climate on Management Behaviour.

The application of multiple regression analysis brought the following results for HRD climate factors and management behaviour.

Table 7: Model Summary for HRD Climate on Management Behaviour

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.337(a)	.113	.109	.94418714

A Predictors: (Constant), CLI3, CLI2, CLI1 Source: computed data

From the above table, it shows that R = .337, R^2 = .113 this implies the three factors of HRD climate creates 2.6% variance over management behaviour. This leads to the verification of the regression fit as shown in the anova table.

Table 8: ANOVA for HRD Climate on Management Behaviour

Model	Sources	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	61.162	3	20.387	22.869	.000(a)
	Residual	477.838	536	.891		
	Total	539.000	539			

A Predictors: (Constant), CLI3, CLI2, CLI1, B Dependent Variable: OU3 (management behaviour);
Source: computed data

From the above table, it presents that F = 22.387, p = .000 are statistically significant at 5% level. This implies the regression fit is good enough and the HRD climate factors influence management behaviour. This leads to the verification of the influence of individual employees as shown in the co-efficient table.

Table 9: Coefficients for HRD Climate on Management Behaviour

Model	Factors	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	-1.10E-016	.041		.000	1.000
	Managerial effectiveness	.173	.041	.173	4.263	.000
	Team work encouragement	-.184	.041	-.184	-4.513	.000
	Work assessment	.223	.041	.223	5.484	.000

A Dependent Variable: OU3 (management behaviour)   Source: computed data

From the above table, it is found that managerial effectiveness (t = 4.263, p = .000), team work encouragement (t =-4.513, p = .000), and work assessment (t = 5.484, p = .000) are statistically significant at 5% level. Therefore, it can be concluded that managerial effectiveness, team work encouragement and work assessment in the automobile companies ensure management behaviour. Assessing of employee performance leads to increase in production and profit which is determined by the behaviour of management ensure automobile companies to attain the goal.

IX. FINDINGS

The findings of the study indicated large inter-organizational differences in HRD practices. Organizations with better learning, training and development system, reward and recognition, and information systems promoted human resource development climate. Quality orientation was predicted by career planning, performance guidance and development, role efficacy, and reward and recognition systems. This implies the regression fit is good enough and the HRD climate factors influence individual contribution. This implies the regression fit is good enough and the HRD climate factors influence management behaviour.

X. SUGGESTIONS

HRD climate is not very conducive for the employees. The top management should take necessary steps for making the climate more conducive for the employees and Organization should retain highly skilled professionals (employees) to foster a conducive developmental climate that enhances innovation, team spirit and support from employees. From the study, it is suggested that the following are the few HRD mechanisms such as rewards, improved training methods, genuine promotion decisions and excellent interaction among various HRD instruments creates better impact among employees and the management should endeavor to provide a daily favorable working environment where employees are comfortable to develop and utilize their potential without any form of inhibition.

XI. CONCLUSION

It can be concluded that managerial effectiveness, team work encouragement and work assessment in the automobile companies ensure management behaviour. Assessing of employee performance leads to increase in production and profit which is determined by the behaviour of management ensure automobile companies to attain the goal. Human resource management and development style, such as a fresh intake of workers from college and universities and continuous training and development brings skills, attitudes, energy, enthusiasm, and commitment towards work. Training and development programmes and rewards & incentives are the instruments which determines the efficiency of the employee, hence result in high profit. Good interpersonal relationships at the workplace provide a good environment for the employees to work in. Employees will feel like getting to work and attaining goals in such an environment. Better understandings among the employees will also reduce the conflicts between them.

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