Human Resource Management Practices and Organizational commitment in self-financing institutions of Delhi &NCR region

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Abstract

Human resources management (HRM) and organizational commitment approval (OC) of basic to achieve sustainable competitive advantage, especially for the operation of international organization in difficulties and rapidly changing competitive environment. The aim of this study is to investigate and analyze the resource management practices and organizational commitment in self-financing institutions of Delhi & NCR region. The study will try to find whether the training practices and performance evaluation show a significant positive correlation with affective commitment.

Human resource management (HRM) practices have been recognized increasingly as a basis for achieving sustained competitive success, particularly for firms operating in challenging and rapidly changing international competitive environments (Cascio & Bailey, 1995; Florkowski & Schuler, 1994; Pfeffer, 1994). Human Resource Management is a strategic and coherent approach to the management of an organization's most valued assets - the people working there who individually and collectively contribute to the achievement of the objectives. HRM involves all management decision and practices that directly affect the people, or human resources, who work for the organization (Armstrong 2006). Well Beard et al., (2004), regard HRM as the philosophy, policies, procedures, and practices related to the management of people within an organization. Senyucel (2009) defines HRM as a combination of people-centered management practices that recognizes employees as assets to create and maintain skillful and committed workforce for achieving organizational goals. Schuler and Jackson (1987) defined HRM practices as a system that attracts, develops, motivates, and retains employees to enhance the effective implementation and the sense of vitality of the organization and its members. Besides, HRM practices osmanthus is conceptualized as a set of internally consistent policies and practices designed and implemented to enhance that a firm's human capital contribute to the achievement of its...
business objectives (Delery & Doty, 1996). Likewise, Minbaeva (2005) viewed 'HRM practices a set of practices used by organization to manage human resources through the development of competencies did Facilitating are firm specific, produce complex social relation and generate knowledge organization to sustain competitive advantage. Against this backdrop, we did Concluded HRM practices relate to specific practices, formal policies, and philosophies are indeed designed to attract, develop, motivate, and Retain employees who Ensene e the effective functioning and sense vival of the organization. Buck and Watson (2002) Indicated nine important HRM practices: such as Decentralization, Compensation, participation, training, Development, Employment Security, Social Interactions, management style, Communications, and Performance Appraisal. Taseema & Soeters (2006) HAS about eight more Studied HR practices: such as Recruitment and Selection Practices placement practices, training practices, Compensation Practices, Employee Performance Evaluation Practices, Promotion Practices, Empowerment and Social Security or pension. Huselid (1995) or eleven Studied practices are indeed Personnel Selection, Performance Appraisal, incentive compensation, job design, or Empower Decisions, Information Sharing, Attitude Assessment, Labour Management Participation, Recruitment Efforts, Employee Training and Promotion Criteria.

Organizational commitment:
Organizational commitment sense of dedication to the employing organization, the willingness to work hard for the employer and the intention to stay with that organization (Meyer and Allen, 1997). Respected theory suggests there sense three components of organizational commitment: affective, continuity, and Normative Commitment (Meyer and Allen, 1991).

Commitment Affective is a sense of emotional attachment to the organization.

The continuation of the commitment is characteristic of the cost of a more rational analysis, to stay then leaving the organization.

Normative Commitment is a sense of moral obligation to remain in the organization.
Various authors have helped to identify types of employee engagement as critical constructs for understanding attitudes and behavior of employees in the organization. There are two predominant concepts of the organization's commitment to the sociological literature. These are the employee's loyalty to the organization and employee's intention to remain in the organization. Loyalty sense of affective response, and identification, organization is based on a sense of duty to and responsibility. It is believed that affectively committed employees continued with great devotion on a voluntary basis, the continuity of emerging workers retain their membership in the organization, they, however, who are generally committed to generally feel obliged to stay in the organization.

**Objectives of the study**

The main **objective of the study** is to examine and analyze the level of human resource management practices and Organizational working intensely self-financed professional institutions.

