



People Capability Maturity Model (P-CMM)-An Analysis on CMM Level 2 HR Practice

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Abstract

HR Practices play a very vital role because they form the foundation and guidance for managing the organizations employees and supports to coordinate with the business strategy. The current study seeks to establish the influence of human resource management practices on employee satisfaction. After reviewing past literature's, the study could find that there is a need to investigate on developing more measurable HR practices to develop people capability maturity levels. To cope with this need, the current study focused to understand about P-CMM and its implementation process at Bharat Dynamics Limited (BDL) and also the current study analyzed the impact of P-CMM HR practice on employee satisfaction. A questionnaire was developed based on past literature and also Interview method was approached to collect the data on HR practices. The study adopted descriptive and qualitative research design. The sample of 150 employees were considered to administer the questionnaire out of which 100 samples responded with information. The data was analyzed using ANOVA method via SPSS.16.0. The study observations are evident that P-CMM model has supported BDL company for improving the capability of its workforce, improved individual competencies, developed teams' effectiveness, improved people performance. Also, it is observed that, this P- CMM model has impacted on satisfaction of employees who are experienced with this HR practice. However, it has not affected on other demographics considered in this study.

Keywords: HR Practice, People Capability Maturity Model (P- CMM), Competencies, Employee Satisfaction.

1 Introduction

Human Resource (HR) Practice is a systematic and a Strategic process of managing workforce in an organization. These are needed to perform by human resources in an organization such as recruitment, training and development, performance-based compensation, human resource development, employee engagement etc. HR practices involve the strategic operations of Human Resource Management. HR Practices play a very vital role because they form the foundation and guidance for managing the

organizations employees and supports to coordinate with the business strategy. When organizations have good HR practices at workplace, it makes employees stay happy and satisfied with their engaged jobs. Always, good organizations HR practices promote engagement level of employees towards their jobs which ultimately results in increased level of job performance and satisfaction.

Many Studies have found that HR practices like staffing, training, employee engagement, career advancement and incentives have a positive relationship with employee performance and resulted to increase the productivity of the organization. Also, these HR practices help in creating programs to improve the quality of the work environment and working with management for ongoing performance evaluations. Human Resource Development, one of the HR practices at organizations needs more attention because it is the activity which measures and develops the individual and team competencies needed for work. For this reason, organizations have a need to implement people capability maturity models (P-CMM). Nevertheless, studies speak on different variables as discussed above, but still the current study feels that there is a need to investigate on developing more measurable HR practices to develop people capability maturity levels. To cope with this need, the current study focused to understand about P-CMM and its implementation process at Bharat Dynamics Limited (BDL) and also the current study analyzed the impact of P-CMM HR practice on employee satisfaction.

1.1 About Bharat Dynamics Limited and P- CMM Level 2

Bharat Dynamics Limited is a Government Enterprise under the Ministry of Defense and was incorporated in Hyderabad in the year 1970. The company BDL is mainly a base for manufacturing guided missile systems and allied equipment. BDL has a very simple business model that aims at providing the best service to Indian Defense Sector and since it's a public undertaking enterprise it should follow strict guidelines from the Ministry of Defense. So, whenever we talk about armed equipment's BDL is the first one that would come to our mind. BDL when started on 16th July 1970, it started working collaboratively with Defense Research and Development Organization (DRDO) and Foreign Original Equipment Manufacturers.

In BDL, the HR Practice that is been implemented is PCMM Level-2 American Certification Model. PCMM Model has five levels in total in which Level 2 practice is implemented in BDL. P-CMM means "People Capability Maturity Model" which provides guidance for improving the capability of an organization's workforce. The People CMM consists of five maturity levels that establish successive foundations for continuously improving individual competencies, developing effective teams, motivating improved performance, and shaping the workforce the organization needs to accomplish its future business plans. Maturity level 2 focuses on issues such as staffing, coordinating, commitments, providing resources, managing performance, developing skills, and making compensation decisions. The PCMM initiative enables an organization to gain insight into its capability for managing and developing its workforce. Organizations need to identify the strengths and weaknesses of their current human resource management practices in order to understand what steps should be taken to improve them.

