



# Analysis of Human Resource practices of the employees working in the business organizations of South Gujarat region.

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**Abstract:** In this paper researcher have considered three Human Resource practices like: Employment Security, Organizational policies and Practices and Performance Appraisals of the employees working in various business organizations of South Gujarat region. Sample of 141 employees were taken. Gender wise analysis is done to understand the difference between the males and females' perception towards theses three HR practices of the organizations. Employees working in various organizations like Telecom companies and FMCG companies are taken. Districts like Navsari, Surat, Valsad and Vapi are taken.

**Key Words:** Employment Security, Organizational Policies & Practices, Performance Appraisals.

## I. INTRODUCTION

The study of literature highlights the fact that many important issues touching Human Resource practices and their probable outcomes have remained untapped so far. Some of these questions are:

1. How is a particular Human Resource practice perceived by an Employee considering some demographic factors like: gender?
2. To study the factors that contributes to the performance of employees considering some demographic factors like: gender.

## II. OBJECTIVES OF THE STUDY

1. To analyze overall response of all respondents for variables of Human Resource practices working in South Gujarat region.
2. To make a gender-wise comparative study of Human Resource practices of employees working in South Gujarat region.

## III. METHODOLOGY:

A quantitative approach with a descriptive design encompassing the survey method has been used.

The research plan calls for gathering secondary data as well as primary data.

## IV. DATA AND SOURCES OF DATA:

**Secondary Data:** Secondary data are data that were collected for another purpose and already exist somewhere. It provides a starting point for research and facilitates the comparison of the research with the existing data. Secondary studies have been done by exploring and referring national and international literatures, Journals, Magazines, published papers (National/International) etc.

The analysis of present study is based on primary as well as on secondary data. However, more emphasis has been laid on primary data.

**Primary Data:** As stated above, primary data are original in character and are collected a fresh for some specific purpose. The primary data has been collected through under mentioned methods.

## V. THEORETICAL FRAMEWORK

Talya Bauer, Berrin Erdogan (2012) regarding **Employment Security**, state that how can an organization satisfy its employees' various needs? In the long run, physiological needs may be satisfied by the person's paycheck, but it is important to remember that pay may satisfy other needs such as safety and esteem as well. Providing generous benefits that include health insurance and company-sponsored retirement plans, as well as offering a measure of job security, will help satisfy safety needs

For **Organizational Policies & Practices**, they state that a strong influence over our satisfaction level is how fairly we are treated. People pay attention to the fairness of company policies and procedures, treatment from supervisors, and pay and other rewards they receive from the company.

Regarding **Performance Appraisals**, they state that even though performance appraisals can be quite effective in motivating employees and resolving performance problems, in reality, only a small number of organizations use the performance appraisal process to its full potential. In many companies, a performance appraisal takes the form of a bureaucratic activity that is mutually despised by employees and managers. The problems a poor appraisal process can create may be so severe that many experts, including the founder of the total quality movement, Edward Deming, have recommended abolishing appraisals altogether.

## VI. ANALYSIS:

A Five point Likert's rating scale has been used for the instrument drafting. The scoring scale of the questionnaire is: 5=Strongly Agree, 4=Agree, 3=Neutral, 2= Disagree and, 1=Strongly Disagree. Cronbach's alpha test Hair *et al.*, 2009) has been applied to check the reliability or otherwise of the questionnaire prepared. The Cronbach's alpha less than 0.7 is subject to revision which was not the case in the present study

The study will endeavor to answer these questions in relation to HR practices.

### I. Employment Security

**Table 1: Responses for Employment Security in Organization**

Sr. No.	Variables	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
1.	Employee Benefits are Satisfactory	26 (18.4)	87 (61.7)	5 (3.5)	18 (12.8)	4 (2.8)
2.	Job Security is Guaranteed	5 (3.5)	75 (53.2)	39 (27.7)	19 (13.5)	3 (2.1)
3.	No Wage cut of Employees during Company crises	4 (2.8)	54 (38.3)	60 (42.6)	19 (13.5)	4 (2.8)

**Note:** Figures in parenthesis indicate the percentages of the row total

**Source:** Various Questionnaires from Respondents

Very few respondents strongly agree to the statement that employee security are quite satisfactory; employees are free to stay in the organization; it is difficult to dismiss any employee from the organization; job security is guaranteed to the employees and that there is no wage cut of employees in case of financial crises. The responses for measuring employee security in organization are quite mixed.

