

The Relationship of High Performance HR Practices with the Job Satisfaction

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Abstract

Purpose: The aim behind the study is to understand the concept of High Performance HR Practices and the Job Satisfaction. Apart from this relationship of High Performance HR Practices with the Job Satisfaction is done to understand the phenomenon by which organizations can have more productive employees and can retain the efficient employees in their systems.

Research Methodology: Both primary and secondary data will be collected for study.

Managerial Implications: The major groups of interest (i.e. management students, academicians, researchers, practicing managers) will be able to understand the relationship of High Performance HR Practices with the Job Satisfaction in a better way.

Findings: With the completion of this research the organizations are able to identify the key high performance HR practices which can enhance the motivation and job satisfaction in their employees, which in turn will be highly useful for the organizations in the long run.

Scope for Further Research: The similar kind of framework can be applied to any other industry.

Key Words: High Performance HR Practices, Job Satisfaction, Employee Retention, Motivated Workforce

1. Introduction

To deal in the competing world the organizations have to reinvent their HR policies and practices. HR practices do make a difference in the working proficiency of the organization. These practices make an organization future ready and enhance their capabilities to face the challenges. Human Resource practices if used effectively advance the wellbeing and prosperity of the employees of an organization. HR practices impact the working yield of the worker. The best practices in the industry ought to adapt to difficulties and challenges such as an increasing number of employees, new working

environments, cultures, restructuring and the pervasive and often harmful effects of technology and innovation. The evolving practices in Human Resources will be valuable to the organization, as it will lessen the expenditure on the employee while increase his productivity. In this manner it is anticipated from the HR managers to implement and execute these changes effectively for the improvement of the organization. By implementing some of the innovative HR practices, the quality of internal organizational processes enhances significantly.

Organizations need to be more competitive, focused and productive for rapid development. This requires exceptionally talented and motivated workforce, with a minimum turnover. The organizations are facing new challenges every day and it is observed that increasing number of organizations everywhere all over the world are executing their innovative HR practices with prominent emphasis on their human resource wellbeing to increase productivity and achieve the mission and vision of the organization. The human capital commands a cost available in the light of the fact that it is significant and valuable to other firms and it is transferable.

Even if employees stay in the firm, their contribution and commitment depends on their willingness to perform. Therefore it is crucial to retain and motivate employees. Thus, the Human Resource Practices such as recruitment, selection, training and development, employee participation, reward and recognition programs directly affect the motivation, loyalty, well-being and retention of talented employee. According to (Yeung and Berman, 1997) HR practices can play three major roles: building critical organizational capabilities, enhancing employee satisfaction and improving customer and shareholder satisfaction.

2. Objectives of the Study

The aim behind the study is to understand the relationship of High Performance HR Practices on the Job Satisfaction. HR Policies are linked with employee's performance and retention which will leads to greater job satisfaction. This paper also examines that human resource policies improves the effectiveness of organizations by improving organizational retention. The study shall have following objectives:

- To study the concept of High Performance HR Practices.
- To study the concept of Job Satisfaction.
- To study the relationship between High Performance HR Practices and Job Satisfaction.

3. Research Methodology

Research methodology is the organized process of collecting and analyzing information or data in order to increase our understanding of the phenomenon about which we are concerned or interested.

Sources of Data: Both primary and secondary data has been collected to present a comprehensive analysis.

- a. Primary Data: Data for current study is gathered from primary source like unstructured interviews, interaction with industry leaders, Observation.
- Secondary Data: The research was carried out depending on secondary sources like books, websites, business journals, newspapers, magazines, periodicals, etc.

4. Review of Literature

(Muna Ahmed Alromaihi, Zain Abdulla Alshomaly, Dr. Shaju George, 2017) The rationale for this examination is to distinguish the elements affecting occupation satisfaction and the determinants of representative execution and association between them. This examination is an interpretive research that spotlights on investigating the impact of occupation satisfaction on representative execution and bad habit, the impact of worker execution on work fulfilment. The investigation additionally looks at the idea of the connection between these two factors. The investigation uncovers the double bearing of the relationship that forms a cycle circumstances and end results relationship, so satisfaction prompts execution and execution prompts satisfaction through the quantity of intervening variables.