2 Review of Literature

Ruba Kutieshat and Panteha Farmanesh (2022), aims to investigate the impact of New Human Resource Management Practices (NHRM) on innovation performance mediating by organizational innovation and innovative work behavior in the educational sector during the COVID-19 pandemic. However, experiential proof to determine this relationship is inadequate. Consequently, quantitative statistical tools were implemented in the study. Using data gathered from 450 employees in the Ministry of Education in Amman-Jordan who participated in the online survey the present results indicate that there is a significant positive relationship linking NHRM practices and innovation performance. During the COVID 19 pandemic, the cruel challenges obliged the educational sector to use organizational strategies to achieve innovation within the crucial and unpredictable period, which needs practical, swifter technological practices, making it unbeatable, creative, and motivational competitive. Therefore, applying NHRM can present solutions, resolve problems, and enhance innovation among employees during the response time of a crisis.

Abdul-Nasser El-Kassar et.al. (2022), their research is to explore drivers and outcomes of knowledge hiding (KH) in the workplace as well as determine mechanisms in which KH is involved. In particular, the study examines a novel model that explains how KH is influenced by Human Resource (HR) practices and employee perception of organizational support for creativity and how it influences employee creativity, innovative work behavior, and task performance. By exploring these relations, the study seeks to determine new mediators that explain the influence of HR practices and KH on task performance. Data collected through a survey distributed to supervisors and subordinates working in Lebanon provided empirical evidence that supports the proposed relationships. Findings show that the influence of implemented HR practices on task performance is mediated by employee perception of organizational support for creativity, KH, creativity, and innovative work behavior. Implications of these findings are also discussed.

Huda Irshad, et.al, (2021), presented “Impact of Work-From-Home Human Resource Practices on the Performance of Online Teaching Faculty During Corona virus Disease 2019”. The purpose of this study was to investigate the impact of work-from-home (WFH) human resource (HR) practices on the performance of faculty under the drastic circumstances of corona virus disease 2019 (COVID-19). The population of the study included faculty members of the higher education institutions in Sialkot, Pakistan. The study filled the gap of scarce literature on the impact of various HR practices by HR officials while working from home during lockdown observed to reduce the spread of COVID-19. Based on reinforcement theory, this article proves that there is a significant relationship between HR practices (including training, performance appraisal, career planning, employee participation, job definition, compensation, and selection) and faculty performance. It also proves that there is a strong positive relationship between the two variables. The findings of this study provide a blueprint to improve HR practices for high performance by faculty in the higher education sector during WFH settings.

Easa, N.F. and Orra, H.E. (2021), studied on "HRM practices and innovation: an empirical systematic review". The relationship between human resource management practices (HRMP) and innovation has been

described as a black box, where a lot still needs to be investigated. Thus, the aim of their paper is to investigate the nature of the link that exists between HRMP and innovation in both public and private organizations. To do so, theoretical underpinnings and existence of a mediating or a moderating mechanism is inspected. Inspecting the nature of relations existed in the chosen articles, interesting findings are addressed relative to the nature of the human resource management systems (HRMS) used, practices encompassed and their different utility. HRMS has been shown to be associated with product innovation yet more evidence is needed for supporting process innovation.

Jeske Van Beurden, et.al, (2020) studies investigating employee perceptions of HR practices, the field of SHRM. This paper presents a systematic review on employee perceptions of HR practices in terms of 1) how they are examined (as an antecedent, mediator, or outcome), 2) the theoretical perspectives that explain this construct, and 3) the type of conceptualizations of employee perceptions of HRM that have been used in the extant SHRM research. The findings illustrate how scattered current approaches are in terms of how employee perceptions of HRM have been examined. In addition, a range of theoretical frameworks that advocate and support the employee perspective on HRM have been used, showing that a single perspective on employee perceptions of HRM seems infeasible. Finally, a variety of descriptive and evaluative conceptualizations have been used.

