

3. Human Resource Management Practices and Organizational Development - A Literature Review

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Abstract:

Human Resource management practices has a wide role in the organization to improvement in the performance. Organizations implement some practices to grow and betterment of Organizations performance.

This research is focuses on secondary data collection technique and to know the practices adopted by different organization and its impact on organizational performance. This research presented a basic model based on the various research reviewed. This model helpful to organization for better understanding of human resource management practices and its impact on organizational performance. [1, 10].

Keywords:

Human Resource Management Practices, Organizational Practices, Organizational Culture, Organizational Performance, Organizational Development

3.1 Introduction:

Now a day due to globalization many Organization's manufacturing, providing, supplying same type of products and services. To fulfill the requirement of customer, market and sustain in global environment Organizations must has to perform the best. To improve the performance and sustain in the global environment Organizations has to implement the practices.

Practices mainly may be relevant with Human Resource Management Practices, Operation Management Practices, Green Supply Chain Management Practices, Logistic Practices and many more.

This research study carried out to investigate the effect of Human Resource Management Practices on the performance of the Organizations and alternate on the Organizational Development. [10,18]

There are mainly two types of best practices followed in an organization:

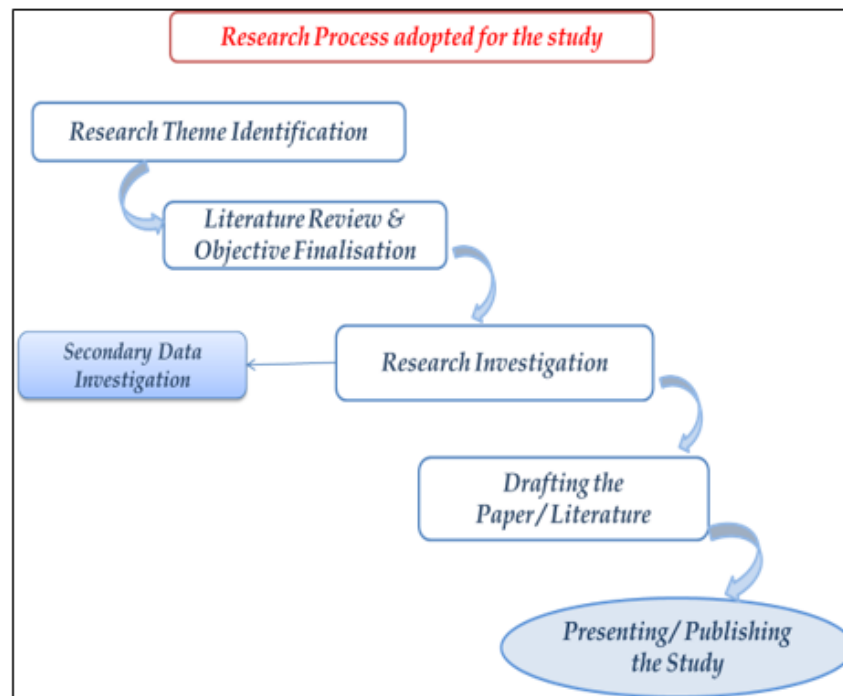
- **Internal Best Practices** - Internal best practices are implemented to manage, improve the internal performance of employee through internal training.
- **External (Industry) Best Practices** - External best practices to be acquired by the organization for hiring the skilled, semi-skilled and experienced staff and through systematic recruitment process.

3.2 Objectives of the Study:

The Researchers have considered the following objectives for the study:

- To understand the essence of Human Resource Management Practices.
- To study the concept of Human Resource Management Practices.
- To review the existing literature on Human Resource Management Practices & Organizational Development and present the inferences.

Chart No.1: Research Process Adopted



3.3 Research Methodology & Process:

Human Resource Management Practices and Organisational Development - A Literature Review is exploratory study conducted with the help of the Secondary Data. The research study aims to understand the essence of Human Resource Management Practices. It further aims to study the concept of Human Resource Management Practices. The researchers massively aim to study the existing literature on Human Resource Management Practices & Organizational Development and present the inferences. [31,38] [39] [40] In this study many of the articles, research paper, journals, books are referred which is related to the Organizational Practices. This Human Resource Management Practices is like Training to employees, Job satisfaction and knowledge development, Involvement and communication, Performance management and appraisal processes, Work-life balance.

effect of same on the Organizational Performance and alternately the Organizational Development. Based on this research review study it is an evident that there is a positive impact of Human Resource Management Practices on Organisational Development. [19, 30]

3.4 Literature Review:

Sangeeta Trehan and Karan Setia, “Human Resource Management Practices and Organizational Performance: An Indian Perspective”, *Global Journal of Finance and Management*, ISSN 0975-6477, Volume 6, Number 8 (2014), This research studies suggest that implementation of Human Resource Management Practices in the organizations play positive impact on the Organizational performance.

