

# **HRM Techniques and Worker Satisfaction: A Comparative Study of Manufacturing and Service Sectors in Telangana**

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## **Abstract:**

**This article examines the strategic role of Human Resource Management (HRM) in fostering organizational sustainability. It posits that a fundamental connection exists between HRM practices and the achievement of sustainable performance, conceptualized through the triple bottom line framework of economic, social, and environmental outcomes. Critical management domains—including innovation, cultural diversity, and environmental stewardship—are identified as key mediators of this relationship. Synthesizing these elements, this research facilitates the development of a conceptual model that positions HRM as a central and strategic driver of sustainability. The proposed model provides a foundation for deriving practical implications and outlines specific avenues for future scholarly inquiry.**

**Keywords:** cultural diversity; environmental management, human resource management, innovation, sustainable development, sustainable organizations.

## **INTRODUCTION**

It is generally accepted that employee engagement may have an impact on workers' job happiness, productivity, and dedication, all of which can result in competitive advantage for the firm. The major goal of this study was to determine the relationships between employee engagement, job satisfaction, productivity, and commitment. Using efficient human development techniques to improve organizational performance and responsibility has been one of management's biggest difficulties. Researchers in human resource management have emphasized efficient human resource methods like work satisfaction, team empowerment, participative management, and strategic planning as a result of the focus on performance. This study looks at how participation/employee participation affects commitment, productivity, and job happiness. Due to the scarcity of data, relatively little research has been done in this field in India. Many research studies have been conducted on this topic, however when it comes to Indian businesses, the research resources are at their limit. The reality that company personnel. Project-oriented companies' key business procedures, such as human resource management (HRM), have a significant impact on how the organisation operates acquires, employs, and how workers feel about their employment connection. Researchers and theorists who publish their work in books and journals develop knowledge about HRM. By doing so, they construct knowledge in certain ways and frame how HRM debates manifest in academic and practitioner literatures. The majority of the literature that is currently available frames human resource management (HRM) primarily in terms of large, stable organizations. Other organizational types, like those that rely on projects as their primary method of work design, are largely ignored in discussions of what HRM is and how it should be applied. Human Resource Management (HRM) is of strategic importance in all organizations. It contributes to the success of the organization [1] and creates competitive advantage for the organization [2] [3]. The way HRM practices and policies take shape also affects the employee's experiences of work and the employment relationship [4] [5].

The project-oriented business is similar to other businesses in this way. Yet, we contend that certain characteristics of the project-oriented business pose unique problems for HRM in that setting, issues that are not frequently discussed in the literature on general management, HRM, or project management (PM).

Boxall, Purcell, and Wright (2007) distinguish among three major subfields of human resource management (HRM): micro HRM (MHRM), strategic HRM (SHRM), and international HRM (IHRM). Micro HRM covers the subfunctions of HR policy and practice and consists of two main categories: one with managing individuals and small groups (e.g., recruitment, selection, induction, training and development, performance management, and remuneration) and the other with managing work organization and employee voice systems (including union-management relations). Strategic HRM covers the overall HR strategies adopted by business units and companies and tries to measure their impacts on performance. Within this domain both design and execution issues are examined. International HRM covers HRM in companies operating across national boundaries.

## **LITERATURE REVIEW**

Psychologists and management academics have created a number of ideas regarding job happiness. Individuals have a tendency to place varying amounts of significance on inner or extrinsic sources of satisfaction. Intrinsic sources are influenced by a person's unique traits, such as attitudes. Extrinsic sources are context-specific and reliant on the surroundings, such as the atmosphere at work.

Theories which rely on extrinsic sources are more typically adopted by economists, albeit by reference to a different terminology, whereas intrinsic sources are more commonly associated with other social sciences (Luchak, 2003).

Some studies show that certain HRM practices, such as working in teams, greater discretion and autonomy in the workplace and various employee involvement and pay schemes, do motivate workers and hence generate higher labour productivity (Boselie and Van derWiele, 2002). However, overall job satisfaction need not increase if effort is a “bad” and the aim of workers is to maximise the returns from the exerted effort.

