

# The Study Of Human Resource Management In Organizational Performance In Manufacturing Companies-With Reference To KTC Zone

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## Abstract

In recent years, HRM has received a lot of traction. Human resource management is essential for all types of enterprises. Each organization's main goal is to attain high levels of performance in its goals and objectives. This study explores the intricate patterns of the relationships between HRM practices and the performance of an organisation, showcasing the critical role of HRM in shaping the future of a business. More firms are beginning to understand and appreciate the value of HRM in today's fast-paced, competitive marketplace. An aligned HRM approach improves performance, creativity, happiness, and innovation. This investigation focuses on primary HR functions such as recruitment, training and development, performance appraisal, compensation management, engagement, and their impact on both financial and non-financial performance. This research was qualitative in nature using interviews and surveys from multiple industries. Organizational outcomes associated with HRM factors were analysed using various statistical methods; percentage, descriptive and analysis of Variance (ANOVA) are applied. Based on the findings, companies that strategically align their HR policies increase employee commitment, operational efficiency, and profits. Strategic HR involvement in decision-making enhances long-term competitiveness, as noted in the research. These findings add to the literature by demonstrating the importance of effective HRM practices for organizational sustained success, which is beneficial for practitioners in HR, academia, and policymakers.

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**Keywords:** *Organisational, Performance, Human Resource, Management*

## Introduction

HRM, refers to a broader concept that encompasses several processes designed to help individual employees realize their maximum potential such as recruitment and selection, training, performance appraisal, rewards, employee relations, engagement initiatives, and strategic communications. This study focuses on the multifaceted relationship between HRM and organizational performance by exploring how HRM practices affect innovation, employee satisfaction and engagement, overall productivity, and financial performance. Increased competition, new technological advancements, and evolving worker expectations in the modern globalized economy are some of the factors that pose new challenges for human resource management systems. In contrast to the traditional systems of management, more strategic and integrative models are shifting from Technological HRM towards leaner agile models driven by human resource management.

## Review of Literature

**Shwetha (2017)** suggested that HR professionals can make use of different AI technology and tools for all the functions of HR be it recruitment, selection, training, development, performance management, compensation and real management.

**Geetha and Reddy (2018)** found that the combination of Human resource management and Artificial intelligence leads to the data maintenance. They also suggested that it save the cost and time to the organisation with more accuracy and access in total recruitment process.

**Anupama Gupta (2010)** explained the consequences of the challenges faced by the Human resource management in context with the current economic status and the challenges faced should be taken in consideration and insisted on the challenges in the short fall of talented employees also

emphasised on how Human resources Management tackles the problems handled on a day-to-day activity.

**Saini R.R. (2010)** explained Management in United Commercial Bank which is a case study of Chandigarh State which elaborates HRD rules and regulations. He explained the hurdles in the process of framing the rules and process of executing it. The result of the study is qualification plays an important role in recruitment in top, middle and low-level management. The practice of selecting right candidate for the level of management helps the organization to achieve more and retain employees in the organization.

**Tripathy (2008)** explained that the organization have the optimum usage of Human resources in the organization. Their study followed the 3 C concept (i.e) Competencies, commitment and culture. By followed these 3 C culture in the work organization give the positive results in the organization. This practice is considered to be the best result earning which resulted in the increase in the financial growth.

**Objectives of the Study**

1. To understand the role of Human resource management
2. To study significant difference between Age of the respondent and training and development of employees in Human resource management **(HRM)**.
3. To study significant difference between Age of the respondent and Performance appraisal of employees in Human resource management **(HRM)**.
4. To study significant difference between Age of the respondent and Employee involvement in Human resource management **(HRM)**.
5. To study significant difference between Age of the respondent and Organisational performance of employees in Human resource management **(HRM)**.