Dr. Orogbu Obiageli Lilian, Dr. Onyeizugbe Chinedu Uzochukwu & Onuzulike Nkechi Francisca. “The impact of Human Resource Management Practices on perceptions of Organizational Performance”, *European Journal of Business, Economics and Accountancy*, Vol. 3, No. 5, 2015. This research study suggests that in organization Human Resource Management Practices are essential for healthy environment of firm organization. It helps to build the profit of the year organization. Human Resource Management Practices are important to develop good relation between organizations. Organizational Performance depends upon expert employees, and develop the skills of employee’s Human Resource Management Practice play an essential role. With the help of Human Resource Management Practices employee get motivated and positive atmosphere where maintained by it.

Georgions N. Theriou, Prodromos Chatzoglou *Employee relations* 36 (5), 535-561, 2014, “The impact of best HRDM Practices non-performance identifying enabling factors”. In this research it is found that Human Resource Management Practice is important to explore the employee’s knowledge in organization firm and their capabilities. These Organization Human Resource Management helps to utilize the

knowledge and that knowledge helps to improve the Organizational Performance. This research suggest that organization can implement Human Resource Management Practice to build their profit margin. With the help of the Human Resource Management Practices organization can achieve target and goal and that factor has positive impact on the performance of the firm.

Shruti Lamba, Nirmala Choudhary, “Impact of HRM practices on Organizational commitment of employees”, *International Journal of Advancements in Research & Technology*, ISSN 2278-7763, Volume 2, Issue4, April-2013, This research suggest that with the help of implementation of Human Resource Management Practices in organization helps the employees to give best quality products to customers. Also it helps to boost the innovative environment and boost the innovative ideas of the employees to improve the sales of the organization. This research suggest Human Resource Management Practices has positive impact on the sales of the firm and alternatively on the Organizational Performance.

Arta Jashari, Enver Kutllovci, “The impact of Human Resource Management Practices on Organizational Performance case study: manufacturing enterprises in kosovo”, *Journal: Verslas: teorija ir praktika, Theory and Practice* 21.1 (2020). This research study suggests that training to employee is mandatory Human Resource Management Practice to improve the work efficiency. With the help of training organization helps to improve the employee performance. Once performance of the employee improves then it direct impact on the Organizational Culture and alternatively on the Organizational Performance. It helps to maintain the employee satisfaction and skills of the employees.

John T. Delaney, “The Impact of Human Resource Management Practices on Perceptions of Organizational Performance”, 30-Nov-17, with this research it is found that, perpetual performance is very important to examine that what working has been done before and how it was, it depends upon all the employees to examine

their work efficiency. Perception is one of the mind-set of employees about work. Once employee change his perception alternately it has positive impact on the work culture and work efficiency.

Rosemond Boohene, PhD (Corresponding author) School of Business University of Cape Coast, Cape Coas, “The Effect of Human Resource Management Practices on Corporate Performance”. This study found that, investment in research and developing productivity in the organization are very important. This study refers that involvement of employees in the innovation and development. To improve the efficiency of work it is not a single task because there must be engagement and overall involvement of employees. This study suggests that there must be a positive impact on innovations and development of Organizational things with this Human Resource Management Practice. This study also refers that with creating competitive advantages in the market to increase productivity and demand.

Jaekwon Ko and Aaron Smith Welter, “The Relationship between HRM Practices and Organizational Performance in the Public Sector: Focusing on Mediating Roles of Work Attitudes”, In this research it is found that, employee’s good behaviors also important there. Positive involvement and good communication is essential for healthy organization. There should not be any arguments between Human Resource Management and employees. Some employees are argued with the Human Resource Management but this is not right way to handle everything at the last it can be wishes for the organization which is not good for everyone.

Abdulrahman Abdullah Alshammari, “The Impact of Human Resource Management Practices, Organizational Learning, Organizational Culture and Knowledge Management Capabilities on Organizational Performance in Saudi Organizations: A Conceptual Framework”, In this report it is found that, in Saudi organization knowledge and management capabilities required. In the departments every employee has perpetual rights to take good decision which is being useful for

firms. Employees are need to be active there ready to learn skills, new technologies etc. which are creates good correlation between HR and employee's organization.

