

**FACTORS RELATED TO HUMAN RESOURCE
MANAGEMENT EFFECTIVENESS IN INDIAN ENGINEERING
ORGANISATIONS**

BY

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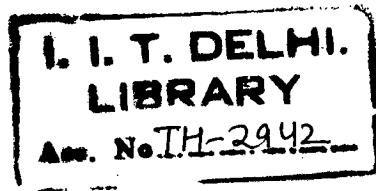
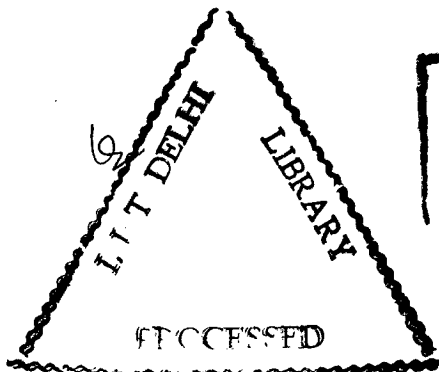
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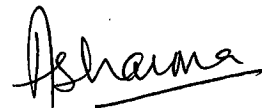
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CERTIFICATE

It is certified that the thesis entitled "Factors Related to Human Resource Management Effectiveness in Indian Engineering Industrial Organisations", being submitted by Mr. Deepak Chhabra, to the Indian Institute of Technology, Delhi for the award of the degree of Doctor of Philosophy, is a record of bonafide research work carried out by him. Mr. Deepak Chhabra has worked under my guidance and supervision for the submission of this thesis, which to my knowledge has reached the requisite standard.

The results contained in this thesis have not been submitted to any other University or Institute for award of a doctoral degree or diploma



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ABSTRACT

Human Resource Management (HRM), viewed as a distinct and innovative approach towards managing the employment relationship, has moved even closer to the centre stage in recent years. An explanation for this is that it has held out the promise of corporate success, and even national economic advantage, through connecting the effective management of human resources with the achievement of corporate strategic goals.

The language of HRM, as a result, is being widely spoken, and experimentation with new human resource (HR) initiatives seems to be commonplace. The relevance of the concept has been particularly emphasised for developing economies such as India, as a lot more need to be achieved here on all the parameters of national as well as organisational performance.

However, inspite the rising need and importance of the discipline, the evidence of its applicability at workplaces are not many both in the developed & developing countries. It is precisely this inconsistency in the application status of HRM that has attracted attention and provided the impetus for this research. The proposed research therefore, is an attempt to study the key organisational issues, which are required to be

necessarily addressed for successful operationalisation of HRM and are not finding their due significance in the organisation of today. The premise is that once these focal issues are thoroughly understood and accorded due importance, solid operating foundation for various management interventions /practices to produce consistent result can be laid. The endeavour is also to spot the specific problems being faced by organisations in their implementation and suggest palatable solutions.

Eight such factors are identified in the research. Data is collected through a set of questionnaires that include a separate measure for each variable. The sample comprised of 160 respondents of executive and above cadre (line, top and HR functionaries) from 20 engineering organisations situated in National Capital Region (NCR). Both parametric and non-parametric techniques are used for analysis of data. The specific hypotheses subjected to test in this research are as follows:

Hypothesis 1

There exists a positive relationship between HRM effectiveness and top management commitment to HR function.

The findings besides supporting the hypothesis have held overall improvement in the level of commitment of top functionaries towards HR initiatives.

Hypothesis 2

There exists a positive relationship between HRM effectiveness and well-defined HR policy framework (standardisation of HR function).

The results support the hypothesis but has objected to the narrow involvement of HR functionaries i.e. only upto the policy formulation stage, which should genuinely extend upto their implementation and subsequent review as well.

Hypothesis 3

There exists a positive relationship between HRM effectiveness and strategic integration of HR with business.

The findings show a significant relationship supporting the hypothesis. The low mean score of the variable however, is a matter of concern, which on analysis has held; absence of formal strategic planning, infrequent involvement of HR functionaries in crucial business decisions and non-availability of organised data base for human resource related information as factors responsible for it.

Hypothesis 4

There exists a positive relationship between HRM effectiveness and adherence to tested methods for implementing HR interventions (systematization of HRM function).

The findings have approved the hypothesis but are critical to the observed moderate performance of the variable. While improvisation in activities associated with the variable has been accepted, it is their consolidation which remained doubtful. This is found as the reason for net gains (performance of the variable) not exceeding average performance level.

Hypothesis 5

There exists a positive relationship between HRM effectiveness and an unambiguous and supportive line-personnel role relations.

The findings although provide support to the hypothesis, but have sought tangible improvement in key low performing constituent items of their partnership: recognition of each other's strength and weaknesses and know how about each other's functional role / priorities; equal sharing of both risks and rewards; scheduled discussions on interdepartmental issues / problems, to gainfully utilize this proven relationship in practice.

Hypothesis 6

There exists a positive relationship between HRM effectiveness and accountability in HR function.

The analysis recommends for the acceptance of hypothesis notwithstanding, the lowest performance of the variable amongst all the variables considered in the research. The constituent items of the variable therefore, are individually analysed to fix the causes for taking improvement actions.

Hypothesis 7

There exists a positive association between HRM effectiveness and professionalism of HRM professionals.

The presumed association is found valid and has emphasized the need for constant learning of HR professionals– networking, seeking mentors and line experience, undertaking project etc... to gain and retain professional edge.

Hypothesis 8

There exists a positive association between HRM effectiveness and a balanced organisation (structure) of HR function.

The findings are favourable to the hypothesis. However, the upward bias reported in the structural arrangement is examined in order to facilitate higher decentralisation or access to employees at lower level.

Hypothesis 9

The size of the organisation has significant influence on the status of each one of the selected variables.

The findings support the hypothesis with high rating to very large size organisations, followed by large and medium category.

Hypothesis 10

The types of functionaries (Line, HR and Top) show significant influence on the status of each one of the selected variables.

Except for the two variables, the analysis is supportive to the hypothesis. Top functionaries have consistently given higher performance rating to the selected variables with HR functionaries as second best followed by more reserved Line functionaries.

The outcome of analysis for each one of the selected variables has reaffirmed its definite contribution in improving HRM effectiveness. The study has also emphasized on specific improvements in the variable themselves, which if addressed, would positively facilitate the

actualization of HR concepts in practice. Finally, the research highlights the fact that HRM needs more attention of organization designer if they have to achieve excellence and achieve competitive advantage. The recommendations for further research are also presented in the last section of the thesis.

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