**REVIEW OF LITERATURE**

Iqbal et al. (2011) found the difference of executives of public and private universities, of Pakistan. HRM practices in the areas of the definition of a job, training and development, compensation, and the participation of workers in the public universities in private universities were sweeter than the work of the team. However, an estimate of the exercises is better the performance of the public sector than in the private universities. Khan et al. (2012) found that male university teachers are satisfied with the job but female teachers more satisfied HR practices universities in Pakistan. The union of university teachers is more satisfied he found that the public sector in the length of that experience has a direct and job satisfaction. HR practices have a positive correlation of job satisfaction. McNeal and Glory (2003) found a correlation in African American nurse faculty members' productivity and management practices such as leadership, communication and decision-making have much impact on the employees' satisfaction 'carrying job.
Romlus (2006) concluded that the administration of public institutions of higher education must be between the army and Assistant to the north side of Registrars Reserved competition employees. Job satisfaction SIAL, et al (2011) found a job managing a strong, resolute character, influenced compensation practices adopted by Pakistan universities. But the effect is not significant relationship was found to be commensurate with organic promotion of the arts. Nasur, et al (2008) found in the study of Malaysian manufacturing sector, which has direct, positive and significant relationships with organizational commitment, career development and performance appraisal. Chew, et al (2005) revealed Organizational commitment is significant positive correlation HR practices. In addition, the study suggests that HR mutual Core, which will influence employees than any other organizational features.

Payne and Huffman (2005) found in a longitudinal study that organizational commitment Mentoring mediator, the use of HRM organization practices, employee turnover time. Hemdu (2009) revealed in his studio Hotel employees in Malaysia that HRM practices, especially library to performance appraisal and career development, have a significant positive and direct effect on the organizational will. Padala (2010) revealed that Employee’s of Nagarjuna Fertilizers and Chemicals Limited, India have a positive inclination in their intensity of commitment towards their organization. Age, Education, Nature of the job, length of service and income have negative relations with the employee job satisfaction as well as organizational Commitment. Employees having very active participation in trade union are found job satisfied and high degree of organizational commitment compared to other groups of employees. Sonia (2010) found significant positive correlation affective commitment and job satisfaction normative Security officers working intensely negative, regardless of the continuation of the information technology industry in Bangalore, India. He declared the overall level of job satisfaction greater the levels of affective commitment and normative will.

METHODOLOGY

1. Sample

This study was conducted on a sample of 331 faculty members randomly drawn from various professional institutes located in Delhi and NCR region. The age of respondents
ranged from 27 to 52 years, all faculty members working either in junior or intermediate level.

2. Measures

Qureshi and Ramay (2006) scale composed of 25 items, which included questions on training, teamwork, performance evaluation, compensation and employee participation used to measure HRM practices. The reliability and validity of the instrument was found to be within acceptable standards. Meyer and Allen (1997) on the organizational commitment scale was used in the study. There are 18 items of the scale, 6 for each affective, continuance and normative commitment.

PROCEDURE

Data were collected through a questionnaire and the narrow end measures were administered on selected respondents and they were asked to read the instructions provided in the questionnaires and respond on a Likert scale of five points.

IV. RESULTS AND DISCUSSION

The data have been analyzed using Statistical Package in terms of means, S.D and correlations.