Corine Boon, et.al, (2019) in their article “A Systematic Review of Human Resource Management Systems and Their Measurement” presented a systematic review of 495 empirical studies on 516 HR systems in which we analyze the development of HR systems research over time and identify important trends, explicitly linking conceptualization and measurement of the HR system. Their study findings suggested that the increasingly broad conceptualization and measurement of HR systems and the lack of clarity on the HR systems construct at different levels have hampered research progress. Much of the research to date does not align with the fundamental assumption of synergies between HR practices in a system, the measures have problems and increasingly confound HR systems with related concepts and outcomes, and insufficient attention is paid to the HR system construct at different levels.

Jianguanglung Dangmei (2018), studied on People Capability Maturity Model (P-CMM) Facing the Key HR Challenges of MSME in India: A Theoretical Approach. Micro Small and Medium Enterprises (MSME) have a significant role in the growth of Indian economy and contribute to generating employment especially in the rural areas. But, the performances of the MSME in the globalization period have not been satisfactory as the number of sick MSME is increasing year by year. MSME in India now face a tough competition from large industries and are not adequately equipped to compete with the global players. There are many challenges in the MSME of India and HR practices are one of the major problems. Many industries claimed that the P-CMM is a strategy for transforming an organization in the modern era by improving workforce practices progressively. Therefore, this paper specifically tries to enlighten the important of P-CMM and its relevant applications to solve the HR problems faced by the MSME of India.

Susan Milligan (2017), Studied about the world of work with HR practices- has changed dramatically in the past decade, shaped by factors that include a brutal recession, technological advances and a new generation of workers with very different ideas of what employment should look like. Ten years ago, companies surveyed by the SHRM Foundation said their top future challenges were succession planning and providing leaders with the skills needed to be successful. Today, employers say the increasing competition for skilled workers is a top concern. As a result, the workplace is much more employee-focused and individualized. That's pushing employers to, among other things, provide flexible schedules to people with family obligations or give tuition help to entry level workers so that they can get a new job somewhere else.

3 Scope of the Study

This study covers about the existing HR practices in Bharat Dynamics Limited. At BDL, currently 6 aspects of HR practices with P-CMM practice were in use. Hence, the study scope would be focusing on the P-CMM model and its influence on the employee's satisfaction.

4 Objectives of the Study

- ◆ To understand P-CMM HR practice at Bharat Dynamics Limited.
- ◆ To study demographics of the employees (respondents) working at Bharat Dynamics Limited.
- ◆ To analyze P- CMM HR practices influence on Employee Job Satisfaction at Bharat Dynamics Limited.

5 Research Methodology

5.1 Sample Design: This study used Descriptive and Qualitative method of sample design.

5.2 Sample Selection: Sample selection has been done by using random sampling from the entire population. Total of 150 Executives and Non- Executives level of employees from different departments of BDL has been considered as population in this study. A structured questionnaire was administered to the total of 150 sample, out of which only 100 were responded to the survey. Hence, these responses are considered further for data analysis.

5.3 Sample Size: 100 respondents

5.4 Data Collection: The data is acquired mostly from primary data through a structured questionnaire and secondary data was depended from referred text books, company profile, previous project information, and reports.

5.5 Statistical Tools and Techniques: Likert's five scaling technique was used to prepare the questionnaire and for data analysis, Descriptive Statistics and ANOVA was used to interpret the results.

