

HRM Policies and Practices of The Study units and Job Satisfaction Levels Among Respondents

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Abstract

Most Important factors which influence a workman on job relate to job and its environment, the performance of a worker on job is the function of ability to work, willingness to work and Organisational support (which refers to working conditions and environment prevailing within the work place) All functions right from attracting a man on job upto motivating relate to human resource (HR) management which one every significant from the point of view of keeping the employees mentally and physically fit and getting the best results for the survival, and progress of an industrial Organisation.

Keywords:- influences, willingness, prevailing, significance, survival, (HR) human human resource.

Reference to this paper should be made as follows:

Dr. Pradeep Kumar,

HRM Policies and Practices of The Study units and Job Satisfaction Levels Among Respondents,

RJPSSs 2017, Vol. 43,
No.2, pp. 47-51,
Article No. 6 (RJ1922)

Online available at :
[http://anubooks.com/
?page_id=2012](http://anubooks.com/?page_id=2012)

Introduction

HRM PRACTICE IN INDIAN INDUSTRIES: A General Picture

Human Resource Management is basically concerned with attracting, retaining and motivating the human resources of the organisation in order to get best out of them for the accomplishment of its goals. The policies and practices adopted by Indian companies in general are being discussed below.

A majority of the small business units have not established separate HR Departments to deal with employee matters. They do not have any formal HR policies and the owners of the companies directly deal with the HR issues. In some units, managers in-charge of operations take care of HR issues and problems whereas some units appoint HR professionals. It has been observed that among the units which have appointed HR professionals only a few units have formal HR policies.

(1). Human Resource Planning

Majority of industrial units have felt that they require more manpower in the near future. The reasons include expansion plans, expected increase in sales orders from customers and technological changes. However, every unit undertakes manpower planning for a short term using informal techniques of human resource forecasting such as instant decisions about the human resource requirement and extrapolating past trend of workforce. Quite a large number of the units are either under-staffed or overstaffed because of non-availability of competent people, sudden quitting of jobs and financial problems. Thus, sound manpower planning is considered inevitable which has not been given due significance in majority of industrial undertakings in India.

(2). Recruitment and Selection

In Indian industries, informal method has been a major source of recruitment. This informal network includes friends and relatives of the employers and the employees of the companies. Other sources include advertisement in newspapers, employment exchanges and placement agencies. The contractors are also additional source of recruitment. Although informal network is the major source of recruitment for all categories of employees, advertisement in newspapers and placement agencies are used mainly for executive recruitment. Employment exchanges, however, has been a major source for clerical level jobs. Direct appointment is given on the recommendations of the known persons and union leaders for the positions mainly at the unskilled level.

(3). Performance Appraisal

Employees are selected and recruited for effective job performance. Therefore, it is necessary for the industrial units to develop performance appraisal

and review systems which define specific criteria against which performance is measured and rewards are determined. The employee appraisal is used to evaluate employee performance of the present job and determine the potential for the future jobs.

(4). Job Satisfaction

Job satisfaction is defined as an individual's general attitude toward his or her job. This definition is clearly a very broad one. Jobs require interaction with co-workers and bosses, following organizational rules and policies, meeting performance standards, living with working conditions that are often less than ideal, and the like. This means an employee's assessment of how satisfied or dissatisfied he or she is with his or her job is a complex summation of a number of discrete job elements. How, then, do we measure the concept?

F.W. Taylor's approach to job satisfaction was based on a most pragmatic and pessimistic philosophy that employees in work organisations are motivated by money alone. Over the years new dimensions of the knowledge have been added and variety of variables have been understood which interplay in determining job satisfaction. Hoppock (1935) was the person who brought to time light the concept of job satisfaction. He maintained that job satisfaction is a combination of psychological, physiological and environmental circumstances which cause a person to say, "I am satisfied with my job". Job satisfaction can be said to be the 'end state of feeling'. Sinha (1974) defined job as a "reintegration of affect produced by individual's perception of fulfilment of his needs in relation to his work and the situations surrounding it." With regard to measurement,

(5). Job Satisfaction Level among the Sample Employees of unit A and Unit B
 A question as 'how much do you feel satisfied on your present job?' Five options i.e. not satisfied, slightly satisfied, average level satisfied, much satisfied and extremely satisfied were given below the question out of which the respondents were required to tick the one which they considered correct in their view.

Table
 Showing Satisfaction Level among the Workers of Study Units (A & B)

Satisfaction /dissatisfaction level	Number of workers in Unit A (N=189)	Number of workers in Unit B (N=99)
1.Not satisfied	89 (47.1%)	29 (29.30%)
2.Slightly satisfied	16 (08.5%)	11 (11.10%)
3.Average Satisfied	68 (35.9%)	52 (52.50%)
4.Much satisfied	11 (05.8%)	04 (04.04%)
5.Extremely satisfied	05 (02.6%)	03 (03.03%)
TOTAL	N = 189	N = 99

From the above table it is clear that the workers were spread over on different points of evaluation scale. A brief discussion is as follows:

In Unit A, out of 189 sample workers, 89 (47.1%) were those who were dissatisfied on their jobs. In the sample, 16 (8.5%) respondents had shown their slight satisfaction.

On the midpoint of the scale i.e. on average point there were 68 (35.9%) workers who were average level satisfied. Apart from these, 11 (5.8%) and 5 (2.6%) workers were such who had respectively recorded their very much and extreme level satisfaction on their present job.

In Unit B, the dissatisfaction on job was shown by 29 (29.2%) respondents. Out of 99 sample workers, 11 (11.1%) workers were such who had reported 'slight' satisfaction. Those who recorded themselves on average or midpoint of the scale were 52 (52.5%) respondents. However, 7 (7.1%) respondents in Unit B were such who had reported their highest level satisfaction on their present jobs.

Conclusion:

Thus, from above it is clear that about 71% workers of the Unit B were satisfied on their jobs whereas 29 were found to be dissatisfied. In unit A about 48% workers were found to be dissatisfied and 52% workers were such who had recorded their satisfaction on their jobs. The reasons of their higher level of job satisfaction in unit B could be many but one of the important factors which could be presumed might had been better policies and practices of HRM.

In unit A there were 49% respondent who were dissatisfied pertaining to over all HRM Policies and Practices In Unit B only 23% respondent were found to be dissatisfy .about 9% respondents of unit A and 16% of Unit B were found to have recorded there slight dissatisfaction were as 42% samples workers of unit A and 61% unit B where observe to be satisfies above average level. so it can be said that the respondent of unit B where satisfied in higher % as compare to unit B respondent with regard to HRM Policies and practices.

From the above discussion it s clear that HRM policies and practices pertaining to procurement of employees, there training promotion, remuneration integration and maintenance aspect were better in unit B as compare with unit A. it can be presumed that the workers of unit B should be happier and satisfied on their job in comparison of unit A workers their counter parts of unit A.

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