<table>
<thead>
<tr>
<th>TABLE I: Showing Mean Values and SD of Human Resource Management Practices and Organizational Commitment.</th>
<th>Mean</th>
<th>S.D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training</td>
<td>2.19</td>
<td>0.68</td>
</tr>
<tr>
<td>Performance appraisal</td>
<td>2.86</td>
<td>0.79</td>
</tr>
<tr>
<td>Team Work</td>
<td>3.07</td>
<td>0.68</td>
</tr>
<tr>
<td>Employee Participation</td>
<td>2.12</td>
<td>0.65</td>
</tr>
<tr>
<td>Compensation</td>
<td>2.87</td>
<td>0.81</td>
</tr>
<tr>
<td>Total</td>
<td>14.31</td>
<td>2.60</td>
</tr>
<tr>
<td>Affective commitment</td>
<td>2.40</td>
<td>0.55</td>
</tr>
<tr>
<td>Continuance commitment</td>
<td>2.56</td>
<td>0.47</td>
</tr>
<tr>
<td>Normative commitment</td>
<td>3.07</td>
<td>0.59</td>
</tr>
<tr>
<td>Total</td>
<td><strong>8.12</strong></td>
<td><strong>1.02</strong></td>
</tr>
</tbody>
</table>
As the data was collected through a survey about the indefinite Likert scale five-point from "Not at all = 1" to "a great extent = 5". He revealed that respondents are satisfied with the small measure with the training practices and employee participation which means the employee working in the self-financed educational institutions are not satisfied with the initiative on teacher development programs or other training modules for developments skills. Workers that private institutions are less focused on employee involvement it is observed in the average value that employees are dissatisfied participation policies. Therefore, they are less involved in the process of decision making. The decisions are discussed rather imposed. Respondents are satisfied, but moderately with the policies of the institution in HRM practices such as performance appraisal, teamwork and remuneration. Private institutions are good payer, focused on teamwork and following the fair systems and performance on the basis of performance evaluation. The study was focused on research in HRM practices and observed from the data that private institutions are implemented HRM policies successfully concerning remuneration system, teamwork and assessing the performance and at the same time employees are also satisfied in moderate measure. HRM practices such as training and employee participation, institutions must do more to raise the level of employee satisfaction.

Another variable of the study was organizational commitment.

Data was collected by means of Allen and Meyer scale ranging from Strongly Agree (1) Strongly disagree (5). Therefore, it is observed from the data that the employee of institutions of self-funded agree on the declaration on the emotional commitment and responded an emotional attachment to the organization. Employee showed moderate response on continuance commitment and normative commitment, indicating that the employee does not agree, nor disagree with living expenses compared to leave the organization and a sense of the moral obligation to stay with the organization. Employees are emotionally attached to the organization, but at the same time a balanced statement released on the ground of moral obligation and the cost of leaving the organization. Thus organizations should put more efforts to improve the level of engagement of the extension and normative commitment.

<table>
<thead>
<tr>
<th>TABLE-II: Showing correlation between various dimensions of Continuance</th>
<th>Normative</th>
<th>Total OC</th>
</tr>
</thead>
</table>

HRM practices and OC: Affective

<table>
<thead>
<tr>
<th>HRM Practices</th>
<th>Affective Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training</td>
<td>0.52</td>
</tr>
<tr>
<td>Performance appraisal</td>
<td>-0.02</td>
</tr>
<tr>
<td>Team Work</td>
<td>-0.14</td>
</tr>
<tr>
<td>Employee Participation</td>
<td>-0.58</td>
</tr>
<tr>
<td>Compensation</td>
<td>-0.02</td>
</tr>
<tr>
<td>Total</td>
<td>-0.12</td>
</tr>
<tr>
<td>Total</td>
<td>0.69</td>
</tr>
<tr>
<td>Total</td>
<td>-0.23</td>
</tr>
</tbody>
</table>

It is evident from Table II that the training practices and performance evaluation showed a significant positive correlation with affective commitment, which means that if organizations are spending on employee training and performance evaluation, the employees are emotionally tied up with organizations. But overall all other HRM practices have negatively correlated with affective commitment. Employee participation have significant positive correlation with the continuity of commitments, which means employees get involved in the work and the organization's success considers that the amount they receive no other organization would pay the same. Normative commitment is significantly positive, with strong positive correlation in compensation and performance evaluation. As employees feel a moral obligation to be with the organization as he gets a good pay and performance evaluation. But in politics the same organization time related to teamwork negatively correlated with normative commitment.

V. CONCLUSION AND SUGGESTION

It is observed from the study that the self-financing institutions are less focused on training and participation of employees and to successfully meet the employees to a moderate extent on pay, teamwork and performance assessment policies. Resulting self-financed institutions are facing problems in terms of the commitment to continuity and normative commitment. HRM policies build an emotional attachment with the organization in the form of emotional commitment.

References