(Hari G Krishna and N. Maithreyi, 2016) This overview can be dealt with as the best and productive way, which makes the specialists express their inward and genuine sentiments without a doubt. For any future strategy/improvement, which includes worker's cooperation, is considered. The administration will get a photo their representative's acknowledgment and status. This study additionally empowers to evade misinterpretations and helps the administration in taking care of issues viable. It is watched that amid examine a portion of the workers acknowledged the proposition study inquire about. A superbly happiness and Satisfaction spurs workers to be sure with a high spirit, it is a resource for the association all in all.

(Yu-Fang Yen, Hsing-Kuo Wang & William Kao, 2016) The consequences of the present investigation propose that HPWPs specifically improve organisational execution. What's more, the outcomes recommend that firm-related Guanxi incorporates outer, between hierarchical, and intra-authoritative Guanxi. Intra-hierarchical Guanxi specifically influences HPWPs, while between authoritative Guanxi straightforwardly impacts authoritative execution. Outside Guanxi underpins go about as an arbitrator inserted in this relationship.

(Sally Coleman Selden, Jessica E. Sowa, 2015) This investigation analyzes wilful turnover in an example of human administration (HS) charitable associations in eight states, investigating the connection between the execution of elite work practices (HPWP) and deliberate turnover. The

discoveries exhibit that specific HPWPs, including onboarding, administration advancement, pay, and representative relations, are related with brings down wilful turnover. The outcomes propose that human administration philanthropies trying to enhance maintenance ought to put additional time and assets in creating representatives as future pioneers and developing a positive workplace.

(Bottomley, 2015) This article reacts to late calls for inquire about inspecting the instruments through which high-performance human resource practices (HPHRPs) influence worker results. Utilizing the hypothetical focal point of social trade and process speculations, the creators analyze one such system, open administration inspiration, through which HPHRPs impact workers' full of feeling responsibility and authoritative citizenship practices in broad daylight segment associations.

(Sundas Javed, Asifa Kamal, 2014) Job satisfaction is the level of enjoyment that an individual get from job. In the current study it is tried to take opinion of PTCL employees regarding job satisfaction. Various aspects of job satisfaction are addressed in questionnaire consisting of twenty six questions. Using Factor Analysis dimension of data is reduced to eight factors without loss of much information. These factors are theoretically definable and labelled as Empowerment, Salary and benefits, Environment, Boss attitude, Peer relationship, Timing (workload) Rules and regulation and promotions.

(Ethica Tanjeen, 2013)The reason for this investigation is to analyse the level of occupation satisfaction of workers in media transmission enterprises in Bangladesh. Occupation satisfaction is the level of favourableness towards his or her activity. This paper talks about the components that impact work satisfaction. These variables are working condition, professional stability, self-sufficiency or flexibility, association with partners, association with prevalent, advancement and pay. This examination is done to investigate the significance of components that influence work satisfaction. Media transmission division is chosen for this exploration as their business is running effectively in all angles. This investigation depends on survey strategy. An example of 82 workers of the distinctive organization is taken to lead this investigation. This paper clarifies different components of occupation performance from the point of view of representatives in the chose media transmission businesses.

5. Introduction to High Performance HR Practices

High Performance HR Practices (HPHRPs) are the human resource management practices which intent to increase the performance of employees and the organization manifolds. High Performance HR Practices (HPHRPs) can be defined as practices that have been appeared to enhance an organization's ability to successfully attract, select, hire, develop and retain high performing employees/ resources. We allude to a set of specific HPHRPs within an organization as a high-

performance work system. High Performance HR Practices (HPHRPs) can increase organizational effectiveness by creating conditions in which employees turn out to be profoundly associated with the organization and endeavour to accomplish their objectives by increasing employee engagement with the organization.

Organization and work of satisfaction: For the implementation of efficient human resource work practices, a good work organization is needed which, in the documents published within the "Office of Labour Market and Quality of Employment Observation", would mean:

- Hierarchies of decentralization;
- Delegate the responsibilities of employees;
- Practice teamwork;
- Training of human resources in the workplace;
- Management performance and compensation;
- Participatory practices;
- Partnerships between the employer and the employee;
- Diversity of the workforce and equality strategies;
- Flexible working hours.