**THE FOLLOWING ARE THE HYPOTHESES DEVELOPED FOR THE STUDY**

*H<sub>0</sub><sup>1</sup>: “There is no significant difference between age of the respondent and training and development of employees in Human resource management **HRM**” reject the hypothesis at 1 % level.*

*H<sub>0</sub><sup>2</sup>: “There is no significant difference between age of the respondent and Performance appraisal of employees in Human resource management **HRM**” reject the hypothesis at 1% level.*

*H<sub>0</sub><sup>3</sup>: “There is no significant difference between age of the respondent and Employee involvement in Human resource management **HRM**” reject the hypothesis at 1% level.*

*H<sub>0</sub><sup>4</sup>: “There is no significant difference between age of the respondent and Organisational performance of employees in Human resource management **HRM**” reject the hypothesis at 1% level.*

**RESEARCH METHODOLOGY**

**Data Collection Methods**

This study utilized both primary and secondary sources of information. Corporate reports, HRM policy manuals while structured questionnaires and semi-structured interviews provided primary data. To gather quantitative insights on the implementation and outcomes of various HRM activities, a quantitative measurement tool was devised. It featured constituents like engagement practices, perceived organisational performance indicators, performance appraisal systems, training sessions and their frequency, compensation policies, and recruitment techniques. A five-point Likert scale tested the level of agreement or disagreement on various HRM effectiveness metrics alongside organisational outcomes. For quantitative data regarding the alignment of business strategies with human resource concerns, a few HR executives were interviewed in a semi structured format, capturing broader qualitative angles. This component allowed the researchers to deepen, validate, and enrich the statistical data.

**TOOLS USED FOR ANALYSIS**

The various tools used for the study are

- Percentage
- Descriptive statistics
- ANOVA

**ANALYSIS AND DISCUSSION**

**TABLE 1: STATEMENT SHOWING – DEMOGRAPHIC PROFILE OF RESPONDENTS**

Demographic variable	Category	Percentage
<b>Gender</b>	Male	75
	Female	25
<b>Age group</b>	20-30	12
	31-40	33
	41-50	47
	Above 50	8
<b>Education level</b>	Under graduate	68

	Post graduate	30
	Doctorate	2

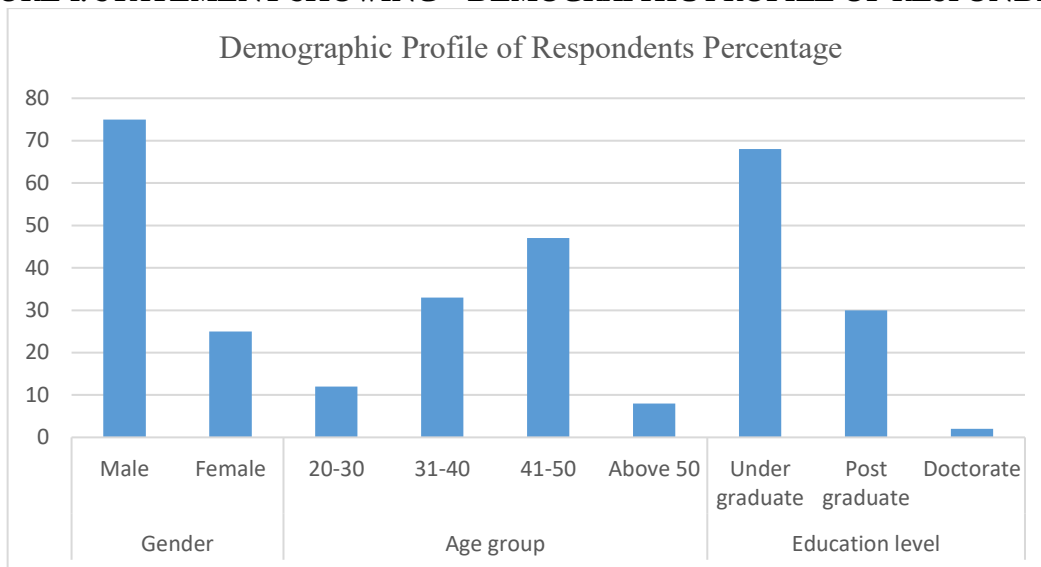
Source: Computed results compiled from primary data

**INTERPRETATION**

The sample is predominantly composed of male employees (75%), and a considerable portion falls

within the 41-50 age range (47%). 68% of them possess a undergraduate degree and 30% of them are post graduate, 2% signifying a high level of education.