5.6 Software: SPSS 16.0 Version.

6 Data Analysis and Presentation

6.1 HR practices at Bharat Dynamics Limited

HR practices involve the strategic operations of HR. They form the foundation and guidance for managing the company's employees and should coordinate with the executive business plan. Some examples of HR practices include:

- Setting the mission and goals of the HR department
- Planning, organizing, and managing the HR department
- Measuring the effects of programs
- Creating programs to improve the quality of the work environment
- Developing talent and future leadership
- Conducting motivational programs
- Working with management for ongoing performance evaluations
- Overseeing employee advancement opportunities.

6.1.1 People Capability Maturity Model at BDL: In BDL, the HR Practice that is been implemented is PCMM Level-2 American Certification Model. P-CMM means “People Capability Maturity Model” which provides guidance for improving the capability of an organization's workforce. The People CMM consists of five maturity levels that establish successive foundations for continuously improving individual competencies, developing effective teams, motivating improved performance, and shaping the workforce the organization needs to accomplish its future business plans. P-CMM Model has five levels in total in which Level 2 practice is implemented in BDL. The main two objectives of PCMM are:

- It helps to identify skill gaps
- Empower teamwork.
- To ensure that software development capability is an attribute of the organization rather than of a few individuals.
- To align the motivation of individuals with that of the organization.
- To retain valuable human assets (i.e., people with critical knowledge and skills) within the organization.

6.1.2 Maturity Levels in the People CMM: A maturity level is an evolutionary plateau at which one or more domains of the organization's processes have been transformed to achieve a new level of organizational capability. Each maturity level provides a layer in the foundation for continuous improvement and equips the organization with increasingly powerful tools for developing the capability of its workforce. The five levels of PCMM model are:

1) Initial level: The Initial Level Organizations at the Initial Level of maturity usually have difficulty retaining talented individuals. Despite the importance of talent, workforce practices in low-maturity

organizations are often ad hoc and inconsistent. In some areas, the organization has not defined workforce practices, and, in other areas, it has not trained responsible individuals to perform the practices that exist. Organizations at the Initial Level typically exhibit four characteristics. They are: Inconsistency in performing practices, Displacement of responsibility, Ritualistic practices, An emotionally detached workforce. Organization at the initial level of maturity usually has difficulty retaining talented individuals. Even though many low maturity organizations complain about a talent shortage, the inconsistency of their actions explains whether they believe it. Low maturity organizations are poorly equipped to respond to talent shortages with anything other than slogans and exhortations. Despite the importance of talent, workforce practices in low maturity organizations are often ad hoc and inconsistent. In some areas, the organization has not trained responsible individuals to perform the practices that exist. The organization may typically provide forms for guiding workforce activities such as performance appraisals or position requisitions. Consequently, managers are left to their own devices in most areas of workforce management. Since low-maturity organizations rarely clarify the responsibilities of managers, inconsistencies are to be expected. Consequently, the way people are treated depends largely on personal orientation, experience, and the individual "people skills" of their managers, supervisors, or team leaders.

2) Managed Level: The workforce practices implemented at the Managed Level focus on activities at the unit level. The first step toward improving the capability of the workforce is to get managers to take workforce activities as high-priority responsibilities of their job. They must accept personal responsibility for the performance and development of those who perform the unit's work. The practices implemented at Maturity Level 2 focus a manager's attention on unit-level issues such as staffing, coordinating commitments, providing resources, managing performance, developing skills, and making compensation decisions. Building a solid foundation of workforce practices in each unit provides the bedrock on which more sophisticated workforce practices can be implemented at higher levels of maturity. One of the first benefits organizations experience when they implement improvements guided by the People CMM is a reduction in voluntary turnover. At Maturity Level 2, the People CMM addresses one of the most frequent causes of turnover-poor relations with the immediate supervisor. When people begin to see a more rational work environment emerge in their unit, their motivation to stay with the organization is enhanced. As their development needs are addressed, they begin to see the organization as a vehicle through which they can achieve their career objectives. The effort to ensure that workforce practices are performed in each unit begins when executive management commits the organization to continuously improve the knowledge, skills, motivation, and performance of its workforce. Executive management manifests these commitments in policies and provides the resources needed to support unit-level implementation of basic workforce practices. Executive management reinforces this commitment by performing basic workforce practices with their immediate reports and by subsequently holding all managers accountable for the performance of workforce practices in their respective units. Individuals responsible for performing