The high performance HR practices are thought to have a positive impact on employees and their performance, however, little is known about the implementation of these HPHRPs and their explicit impact on employee behaviours.

HR practices include:

- a. HR Planning
- b. Recruitment and selection
- c. Induction and orientation
- d. Training and development
- e. Performance evaluation
- f. Career plan
- g. Social advantages
- h. Reward and recognition

a) HR Planning

Human Resource Planning (HRP) is a continuous system planning process designed to achieve the organization's most valuable asset means the optimal use of human resources. The goal of HR

planning is to ensure the best correspond between employees and work, while avoiding shortages or surpluses.

b) Recruitment and Selection

Recruitment can be defined as searching and obtaining a group of capable candidates with the required knowledge, skills and experience so that the organization can select the most suitable person to fill the vacancy based on defined job descriptions and specifications. The purpose of the recruitment process is to find the widest range of applicants to provide the best opportunities to choose the best person for the role that is needed in the organization. Obtaining the best applicant for a role may be an organization's competitive advantage, and poor recruitment and selection may result in huge disruptions, reduced productivity, difficult relationships and business interruptions, customer service, and long-term costs.

Once a group of candidates has been identified through the recruitment process, the most suitable candidates are identified through selection procedures, including interviews, group discussion and tests. The purpose of the selection process is to ensure the use of effective, fair and equitable assessment activities to designate the best candidate.

c) Induction and Orientation

Welcome new employees to join organization. This is a well-planned program designed to socialize with colleagues and workplace new employees. The terminology comes from the Latin term "inducere", which refers to "introduction or bring to." In this process, a person is officially accepted as a company employee and is responsible for a specific position. In short, this is a process of introducing employees that occurs on the day of joining the organization and provides the basic information needed to adjust as quickly as possible in the new organization in order to achieve maximum efficiency in the shortest possible time.

Orientation is a process that helps new entrants too quickly and easily unit in an organization. In this process, a practical overview of the organization is given, where new employees are introduced to different people working in the organization so that he feels "at home" in the new environment. Companies spend weeks or even months to determine the direction of new employees.

d) Training and Development:

Training and development is a subsystem of the organization. It emphasizes improving the performance of individuals and groups. Training is an educational process that involves skills, concepts, changing attitudes and acquiring more knowledge to enhance the sharpness of employee

performance. Good and efficient employee training contributes to their skills and knowledge development and ultimately helps the company's improvement.

e) Performance Evaluation /Appraisal

The performance appraisal system is a systematic approach that can test employees' performance at work. The term system means that the performance evaluation process should be a planning system, allowing feedback to be given in formal form - not informally. Performance evaluation can also be called performance evaluation, performance evaluation or employee evaluation.

f) Career Planning

Career planning is the process of choosing career goals and ways to achieve them. The main focus of career planning is to help employees achieve a better match between personal goals and the opportunities available in the organization. Professional programmers should not only focus on career development opportunities. In fact, there may not be enough senior positions to achieve upward mobility for a large number of employees. Therefore, career planning needs to highlight and highlight areas that provide psychological success rather than vertical development.

g) Social advantages/ Social securities

Social security is a dynamic model. All developed countries in the world are considered as an indispensable chapter in national programs. With the development of the concept of welfare state, it has always been regarded as the most important for industrial workers, although it includes all parts of society.

The Social Security Law provides a series of plans to provide basic benefits when employee get retired, die or have a disability. Most of these benefits are funded by payroll taxes.

Social security benefits include:

- Retirement insurance
- Insurance for survivors
- Disability insurance
- Medicare
- Supplementary security income

h) Reward and Recognition:

The employee reward system refers to the company's plan to reward performance and motivate employees to establish at the individual and/or collective level. They are usually considered separate from salary, but may be monetary or have other costs to the company. Although it was previously seen as a field for large companies, small businesses have begun to use it as a tool to attract top employees in the highly competitive job market and improve employee performance.

Employee recognition programs are designed to provide financial benefits for psychological rewards. While many of the elements of designing and maintaining rewards and recognition systems are the same, it is useful to remember this difference, especially for small business owners who are interested in motivating their employees while maintaining low costs.