**Table 2: Descriptive Statistics for Employment Security**

	N		Mean	Std. Deviation	Skewness	Kurtosis	Mean Rank	$\chi^2$ Asymp. Sig
	Valid	Missing						
Employee Benefits are Satisfactory	139	2	2.11	.886	1.111	.731	1 <sup>st</sup>	.000
Job Security is Guaranteed	141	0	2.57	.739	.899	-.601	2 <sup>nd</sup>	.000
No Wage cut of Employees during Company crises	141	0	2.72	.682	.416	-.817	3 <sup>rd</sup>	.000

The overall response of employees for employee benefits is satisfactory. The figures are maximum skewed for this variable. The values of kurtosis support our result. The mean rank is followed subsequently by 'Job security is guaranteed', 'No wage-cut of employees during company crises'. It can be inferred from the above figures that employees are not free to stay in organization as per their wish. Also, it is not that difficult to dismiss employees from the organization. The  $\chi^2$  test for goodness of fit also depicts a significant difference in the distribution of opinions of the respondents at 5%.

The organizations has similar view matching with the study of Guzel & Taskent who believe that security makes employees contribute a lot to the organization. Suppose if an organization expels an employee from his job then he will disturb the rhythm of peacefulness and stability of the society <sup>1</sup>(Sajjad Ali Khan; 2014).

For the sake of studying relationship between gender and employment security in the organization following hypotheses have been developed:

**H0:** Male and female respondents do not have statistically significant difference in their mean ranks.

**H1:** Male and female respondents do have statistically significant difference in their mean ranks.

**Table 3: Mann Whitney Ranks Test for Gender-wise Comparative Study**

		Gender	N	Mean Rank	Sum of Ranks
Employee Benefits are Satisfactory	Male	101	72.88	7360.50	
	Female	38	62.36	2369.50	
	Total	139			
Job Security is Guaranteed	Male	103	76.28	7857.00	
	Female	38	56.68	2154.00	
	Total	141			
No Wage-cut of Employees during Co. Crises	Male	103	68.37	7042.00	
	Female	38	78.13	2969.00	
	Total	141			

The mean ranks of male and female respondents are quite mixed. Male respondents scored higher mean rank for ‘employees benefits are satisfactory’, ‘employees are free to stay in organization’, and ‘job security is guaranteed’.

**Table 4: Mann Whitney Ranks Test**

	Employee Benefits are Satisfactory	Job Security is Guaranteed	No Wage-cut of Employees for Company crises
Mann-Whitney U	1638.500	1423.000	1686.000
Wilcoxon W	2339.500	2164.000	7042.000
Z	-1.687	-2.849	-1.366
Asymp. Sig. (2-tailed)	.092	.004	.182

a. Grouping Variable: Gender

The difference in the mean ranks for variables ‘job security is guaranteed’ between male and female respondents is significant (.000<5). For all other variables applied for measuring Employee Security in the organization, the difference in the mean rank is purely by chance as is indicated by Z values and associated values in the table.

## II. Organizational Policies and Practices

**Table 5: Responses for Organizational Policies and Practices in Organization**

Sr. No.	Variables	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
1.	Policies are Updated Regularly	27 (9.9)	96 (68.1)	18 (12.8)	-	-
2.	Policies are Implemented Properly	13 (9.2)	45 (31.9)	29 (19.9)	29 (19.9)	23 (16.3)
3.	Feedback of Policies is taken Regularly	14 (9.9)	24 (17)	28 (19.9)	51 (36.2)	23 (16.3)
4.	Policies are Communicated Properly	27 (19.1)	73 (51.8)	41 (29.1)	-	-

**Note:** Figures in parenthesis indicate the percentages of the row total

**Source:** Various Questionnaires from Respondents

The overall response of the voters for Organisational policies & practices in the organization is not much satisfactory. The respondents, however, vouched to the fact that Human Resource policies are framed at regular intervals and are communicated properly to them. Employees are not consulted while framing Human Resource policies. Human Resource policies are not same for all. The matter of concern is that many employees feel many unnecessary policies have been incorporated in the organization. Many respondents believe that there is lack of consistency in theory and Human Resource practices.