workforce practices are expected to develop repeatable methods for activities such as interviewing job candidates or providing performance feedback. Although managers may perform workforce activities differently, people in a unit are able to develop consistent expectations about how they will be treated. In addition, the regularity with which practices are performed in each unit, regardless of the method or style, is the first step in creating greater consistency across the organization.

3) Defined Level: At the defined level, the organizations adapt its workforce practices to its business needs by focusing them on motivation and enabling development in its workforce competencies. Once workforce competencies are defined, training and development practices can be more systematically focused on developing the knowledge, skills and process abilities that compose them. Further, the existing experience in the workforce can be organized to accelerate the development of workforce competencies in those with less skill and experience. When the processes to be performed by each workforce competency are defined, the organization has a new foundation for developing work groups. Competency-based processes form a basis for defining work group roles and operating processes. Rather than relying only on the interpersonal coordination skills developed at Maturity Level 2, work groups can now organize themselves by tailoring and applying standard competency-based processes. The ability to use defined processes simplifies coordination in the work group, since it no longer rests solely on the interpersonal skills of group members to determine how to manage their mutual dependencies. By defining process abilities as a component of a workforce competency, the People CMM becomes linked with the process frameworks established in other CMM and with other process-based methods, such as business process re-engineering. A process ability is demonstrated by performing the competency-based processes appropriate for someone at an individual's level of development in the workforce competency. At Maturity Level 3, the organization builds an organization-wide framework of workforce competencies that establishes the architecture of the organization's workforce. Each workforce competency is an element of the workforce architecture, and dependencies among competency-based processes describe how these architectural elements interact. Thus, the architecture of the workforce must become an element of the strategic business plan. Workforce practices become mechanisms through which this architecture is continually realigned with changes in business objectives. The architecture of the organization's workforce must evolve as business conditions and technologies change. Because workforce competencies are strategic, the organization must develop strategic workforce plans for ensuring the required capability in each of its current or anticipated workforce competencies.

4) Predictable Level: At the Predictable level, the organization manages and exploits the capability created by its framework of workforce competencies. The organization is now able to manage its capability and performance quantitatively. The organization can predict its capability for performing work because it can quantify the capability its workforce and of the competency-base processes they use in performing their assignment. An organization at the Defined Level has established an organizational

framework for developing its workforce. At the Predictable Level, the organization manages and exploits the capability created by its framework of workforce competencies. This framework is sustained through formal mentoring activities. The organization is now able to manage its capability and performance quantitatively. The organization is able to predict its capability for performing work because it can quantify the capability of its workforce and of the competency-based processes they use in performing their assignments. There are at least three ways in which the framework of workforce competencies enables the organization to use the capabilities of its workforce more fully. First, when competent people perform their assignments using proven competency-based processes, management trusts the results they produce. This trust enables the organization to preserve the results of performing competency-based processes and develop them as organizational assets to be reused by others. In essence, people trust the asset because they trust the methods through which it was produced. When these assets are created and used effectively, learning spreads rapidly through the organization and productivity rises when reuse replaces redevelopment. Second, this trust also gives managers the confidence they need to empower work groups. Managers will transfer responsibility and authority for committed work into work groups only if they believe the members of the work group are competent to perform the work and use processes that have been proven effective. When the organization achieves Maturity Level 3, the conditions required for empowerment-competent people, effective processes, and a participatory environment-are established. Whereas in achieving Maturity Level 4, management senses less risk in empowering work groups and is willing to delegate increasingly greater levels of authority for managing day-to-day operations and for performing some of their own workforce practices. Increasingly free of managing operational details, managers at Maturity Level 4 can turn their attention to more strategic issues.