In terms of the relationship between pay and job satisfaction, it shows that a workers’ reported level of well-being is weakly correlated with their income, whereas Belfield and Harris (2009) find no evidence of such a relationship for those working in higher education. There is mounting research into the weakness of the link between income and life satisfaction, as in the happiness studies of Layard (2006)

## **Major Issues and Objectives Of HR Diversity Management**

In the past, effective diversity management has been utilised to offer a legally sound defence against discrimination claims. A company with a diverse workforce may contend in court that they did not engage in discrimination because the demographics of their workforce reflected the neighbourhood. On the areas where managing literary diversity and promoting equal opportunity diverge, there has been much discussion. Affirmative action (AA) and equal employment opportunity (EEO) are largely the results of the civil rights movement of the 1960s and the liberal political philosophy.

Job satisfaction may be poorer for those who do not belong to the dominant group within an organisation, especially if they are denied access to equal benefits or career chances. Moreover, in-group and out-group inclinations can harm relationships between coworkers, supervisors, and subordinates as well as negatively impact job satisfaction. Also, many businesses want to enhance their marketing capabilities to reflect and respond to changing customer demographics by utilising a diverse workforce.

While there is evidence that conflict and communication issues hinder short-term progress, diverse teams stimulate speed and innovation while producing solutions that are far higher in quality over the course of

entire development cycles. Also, by promoting equality in employment relations, businesses are more likely to recruit and keep a talented workforce.

### **HR Diversity Management Practices**

Human Resource Management (HRM) is defined as the integrated set of policies, practices, and systems designed to attract, develop, motivate, and retain a firm's employees. The scope of the HR function has evolved considerably from its administrative origins to encompass all strategic aspects of people management. Although theoretical conceptualizations of HRM differ and empirical manifestations vary across organizations, a scholarly consensus identifies four primary functional domains: recruitment and selection, compensation and rewards, performance management, and training and development.

### **Recruitment and selection**

According to empirical data, many workers and managers view diversity management as being equivalent to providing everyone with an equal chance to join the company. Many top-tier businesses have had success recruiting women and people of colour in order to reflect the increasingly varied marketplace and attract new clients.

### **Performance Appraisal**

Numerous businesses, like Digital, Esso, and Westpac, incorporate AA and EEO into their performance review processes (Kramar 1998). Most Australian businesses create and use objective criteria, and they conduct fair performance reviews. But oftentimes, gender bias and discrimination against women are ingrained in appraisal and performance-related compensation procedures and techniques. The research is clear that HR outcomes, such as greater performance ratings, organisational citizenship, and less role ambiguity and conflict, are correlated with higher demographic similarity between supervisors and subordinates in terms of age, race, or gender. Additional forms of prejudice are mentioned in the performance review procedures, where women appear to be more likely to receive lower evaluations. Typically, Australian businesses do not include personnel from varied cultural backgrounds in performance review panels.

### **Pay**

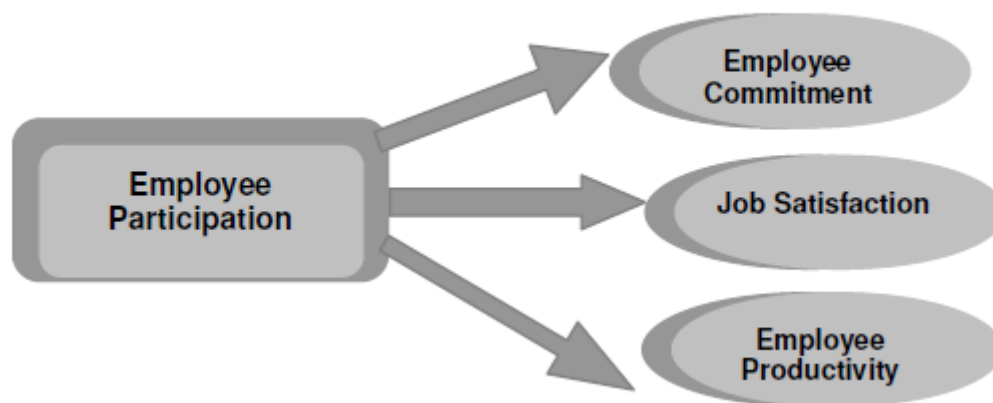
Wage disparity is a significant HR diversity issue since it is a major contributor to job unhappiness and demotivation. Many businesses, like Digital, Esso, and Westpac, have integrated EEO and AA into their remuneration systems. Indian organisations frequently adopt diversity practises in compensation. Yet, blamed the "union influence" for good pay practises. According to these scholars, India's comparatively robust trade union movement has prevented wage discrimination among unionised workers.