**Table 6: Descriptive Statistics for Organizational Policies & Practices**

	N		Mean	Std. Deviation	Skewness	Mean Rank	$\chi^2$ Asymp. Sig
	Valid	Missing					
Policies are Updated Regularly	141	0	1.94	.563	-.018	1 <sup>st</sup>	.000
Policies are Implemented Properly	139	2	3.01	1.268	.167	3 <sup>rd</sup>	.001
Feedback of Policies is taken Regularly	140	1	3.32	1.225	-.424	4 <sup>th</sup>	.004
Policies are Communicated Properly	141	0	2.10	.690	-.132	2 <sup>nd</sup>	.000

The overall response for most of the variables used in the present study to measure Human Resource practices in the organization is negatively skewed. This makes it clear that the company needs to work on its Human Resource practices. Standard deviation is

maximum for ‘Policies are framed with employees’ consultation’ while it is least for ‘Policies are updated regularly’. The  $\chi^2$  test for goodness of fit also depicts a significant difference in the distribution of opinions of the respondents at 5%.

The above analysis is compatible with the study of <sup>2</sup>Delery & Shaw (2001) which highlighted the fact that, while certain individual Human Resource practices are viewed as superior to others, a single superior Human Resource practice without other supporting practices in the system is inadequate as a driver of sustainable performance outcomes.

To make the study more detailed and to find relationship between gender and organizational policies & practices the following hypotheses was developed for Mann Whitney test Analysis:

**H0:** Mean ranks of male and female respondents for Organizational Policies & Practices do not vary significantly.

**H1:** Mean ranks of male and female respondents for Organizational Policies & Practices do not vary significantly.

**Table 7: Mann Whitney Ranks Test for Gender-wise Comparative Study**

	Gender	N	Mean Rank	Sum of Ranks
Policies are Updated Regularly	Male	103	73.52	7572.50
	Female	38	64.17	2433.50
	Total	141		
Policies are Implemented Properly	Male	101	63.03	6366.00
	Female	38	88.53	3371.00
	Total	139		
Feedback of Policies is taken Regularly	Male	102	70.08	7132.50
	Female	38	71.62	2721.50
	Total	140		
Policies are Communicated Properly	Male	103	64.25	6618.00
	Female	38	89.29	3317.00
	Total	141		

The table 6 makes it clear that the mean ranks of male members have been higher for certain variables such as ‘Policies are updated regularly’. While for other variables mean ranks of female members have been higher.

**Table 8: Test Statistics: Grouping Variable – Gender for Organizational Policies & Practices**

	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Policies are Updated Regularly	1697.500	2438.500	-1.467	.142
Policies are Implemented Properly	1215.000	6366.000	-3.425	.001
Feedback of Policies is taken Regularly	1895.500	7148.500	-0.206	0.837
Policies are Communicated Properly	1262.000	6618.000	-3.545	.000

The associated significance is .001, .000 (which is less than 0.05) for the variables, ‘Policies are Implemented Properly’, ‘Policies are Communicated Properly’. The null hypothesis is thus rejected and we may say that the difference in sum of ranks for these variables is not by chance.

## I. Performance Appraisal

**Table 9: Responses for Performance Appraisal in Organization**

Sr. No.	Variables	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
1.	Frequent Performance Appraisals are done	6 (4.3)	22 (15.6)	87 (61.7)	24 (17)	1 (0.7)
2.	Frequent Informal Appraisals are done	-	59 (41.8)	59 (41.8)	22 (15.6)	-
3.	Company uses Objective Data for Evaluation	4 (2.8)	26 (18.4)	86 (61)	21 (14.9)	4 (2.8)
4.	Company uses Subjective Data for Evaluation	-	27 (19.1)	65 (46.1)	47 (33.3)	-
5.	Company uses Appraisal Results	-	25 (17.7)	65 (46.1)	46 (32.6)	2 (1.4)

**Note:** Figures in parenthesis indicate the percentages of the row total

**Source:** Various Questionnaires from Respondents

So far as performance appraisal is concerned, the responses are not much positive. Majority of the respondents were undecided for most of the statements stated for measuring performance appraisal.