5) Optimizing Level: At the optimizing level, the entire organization is focused on continual improvement. These improvements are made to the capability of individuals and work groups, to the performance of competency-based process, and to workforce practice and activities. Although several individuals may be performing identical competency-based processes, they frequently exhibit individual differences in the methods and work styles they use to perform their assignments. At Maturity Level 5, individuals are encouraged to make continuous improvements to their personal work processes by analyzing their work and making necessary process enhancements. Similarly, work groups are composed of individuals who have personalized work processes. At Maturity Level 5, the process performance data collected across the organization is evaluated to detect instances of misalignment. Further, the impact of workforce practices and activities is evaluated to ensure that they encourage rather than discourage alignment. Corrective action is taken to realign performance objectives and results when necessary. Inputs for potential improvements to workforce practices come from many sources. They can come from lessons learned in making improvements to the workforce activities in a unit, from suggestions by the workforce, or from the results of quantitative management activities. The organization uses the results of the

quantitative management activities established at maturity Level 4 to guide improvements at maturity Level 5. Maturity Level 5 organizations treat change management as an ordinary business process to be performed in an ordinary business to be processed to be performed in an orderly way on a regular basis.

6.1.3 Apply PCMM – Model: The P-CMM adapts the architecture and the maturity framework underlying the CMM for use with people-related improvement issues. The CMM focuses on helping organizations improve their software development processes. By adapting the maturity framework and the CMM architecture, activities guided by the P-CMM can be more easily integrated into existing software process improvement programs. This section discusses using the P-CMM to guide the people-related aspects of an improvement program. The value of the P-CMM is in the way that organizations use it. **6.1.3.1 The P-CMM can be applied by an organization in two primary ways:**

- As a standard for assessing workforce practices
- As a guide in planning and implementing improvement activities Each key process area in the P-CMM is organized into five sections called common features.

6.1.3.2 Structure of People CMM: The People CMM document describes the People CMM, the key practices that constitute each of its maturity levels, and information on how to apply it in guiding organizational improvements. It describes an organization's capability for developing its workforce at each maturity level. It describes how the People CMM can be applied as a standard for assessing workforce practices and as a guide in planning and implementing improvement activities.

6.2 Demographic Study

| S. No | Demographics | Percentages |
|-------|---------------------------|-------------|
| 1 | Gender | |
| | Male | 62 |
| | Female | 38 |
| 2 | Age (Years) | |
| | 20-30 | 11 |
| | 31-40 | 26 |
| | 41-50 | 33 |
| | Above 50 | 30 |
| 3 | Designation | |
| | Executive | 69 |
| | Non-Executive | 31 |
| 4 | Experience (Years) | |
| | 1-10 | 15 |
| | 11- 15 | 34 |
| | 16-20 | 16 |
| | 21 Years and Above | 35 |

Table 1: Demographic Details of Employees (%) working at BDL

The Table 1 presents the demographic profile of the respondent's 62 percent of were male the rest 38 percent of the employees were female. Age wise the distribution of the employees was 11 percent of the employees belong 20-to-30-year age, 26 percent of the employees belong to 31-to-40-year age group, 33 percent of the employees belong to 41-to-50-year age group and the rest 30 percent of the employees were belonged to above 50-year age. 69 percent of the employees are executives and the rest 31 percent are designated as non-executive. 15 percent of the employees were belonging to 1 to 10 years of experience, 34 percent of the employees were belonging to 11 to 15 years of experience, 16 percent of the employees were belonged to 61 to 20 years of experience and the rest 35 percent of the employees are above 21 years experienced.

6.3 P-CMM HR Practice Influence on Employee Job Satisfaction

To study the People Capacity Maturity Model (P- CMM) influence on Employee Job Satisfaction, ANOVA was used to read the significance levels at 5 % level of significance. The following were the analysis and demographic wise interpreted the results as shown below.