**FIGURE 1: STATEMENT SHOWING – DEMOGRAPHIC PROFILE OF RESPONDENTS**



Source: Computed results compiled from primary data

Figure 1 depicts the demographic profile of respondents. The given demographic factors are

sufficiently balanced to ensure accurate representation of the organizational structure.

**TABLE 2: STATEMENT SHOWING DESCRIPTIVE STATISTICS OF KEY VARIABLES**

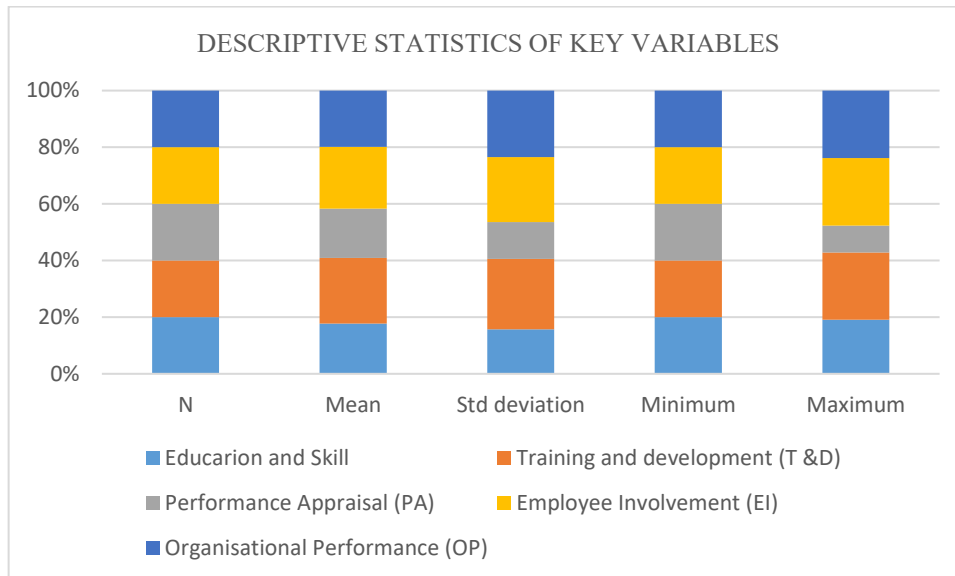
Variable	N	Mean	Std deviation	Minimum	Maximum
Education and Skill	100	1.36	0.577	1	4
Training and development (T &D)	100	1.77	0.90849	1	5
Performance Appraisal (PA)	100	1.34	0.4761	1	2
Employee Involvement (EI)	100	1.67	0.84154	1	5
Organisational Performance (OP)	100	1.52	0.85847	1	5

Source: Computed results compiled from primary data

Table 2 shows that the descriptive statistics of key variables in that, training and development were the most positively perceived with a mean score of 1.77. Another indicator of a motivated workforce is the level of employee engagement 1.67 which is also

high. These human resource management practices are at a moderate level of adoption given the performance appraisal and Organisational performance scores which are just above, but less than, the mid-level mark.

**FIGURE 2: STATEMENT SHOWING – DESCRIPTIVE STATISTICS OF KEY VARIABLES**



Source: Computed results compiled from primary data

Figure 2 shows that the descriptive statistics of key variables. In that training and development and employee engagement perceived high mean scores.

**ANALYSIS OF VARIANCE**

The analysis of variance frequently referred to by the contraction ANOVA. It is statistical technique specially designed to test whether the mean of more than two quantitative populations are equal,

$$F = \frac{MS_{group}}{MS_{error}}$$

Steps in carrying out the analysis are

1. Calculate variance between samples
2. Calculate variance within samples
3. Calculate the ratio **F** as follows

F= Between column variance/Within column variance

The F-distribution measures the ratio of the variance between groups to the variance within groups. The variance between the sample means is the numerator and the variance within the sample mean is the denominator.

If there is no real difference from group to group, any sample difference will be explained by random variation and the variations between groups should be close to the variance within groups. However, if there is a real difference between then groups, the variance between the groups will be significantly larger than the variance within groups.

Compare the calculate value of F with the table value of F for the degree of freedom at 5% level. If the calculate value is greater than the tale value it is conclude that the difference in sample mean is significant and vice versa.

