



## AN ANALYTICAL STUDY ON HR PRACTICES ON JOB DELIGHTFUL OF SOFTWARE INDUSTRIES IN BENGALURU CITY, INDIA

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### **ABSTRACT**

*This study aims at exploring the impact of HR practices on job delightful in the context of Bengaluru. A total of 122 responses from 15 software industries were collected and analyzed objectively. It was found that HR practices have significant association with job delightful. In addition, HR planning, and training and development were found to have positive impact on job delightful. It was also found that TND has the greatest impact on JS. Researchers, policymakers, practitioners, students, all the entrepreneurs of Bengaluru and other similar countries could benefit from this manuscript by exploring the association between HR practices and job delightful.*

**Key Words:** *HR Practices, Job Delightful, Software Industries and Bengaluru.*

### **INTRODUCTION**

The impact of human resource management practices popularly known as HR practices on organizational performance and employee attitudes has been a leading area of research in the developed world for years. But surprisingly, very limited number of studies has been conducted on HR practices in the context of developing countries in general and Bengaluru in particular. This study has been conducted to fill the existing research gap and to explore the relationship between HR practices and job delightful in the context of Bengaluru. Academicians, researchers, policy makers, practitioners, students, local and foreign entrepreneurs of Bengaluru and other developing countries could benefit from this study by exploring the association between HR practices and job delightful. This study would augment the contemporary research and practice of HRM. Furthermore, it would also be useful for the developed countries as they find developing countries (like India) as attractive places for investment due to their large markets, and cheap and skilled workforces.

### **LITERATURE OF REVIEW**

Job Satisfaction a number of researchers suggest that job satisfaction has a special significance for an understanding of the effects of various antecedent constructs on commitment. Previous studies investigating causal models of organizational commitment and turnover (Price and Mueller 1981; Taunton, Krampitz and Wood, 1989; Williams and Hazer 1986) have suggested that the effects of various antecedents on commitment are mediated through job satisfaction and using structural equation modeling, concluded that a variety of variables (namely, age, pre-employment expectations, perceived job characteristics, and the consideration dimension of leadership style) all influence commitment indirectly via their effects on job satisfaction. Similar results were obtained by Iverson and Roy (1994), Mathieu and Hamel (1989), and Michaels (1994). However, Price and Mueller (1981) disagree and conclude that only some, but not all, of the antecedents of commitment are mediated by job satisfaction; others, such as professionalism and kinship responsibility have a direct effect. Although Meyer and Allen (1991) have sought to broaden the perspective on organizational commitment through the componential model, it has been shown that the three components are distinct and have different antecedents.

## OBJECTIVES

The main purpose of the study was to identify the impact of HR practices on job delightful. In order to materialize this objective, the following specific objectives were considered: (1) To examine the relationship between HR practices and job delightful; and (2) To propose various measures in order to improve the HR practices in software industries.

## RESEARCH METHODOLOGY

This section is divided into six sub sections. The first sub-section presents the research design. In the second sub-section, the research approach is discussed. The third sub-section illustrates the sampling design. In the fourth-sub, data sources are mentioned. The fifth sub section declares the selection of measures and the properties of instruments. The sixth sub section explains the reliability and validity whereas the last sub section highlights the types of statistical techniques employed to test the hypotheses. This study is basically an exploratory study. Exploratory studies are a valuable means of finding out 'what is happening; to seek new insights; to ask questions and to assess phenomena in a new. It can be linked to the activities of the traveller or explorer. Its great advantage is that it is flexible and adaptable to change. A sampling frame of 91 software Industries was prepared on the basis of listed software Industries under BSE, India. Among them, 20 software Industries (22% of the population) were selected randomly and all respondents were selected as per convenience.

The study was compiled with the help of primary data and secondary data. Primary data was collected through direct personal interview by means of the questionnaire. A total of 60 employees (i.e., three employees were selected from every software firm) responded through the questionnaire. Moreover, the desk study covered various published and unpublished materials on the subject. The questionnaire was administered to employees of software Industries in Bengalure. A five points rating scales of questionnaire from strongly disagree (1) to strongly agree (5) were adopted to measure the variables of HR Practices. Job delightful was measured by a one item questionnaire on five point Likert scale.

## HYPOTHESIS OF THE STUDY

- H<sub>1</sub>: HR practices have significant association with job delightful.
- H<sub>2</sub>: HR practices have significant impact on job delightful.
- H<sub>3</sub>: HR planning positively influences job delightful.
- H<sub>4</sub>: Recruitment and selection positively influences job delightful.
- H<sub>5</sub>: Training and development positively influences job delightful.
- H<sub>6</sub>: Performance appraisal positively influences job delightful.
- H<sub>7</sub>: Compensation positively influences job delightful.
- H<sub>8</sub>: Industrial Relations positively influence job delightful.