6. Introduction to Job Satisfaction

Job satisfaction is the satisfaction which an employee gets from his/her job. Employees' satisfaction is crucial to any organization. There are various elements affecting the employees' job satisfaction. Organizations across the globe have understood the importance of job satisfaction and they know job satisfaction helps in keeping the talented employees in their organizations; therefore they are utilising each and everything in keeping their employees satisfied. They don't need redundant HR practices which are not relevant in today's world. Therefore, more and more organizations are exploring the high performance HR practices to satisfy their employees' needs and help the organizations in retaining them. Job satisfaction can be either positive or negative towards a job. It is perceived differently by different employees. Job satisfaction is a very complicated term and has multiple facets attached to it. Across the globe employees are impacted by job satisfaction and hence the researchers are interested in studying it further and discover its hidden aspects.(Robbins, S. P., 2003). When employees are satisfied the organizations grow and this is no longer a hidden truth.

Job satisfaction has various aspects attached to it like feelings, emotions and behaviour. The satisfactory levels of job differ from the extent to which they feel affected by the work or application of the work. It cannot be said with certainty that a certain parameter will always lead to an increased job satisfaction because after a certain point that particular parameter is no longer needed by the employee and hence the job satisfaction need changes. Hence, job satisfaction is very volatile in nature and managers and organizations are always trying to find the perfect blend of practices which can lead to job satisfaction of their employees.

Let's take a small example to illustrate the concept of job satisfaction here. Two employees having same educational qualifications and similar skill set work for an organization. If they are not being

paid equal amount of remunerations or benefits they are bound to feel dissatisfied about their respective jobs.

Work requirements can be expressed as social burden, which refers to the "rate and frequency that a person must work on a timely basis. Depending on the concept of stress and weight pressure, if the tasks are not enough or inaccessible, the person will be more disillusioned with happiness in their jobs which causes/induces lower levels of contentment.

7. The relationship between High Performance HR Practices and Job Satisfaction

In the present era of globalization, business organizations are facing emerging challenges in form of acquisition, balancing, maintaining and optimization of human resource of an organization. With precious value and scarce capabilities, human resources are considered as a source of sustainable and highly competitive advantage in the organization. The success of an organization depends upon several elements and factors but the most important factor and elements that affects the organization performance is its employee and employers relationship. High Performance HR Practices are defined as “an organizational architecture that makes the difference between them in order to produce a job satisfaction in terms of effective response to customer requirements and other environmental demands and opportunities.”

HPHRPs are considered a set of “best practices”, with the potential to boost business performance by developing a more skilled and engaged workforce. There is no definitive consensus on the practices that make up these HPHRPs. The most successful HR practices include the hiring of skilled employees, effective training, incentive compensation, decentralized decision-making, and the development and promotion of people within the organization. Effective HR practices combine HR practices that enhance workforce skills, encourage participation in decision-making, motivate and retain employees to make discretionary efforts. Each aspect of the work relates to the satisfaction of work. Apart from attitudes job satisfaction of employees is often linked with moods and emotions. Moods are more long lasting but are weak by nature whereas emotions are strong in nature but they are short lived. Both moods and emotions can be categorised into bad and good i.e. good mood, bad mood, positive emotion and negative emotion. These moods and emotions affect the job satisfaction of an employee. It has been the control of bad/negative feelings that minimize decrease job satisfaction and increased good/positive feelings to increase job satisfaction. These High Performance HR Practices provide contentment to highly skilled workforce; they are highly recommended and have been demonstrated to positively influence the performance of the organization. By implementing successful HR practices, organizations communicate to their employees that they care about them.

8. Conclusion

The organizations have given significant importance to the factors which are inimitable or unique and human resource is one of them. Human Resource practices are the inevitable part of every organization. Till now so many significant research has been done in this area with respect to the all most every industry. With the completion of this research organizations are able to identify the key high performance practices which can enhance the job satisfaction in their employees, which in turn will be highly useful for the organization in the long run. This study is very prolific for HR managers as they would get a clear idea about the relationship of high performance HR practices and employees' job satisfaction, as a result they can have more productive employees and can retain efficient employees in their organization. It has both practical and theoretical significance. It advances knowledge and understanding of how high performance HR practices affect employees' job satisfaction.

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