**TABLE 3: STATEMENT SHOWING AGE OF RESPONDENTS AND TRAINING AND DEVELOPMENT EMPLOYEES IN HUMAN RESOURCE MANAGEMENT (HRM)**

Sources of Variation	Sum of Square	DF	Mean Square	F-value
Between groups	7.619	4	1.905	3.157 **
Within Groups	57.371	95	0.804	
Total	64.99	99		

Source: Computed result compiled from primary data

\*\* Highly significant at 1% level

The analyses of the **table 3** shows that the calculated value of 'F' is (3.157) which is highly significant at 1% level. The null hypothesis is rejected and this is significant at 1% level. Hence, the age of the

respondents and training and development of employees effective in human resource management. *H<sub>0</sub>*: "There is no significant difference between age of the respondent and training and development of employees in

Human resource management **HRM**” reject the hypothesis at 1 % level.

**TABLE 4: STATEMENT SHOWING AGE OF RESPONDENTS AND PERFORMANCE APPRAISAL OF EMPLOYEES IN HUMAN RESOURCE MANAGEMENT (HRM)**

Sources of Variation	Sum of Square	DF	Mean Square	F-value
Between groups	7.619	4	1.905	3.157 **
Within Groups	57.371	95	0.804	
Total	64.99	99		

Source: Computed result compiled from primary data

\*\* Highly significant at 1% level

The analyses of the **table 4** shows that the calculated value of ‘F’ is (**3.157**) which is highly significant at 1% level. The null hypothesis is rejected and this is significant at 1% level. Hence, the age of the respondents and training and development of employees effective in human resource management.

$H_0^2$ : “There is no significant difference between age of the respondent and performance appraisal of employees in Human resource management **HRM**” reject the hypothesis at 1 % level.

**TABLE 5: STATEMENT SHOWING AGE OF RESPONDENTS AND EMPLOYEES INVOLVEMENT IN HUMAN RESOURCE MANAGEMENT (HRM)**

Sources of Variation	Sum of Square	DF	Mean Square	F-value
Between groups	4.402	2	2.201	0.033**
Within Groups	60.588	97	0.625	
Total	84.99	99		

Source: Computed result compiled from primary data

\*\* Highly significant at 1% level

The analyses of the **table 5** shows that the calculated value of ‘F’ is (**0.033**) which is highly significant at 1% level. The null hypothesis is rejected and this is significant at 1% level. Hence, the age of the respondents and employee’s involvement in human resource management.

$H_0^3$ : “There is no significant difference between age of the respondent and employee’s involvement in Human resource management **HRM**” reject the hypothesis at 1 % level.

**TABLE 6: STATEMENT SHOWING AGE OF RESPONDENTS AND ORGANISATIONAL PERFORMANCE IN HUMAN RESOURCE MANAGEMENT (HRM)**

Sources of Variation	Sum of Square	DF	Mean Square	F-value
Between groups	4.118	2	2.059	3.281**
Within Groups	60.872	97	0.628	
Total	64.99	99		

Source: Computed result compiled from primary data

\*\* Highly significant at 1% level

The analyses of the **table 6** shows that the calculated value of ‘F’ is (**3.281**) which is highly significant at 1% level. The null hypothesis is rejected and this is significant at 1% level. Hence, the age of the respondents and employee’s involvement in human resource management.

$H_0^4$ : “There is no significant difference between age of the respondent and employee’s involvement in Human

resource management **HRM**” reject the hypothesis at 1 % level.

**Concluding Remarks**

This study focuses on the value of Human Resource Management (HRM) in the enhancement of organizational performance. Effectiveness, efficiency, productivity, and other factors within the organization are influenced by the performance of

human resource management functions such as training and development, performance evaluation, employee engagement, and workforce optimization. It has been shown that organizations which have well developed HRM systems tend to have more satisfied and committed employees because these organizations are able to effectively attract, retain, and motivate strong employees. There are significant differences in ages groups with regards to how organisational performance metrics are rated. This finding opens up the interesting avenue of possibility that characteristics related to age influence both perceptions and actual effectiveness of an organization, warranting further analysis.

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