Thus, the based on the review of literature shows that there have been several studies around the globe focusing on HR practices and job delightful. However, studies portraying the impact of HR Practices on job delightful in the software Industries have not yet received proper attention in Bengalure and other developing countries. This study has been undertaken to fill the existing research gap.

## RELIABILITY AND VALIDITY

Before applying statistical tools, testing of the reliability of the scale is very much important as it shows the extent to which a scale produces consistent result if measurements were made repeatedly. If the association is high, the scale yields consistent results, thus it is reliable. Cronbach's alpha is the most widely used method. It may be mentioned that its value varies from 0 to 1 but the satisfactory value is required to be more than 0.6 for the scale to be reliable (Malhotra, 2000; Cronbach, 1951). In the present study, we, therefore, used Cronbach's alpha scale as a measure of reliability.

**Table 1: Reliability value of the Scale**

Scale	No. of Items	Cronbach's Alpha ( )
1. HR Planning	4	.796
2. Recruitment and Selection	7	.760
3. Training and Development	4	.786
4. Performance Appraisal	3	.620
5. Compensation	4	.954
6. Industrial Relations	4	.833
7. Job Delightful	1	-

Source: Survey data.

From the Table-1, it is seen that the reliability value was estimated to be =0.620-0.954 between the scale. If we compare our reliability value with the standard value alpha of 0.6 advocated by Cronbach (1951) we find that the scales used by us are highly reliable for data analysis. Validation procedures involved initial consultation of the questionnaires. The experts also judged the face and content validity of the questionnaires as adequate. Hence, researchers satisfied the content and construct validity.

## FINDINGS

In the present study, we analysed our data by enter wise method in a multiple regression analysis. In this context, a multiple regression was performed, by making use of all the discrete variables (i.e., dependent and independent variables) available in the dataset. The estimation process was based on Ordinary Least Squares (OLS) [i.e.,  $Y = a + bx$ ]. For this purpose, we consider the following model specifications, by taking as dependent variable i.e., job delightful (JS) by making HR practices as independent variables:

$$JS = \beta_0 + \beta_1(\text{HRP}) + \beta_2(\text{RNS}) + \beta_3(\text{TND}) + \beta_4(\text{PA}) + \beta_5(\text{COM}) + \beta_6(\text{IR}) + e \dots \text{Model (1)}$$

Where:  $\beta_0$ ,  $\beta_1$ ,  $\beta_2$ ,  $\beta_3$ ,  $\beta_4$ ,  $\beta_5$  and  $\beta_6$  are the regression co-efficient;

JS: Job Delightful;  
HRP: Human Resource Planning;  
RNS: Recruitment and Selection;  
TND: Training and Development;  
PA: Performance Appraisal;  
COM: Compensation;  
OIR: Industrial Relations;  
e: error term.

Table: 2, to test how well the mode 1 fit the data and findings, correlation (r), R, R<sup>2</sup> (Coefficient of determination), variance, analysis of variance (ANOVA) and the t statistic were used. Correlation analysis was performed to find out the pair wise relationship between variables: HRP, RNS, TND, PA, COM, IR and JS.

**Table 2: Correlations Matrix for HR Practices and JS**

	HRP	RNS	TND	PA	COM	IR	JS
HRP	1						
RNS	0.585**	1					
TND	0.627**	0.422**	1				
PA	0.772**	0.811**	0.637**	1			
COM	0.728**	0.542**	0.699**	0.715**	1		
IR	0.356**	0.598**	0.331**	0.644**	0.533**	1	
JS	0.626**	0.493**	0.623**	0.615**	0.594**	0.439**	1

\*\*Correlation is significant at the 0.01 level (2-tailed)

It shows that the factors HRP, RNS, TND, PA, COM, and OIR are independently positively correlated with JS and also highly significant at 1% levels. Therefore, Hypothesis 1 of the present study was accepted. Here it is obvious that the maximum correlation ( $r = 0.626$ ) is existed between HRP and JS, followed by the association ( $r = 0.623$ ) between TND and JS; PA and JS ( $r = 0.615$ ); and COM and JS ( $r = 0.594$ ). It should be necessary to give the highest emphasis on HRP for superb job delightful of employees. Training and development is also crucial for wonderful job delightful of employees. Although there has no so influential link ( $r = 0.493$ ) between RNS and JS; and IR and JS ( $r = 0.439$ ). These were also essential for job delightful. HR practices are pair-wise positively correlated with one to another and also statistically significant at P-value 0.000. Among the six HR practices, the relationship ( $r = 0.811$ ) between RNS and PA is the highest, followed by the link ( $r = 0.772$ ) between HRP and PA. Further, a multiple regression analysis was performed to identify the predictors of JS as conceptualized in the model. An enter-wise variable selection was used in the regression analysis and table-3 and table-4 show the summary measure and ANOVA of the model.