Aftab Tariq Dar, Mohsin Bashir, Faheem Ghazanfar, Mahammad Abrar, "Mediating Role of Employee Motivation in Relationship to Post-Selection HRM Practices and Organizational Performance", *International Review of Management and Marketing* 4 (3), 224-238, 2014, In this report it is found that, after selecting employees by Human Resource Management. Human Resource Management should be making bond between their new comer's employees and communicating with them sharing all problems with them results is that in beginning it could create good relation between them. Human Resource Management has to motivate them its needy for Organizational performance.

James Chowhan, "Unpacking the black box: understanding the relationship between strategy, HRM practices, innovation and Organizational performance", 06-Apr-16, In this research study it is found that, skill, motivation, techniques, qualities in the employees are important to allot the work. These are the Human Resource Management Practices that helps organization to improve the performance of the employee. Because in departments Human Resource Management and employees are two factors who plays important role for the organization i.e. innovation and performance. Once the task is assigned as per the skill, motivation, techniques, qualities of the employees then it helps to complete it within timeline. It not only improvement the performance but helps to improve the perfection in work.

Ermanno C Tortia, Silvia Sacchetti, Francisco J Lopez-Arceiz, "The human growth perspective on sustainable HRM Practices, worker well-being and organization", *Sustainability* 14 (17), 11064, 2022. This study found that, every organization has their own targets and challenges and it is important to analyses the human growth perception in Organizational performance. Human Resource Management Practices suggest that how to find the workers skills, knowledge, qualities to assign the task

and improve performance. Also with the help of Human Resource Management Practices, organization can do growth of the workers and alternately the growth in performance.

Sohel Ahmad, Rogr G Schroeder, “The impact of Human Resources Management Practices on operational performance recognizing country and industrial differences”, *Journal of operations Management* 21(1), 19-43,2003, With this research it is found that, Human Resource Management Practices has positive impact on operational performance. Operational performance has direct involvement with Organizational performance.

Tamara Mohammad, Tamer K Darwish, Satwinder Singh, Osama Khassawneh, “Human Resource Management and Organizational Performance The mediating role of social exchange”, *Eropean Management Review* 18 (1), 125-136,2021, With this research it is found that, because of crisis in social sector there are one problem is that they are targeted to HR and manager. They assuming that HR and managers are solely responsible for that, in such situation recruitment, selection process are not done properly something there is creating crisis condition everywhere. This research suggests that some Human Resources Management Practices like recruitment, selection process is solely responsible for assigning the task and employee performance. So organization must have to focus on recruitment, selection process.

Inmaculada Beltrán-Martín, Vicente Roca-Puig, “Promoting Employee Flexibility through HR Practices”, *first published*: 18 September 2013. This study suggests that, HR always do study on employee’s skill flexibility, employee’s behavior flexibility and characteristics of it. All above mentioned practices are interrelated with each other and it has vital role in improvement of Organizational performance.

Dorien T. A. M. Kooij, Paul G. W. Jansen, Josje S. E. Dijkers, Annet H. De Lange, “The influence of age on the associations between HR practices and both affective

commitment and job satisfaction: A meta-analysis”, *First published*: 16 November 2010. This research examines that if there is age gap between the groups of employees then it affects the work performance. As the age of employees is more than it is difficult to cop up with the new situations and new development. Also it need more time to understand the new technology. But more experience employees have better knowledge and it has to be shared with other. To reduce this gap Human Resource Management Practices plays a vital role.

Table No. 3.1: Leading definitions related to the theme of the study

Term	Definitions
Human Resources Management Practices	It is the policies and practices that deployed for employee staffing, knowledge development, performance management, compensation management in order to achieve the goal, vision and alternately improvement in the performance of organization.
Organizational Development	Organization development is the study and implementation of practices, systems, and techniques that affect organizational change, the goal of which is to modify an organization's performance and/or culture.
Recruitment	It is the employee selection or hiring process of organization.
Organizational Performance	Organizational performance consists of output of an organization as calculated against its intended outputs.

Recommendations: Researchers' Understanding:



Chart No. 2: Recommendation: Researchers' Understanding

3.5 Conclusion:

OD can play a significant role in HRM by helping organizations enhance employee engagement, improve performance management, build a culture of learning, and manage change effectively. Effective HR planning not only helps to ensure that HR strategies and processes are relevant and effective, but it also has the potential to provide a competitive advantage for the organization.

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