6.3.1 Gender wise P-CMM Influence on Employee Job Satisfaction

| ANOVA | | | | | |
|----------------|----------------|----|-------------|-------|-------------|
| | Sum of Squares | df | Mean Square | F | Sig. |
| Between Groups | 120.943 | 1 | 120.943 | 1.219 | .272 |
| Within Groups | 9724.047 | 98 | 99.225 | | |
| Total | 9844.990 | 99 | | | |

Table:2 Gender wise P-CMM Influence on Employee Job Satisfaction

From table 2 it is identified that p value is greater than 0.05. It means there is no significance difference on Employee Job Satisfaction. Therefore, it can be interpreted that Gender wise P- CMM HR Practice is not influencing Employee Job Satisfaction.

6.3.2 Age wise P-CMM Influence on Employee Job Satisfaction

| ANOVA | | | | | |
|----------------|----------------|----|-------------|-------|-------------|
| | Sum of Squares | df | Mean Square | F | Sig. |
| Between Groups | 825.385 | 3 | 275.128 | 2.928 | .038 |
| Within Groups | 9019.605 | 96 | 93.954 | | |
| Total | 9844.990 | 99 | | | |

Table:3 Age wise P-CMM Influence on Employee Job Satisfaction

From table 3 it is identified that p value is greater than 0.05. It means there is no significance difference on Employee Job Satisfaction. Therefore, it can be interpreted that Age wise P- CMM HR Practice is not influencing Employee Job Satisfaction.

6.3.3 Designation wise P-CMM Influence on Employee Job Satisfaction

| ANOVA | | | | | |
|----------------|----------------|----|-------------|------|-------------|
| | Sum of Squares | df | Mean Square | F | Sig. |
| Between Groups | 16.935 | 1 | 16.935 | .169 | .682 |
| Within Groups | 9828.055 | 98 | 100.286 | | |
| Total | 9844.990 | 99 | | | |

Table:4 Designation wise P-CMM Influence on Employee Job Satisfaction

From table 4 it is identified that p value is greater than 0.05. It means there is no significance difference on Employee Job Satisfaction. Therefore, it can be interpreted that Designation wise P- CMM HR Practice is not influencing Employee Job Satisfaction.

6.3.4 Experience wise P-CMM Influence on Employee Job Satisfaction

| ANOVA | | | | | |
|----------------|----------------|----|-------------|-------|-------------|
| | Sum of Squares | df | Mean Square | F | Sig. |
| Between Groups | 1369.366 | 3 | 456.455 | 5.170 | .002 |
| Within Groups | 8475.624 | 96 | 88.288 | | |
| Total | 9844.990 | 99 | | | |

Table:5 Experience wise P-CMM Influence on Employee Job Satisfaction

From table 5 it is identified that p value is less than 0.05. It means there is a significance difference on Employee Job Satisfaction. Therefore, it can be interpreted that Experience wise P-CMM HR Practice is influencing Employee Job Satisfaction.

7 Conclusion

The need for effective HR practices cannot be ignored in the modern business world. Through this research paper, we have established that HRM plays a very important role in the performance of an organization. A company can have a great product but without the support of its staff, it is less likely to be successful. Having a satisfied workforce has become a competitive advantage for companies as it can ensure that employees provide their best performance which in turn is reflected on the performance of the company. Having such difficulties addressed by BDL company too, have implemented a HR practice which was an American Certified model "People Capability Maturity Model (P- CMM)". This model is evident from the current study, supported BDL company for improving the capability of its workforce, improved individual competencies, developed teams' effectiveness, improved people performance. Also, it is observed that, this P- CMM model has impacted on satisfaction of employees who are experienced with this HR practice. However, it has not affected on other demographics considered in this study. Henceforth, it is concluded that the more the effective HR practices are developed in an organization, the best results could be on people satisfaction as well as on their performance which ultimately needs for any organizational growth.

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