**Table 10: Descriptive Statistics for Performance Appraisal**

	N		Mean	Std. Deviation	Skewness	Kurtosis	Mean Rank	$\chi^2$ Asymp. Sig
	Valid	Missing						
Frequent Performance Appraisals are done	140	1	2.94	.717	-.627	.772	2 <sup>nd</sup>	.000
Frequent Informal Appraisals are done	140	1	2.75	.721	.416	-.988	1 <sup>st</sup>	.000
Company uses Objective Data for Evaluation	141	0	2.94	.699	-.421	.376	2 <sup>nd</sup>	.000
Company uses Subjective Data for Evaluation	139	2	3.14	.714	-.206	-1.012	3 <sup>rd</sup>	.000
Company uses Appraisal Results	137	4	3.15	.706	-.226	-.966	4 <sup>th</sup>	.000

- a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 35.0.
- b. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 46.7.
- c. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 35.3.
- d. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 46.3.
- e. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 45.7.

Mann Whitney test is developed to find relationship between Gender and Performance appraisal in the organization. The following hypotheses are developed:

**H0:** Mean ranks of Male and female respondents regarding performance appraisal do not vary significantly.

**H1:** Mean ranks of Male and female respondents regarding performance appraisal vary significantly.

**Table 11: Mann Whitney Ranks Test for Gender-wise Comparative Study**

	Gender	N	Mean Rank	Sum of Ranks
Frequent Performance Appraisals are done	Male	102	73.81	7520.00
	Female	38	61.61	2341.00
	Total	140		
Frequent Informal Appraisals are done	Male	102	85.77	8739.00
	Female	38	29.50	1121.00
	Total	140		
Company uses Objective Data for Evaluation	Male	103	73.38	7229.50
	Female	38	64.54	2452.50
	Total	141		
Company uses Subjective Data for Evaluation	Male	101	73.47	7420.50
	Female	38	60.78	2308.50
	Total	139		
Company uses Appraisal Results	Male	100	72.26	7225.50
	Female	37	60.20	2227.50
	Total	137		

The table no.11 clearly highlights the fact that the mean ranks of male respondents for all the variables applied for measuring 'Performance Appraisal' in the organization is higher than that of female respondents.

**Table:12- Test Statistics: Grouping Variable – Gender for Performance Appraisal**

	Frequent Performance Appraisals are done	Frequent Informal Appraisals are done	Company uses Objective Data for Evaluation	Company uses Subjective Data for Evaluation	Company uses Appraisal Results
Mann-Whitney U	1600.000	380.000	1721.500	1568.500	1524.500
Wilcoxon W	2341.000	1121.000	2452.500	2309.500	2227.500
Z	-1.819	-7.920	-1.296	-1.797	-1.717
Asymp. Sig. (2-tailed)	.079	.001	.185	.072	.086

a. Grouping Variable: Gender

From the table no.12 we can infer that mean ranks of both genders vary significantly only for the variable ‘frequent informal appraisal is done’. For all other variables applied for measuring performance appraisal of respondents in the organization, the difference is not statistically significant and hence, null hypothesis is accepted in this case. So, Mean ranks of Male and female respondents regarding performance appraisal do not vary significantly.

## VII. RESULTS & DISCUSSION

This research was conducted with the objective to analyze the overall response of all respondents for variables of Human Resource practices working in South Gujarat region. Objectives was also to study the gender-wise comparative study of Human Resource practices. The outcomes from the above research work are as under:

1. Employees are not free to stay in organization as per their wish. Also, it is not very difficult to dismiss employees from the organization.
2. Security makes employees contribute a lot to the organization.
3. Employees are not consulted while framing Human Resource policies.
4. Human Resource policies are not same for all. The matter of concern is that many employees feel many unnecessary policies have been incorporated in the organization.
5. Many respondents believe that there is lack of consistency in theory and Human Resource practices.
6. While certain individual Human Resource practices are viewed as superior to others, a single superior Human Resource practice without other supporting practices in the system is inadequate as a driver of sustainable performance outcomes.
7. Mean ranks of male respondents for all the variables applied for measuring ‘Performance Appraisal’ in the organization is higher than that of female respondents.
8. Mean ranks of both genders vary significantly only for the variable ‘frequent informal appraisal is done’. For all other variables applied for measuring performance appraisal of respondents in the organization, the difference is not statistically significant and hence, null hypothesis is accepted in this case.

## VIII. CONCLUSION.

1. Company needs to work on Human Resource practices viz. Employee Security; Employees should be consulted while framing Human Resource Policies.
2. Security makes employees contribute a lot to the organization.
3. Majority of the Employees believe that there is lack of consistency in theory and Human Resource practices.
4. It is strongly recommended that the managing director should focus on the following independent variables i.e. job security, involvement of employees in framing policies
5. Male employees have more concern about the Performance appraisal.

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