The components and organisation of HR systems are the subject of a third important issue in the SHRM literature. The conclusion that HR policies and practises are complex and interdependent processes that should not be taken into consideration independently but rather should be examined as subsystems or bundles was reached as a result of many of the questions that were raised in the exploration of contingency factors and efforts to fit specific aspects of HRM systems to particular organisational outcomes or processes. This prompted a number of initiatives to see HR activities as integrated systems and to disassemble HR systems into components that could be analysed in greater depth and then combined into distinctive configurations.

Our study uses a relational approach to examine the relationships between employee engagement, work satisfaction, commitment, and productivity. The information included the name of the organisation, its years of existence, the number of employees, employee engagement, work satisfaction, commitment, and productivity.

Information about the organization's name, years of existence, number of employees, employee participation, job satisfaction, employee commitment, and employee productivity were gathered for the tangible research project from the first line managers and their direct superiors of the targeted organisations. These managers were asked to respond to all inquiries regarding the working procedures used in their firms, to the best of their knowledge. Front line employees were required to respond to two sections of questionnaires, which included questions about the organization's name, lifespan (in years), number of employees, employee engagement, job satisfaction, and dedication. While there, the immediate superiors had to respond to inquiries regarding a portion of the employee productivity.

The questionnaires covered the connections between employee engagement, job satisfaction, commitment, and productivity. Based on the thorough literature reviews of the aforementioned research projects, a questionnaire was created. The likard scale questionnaire was employed, and in this study we followed the same methodology to create questions to assess employee engagement, job satisfaction, commitment, and productivity. Each scale had seven points, ranging from one for "strongly disagree" to seven for "strongly agree."



**Fig. 1: Research Model**

## Research Findings

To make the data useful, responses to questionnaires were numerically coded together with the data itself. For the purpose of examining the degree of link between "employee participation, employee job happiness, employee commitment, and employee productivity," correlation and regression calculations were made. Table 1 shows the Results of descriptive statistics, including means, standard deviations, and correlations for each of the variables used. We can see that the dependent variables (employee job happiness, employee commitment, and employee productivity) and the independent variable have a high correlation (Employee Participation).

	Standard Deviation	Mean	Epart	JS(X1)	OC	EP
Employee Participation	1.5	3.35	1	0.197	0.354	0.433
Job Satisfaction	1.2	3.63	0.197	1.000	0.045	0.333
Employee commitment	1.9	3.66	0.354	0.045	1.000	0.178
Employee Productivity	2.1	3.74	0.433	0.333	0.178	1.000
Employee Turnover	1.4	2.33	-0.223	-0.281	-0.182	-0.053
Organizational Performance	1.3	3.13	0.156	0.328	0.139	0.462

**Table 1: Correlation Matrix**

1. EPart = Employees Participation
2. JS = Job Satisfaction
3. EC = Employee Commitment
4. ET = Employee Turnover
5. EP = Employee Productivity
6. OP = Organizational Performance

Table 1 provided the descriptive statistics for all the variables, including means, standard deviations, and correlations. The independent and dependent variables are highly correlated. When employee productivity is very scientific and rigorous, as indicated by the mean of the employee productivity being 3.74 and the standard deviation being (2.1), then. Employee participation should be advantageous when put into reality following mutual cooperation between management and employees, according to a correlation between employee participation and productivity. While the study by Miller and Monge (1986) found that these two variables have a degree of association of (-0.33), which indicates that they are negatively associated. Employee commitment, productivity, and participation are all positively connected with job satisfaction (0.197, 0.33, and 0.34 respectively) (0.45). According to Miller and Monge's (1986) study, the relationship between employee engagement and job satisfaction and employee productivity is only (0.16), whereas our data suggests that there is a strong correlation between these two factors (0.197). This demonstrates that although there is a difference between the two samples, it is too little.

## CONCLUSION

Although this study analyses organizational performance in relation to HRM, the majority of the important management topics under examination are really included in the judgment. The study's findings come from institutions in India's banking, oil and gas, and telecommunications industries. The conclusions become more industry-focused as a result. The findings of this study offer a fair amount of evidence in favour of a relationship between employee engagement, job satisfaction, productivity, and commitment. The fact that "human resources" are the most important organizational resource and the way to achieve outstanding performance is currently widely understood. At a broad level, the findings of this study are generally in line with those of studies of the relationship between employee engagement and organizational success carried out in different contexts. Results of the current study also support the empirical data already in existence and imply that such a claim has some validity. The study's findings suggested that there is a useful association between employee engagement and job happiness and between job satisfaction and employee commitment, productivity, and turnover.

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