**Table 3: Predictors of JS - model summary**

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>
1	0.720(a)	0.518	0.464

Predictor: (Constant)HRP; RNS; TND; PA; COM, and IR

**Table 4: ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	36.958	6	6.160	9.497	.000(a)
Residual	34.375	53	.649		
Total	71.333	59			

Predictors: (Constant), HRP; RNS; TND; PA; COM, and IR: Dependent Variable: JS

The HR practices (HRP; RNS; TND; PA; COM and IR) in the above model revealed the ability to predict JS ( $R^2 = 0.518$ ). In this model value of  $R^2$  denotes that 51.8 percent of the observed variability in JS can be explained by

the HR practices namely HRP; RNS; TND; PA; COM and IR. The remaining 48.2 percent is not explained which means that the rest 48.2 percent of the variation of JS is related to other variables which are not depicted in the model. This variance is highly significant as indicated by the F value (F=9.497 and P = 0.000) for details please see table 4. An examination of the model summary presented by the table-3 in conjunction with ANOVA, presented by the table-3, indicates that the model explains the most possible combination of predictor variables that could contribute to the relationship with the dependent variable.

**Table 5: Coefficients for Predictors of JS**

Models	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	$\beta$	Std.Error	Beta		
Constant	-.698	1.086		-.643	.523
HRP	.323	.170	.334	1.892	.064
RNS	.160	.342	.079	.469	.641
TND	.404	.164	.354	2.460	.017
PA	-.071	.314	-.056	-.226	.822
COM	-.033	.129	-.004	-.023	.982
IR	.250	.180	.194	1.386	-.172

The table-5 shows that HRP and TND are positively influencing on JS. For HRP, the value of t is 1.892(p=0.064, df=53), for TND, the value of t is 2.460 (p= 0.017, df=53). Thus, we accept Hypothesis 3 and 5. But for RNS, PA, COM and IR which fall in the area of rejection. Thus, we do not accept the Hypothesis 4, 6, 7 and 8. Hence, it can be concluded that HRP and TND have significant impact on JS. Therefore, hypothesis-2 is also partially accepted.

### CONCLUSIONS AND IMPLICATIONS

From the correlation matrix, the highest positive value of correlation between HRP and JS clarifies that the authorities of selected industrial enterprises are required to focus on HRP for getting fabulous employees' job delightful followed by TND; PA; and COM. It is also found that HRP and TND have significant impact on JS. The present study only collected perceptual data. The study did not collect data regarding size of the Industries, the volume of the production, and the turnovers. While the present study was confined to identify the impact of HR practises on job delightful, it may be appropriate to state briefly the policy implications for the study. In this context, the following policy actions may be considered worthwhile. Organizations should offer extensive training and development programs for the employees. It should go for thorough HR planning. Organizations should carefully conduct recruitment and selection process.

Organizations should introduce proper performance appraisal systems. Organizations should offer at least reasonable compensation to the employees. Organizations should maintain healthy industrial relations based on mutual trust and confidence of the employers and employees. Organizations should develop good working condition. This facilitates employees to do their work effectively. Organizations should induce employees to perform well. This can be achieved by providing reward, motivations, and other benefits etc. Employees should be trained to adopt new technology and or develop their career. Organizations should provide unbiased promotion. That is promotion should be provided based on the qualification of employees and /or experience. Organizations should implement equal employment opportunities. That is employees should not discriminate against female, and minority or old worker. Organization should design working procedure including hours work, over time payment and hour's payment. Proper working environment should be designed. In that the organization should provide adequate facilities employees to do their works such as appropriate equipment, work breaks, and work sharing. Organization should design good grievance procedure, disciplinary procedure and separation procedure etc.



### **LIMITATIONS AND RESEARCH SCOPE**

Small sample size was one of the major limitations of the present study. The study did not cover all the HR practices of the surveyed software Industries. Several suggestions that fruitful for future research emerged from this present study. In order to validate the findings of this study, case study is another interesting approach that can be done by future research. Additionally, the research model of this study can be retested in business organizations, so that the research model can be generalized to other economic sectors.

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