

“HUMAN VALUES, WORKPLACE BEHAVIOUR AND THEIR IMPACT ON PRODUCTIVITY”

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Abstract: The proposed study intend to measure the impact of human resource system and sub-systems' on workplace productivity. Organizational environment have an influence over employee morale, productivity and engagement – both positive and negative. People working in such environment are prone to occupational diseases and accidents which adversely affect employee productivity. Therefore to make workplace environment healthy the behavioural and human value system related issues should be taken care into. It is the quality of the employee's workplace environment that usually matters to enhance their work motivation and productivity. How well they engage within the workplace, especially with their immediate environment influences reduced error rate, innovativeness, creativity and collaboration with other employees. Likewise, absenteeism, attrition rate and industrial accidents may be reduced to a considerable level. Creating a work environment in which employees are productive is essential for achieving efficiency, effectiveness and higher profitability within an organization. The relationship between values, workplace behaviour and productivity becomes an integral part of work itself.

The proposed research paper will be focussing to determine the extent to which effective HRM practices can enhance productivity in order to check and curb poor performance at workplace. This also aims to identify HRM related operative functions, workplace productivity and human values which affect attitudinal aspect of employees which ultimately have an impact on workplace productivity. To arrive into the conclusions and findings of the study undertaken the data had been collected from secondary source.

Keywords: HRM, workplace productivity, employee performance, HR systems and sub-systems, performance Appraisal and motivation.

1. INTRODUCTION AND BACKGROUND

HRM practice is the management of people controlled by the inner upbringing of organizations, covering the activities, policies and practices that are involved in planning, obtaining, developing, utilizing, evaluating, maintaining and retaining the appropriate numbers, and skill mix of employees to achieve the organization's objectives. HRM is considered important for business, so as to attain organizational goal to improve its performance and development.

Every organization, whether, manufacturing or service, public or private, large or small, for profit or not-for-profit, must operate with and through other people. For the past 15 years, a growing consensus has been witnessed that organizational human resources, if effectively and efficiently managed, can create a source of sustained competitive advantage through human resource capabilities that are valuable, rare and imperfectly imitable; thus adding value to an organization's performance (Wernerfelt, 1984; Barney, 1991; Grant, 1991; Mahoney and Pandian, 1992; Huselid, 1995). Therefore, human resource has become the most important of all resources across every type of organization all over the world.

This is because organizations are responsible for the development of the intellectual acumen of a nation's human resource. Furthermore, quality of organization is considered as one of the major factors that accelerate the development of a country and is the most important instrument in achieving the desired stage of economic development. To achieve this level, the employee performance is the key feature of human resource factor. According to Delaney and Huselid (1996), empirically, recognition and information sharing affect organizational commitment. Although several studies have been conducted about organizational commitment, ambiguity still exists about the factors affecting the development and promotion of it (Back & Wilson, 2001).

The leaders of the corporate are of the view that the central function of organization, i.e., manufacturing, production, delivery of products and providing community services must be well-maintained, reinforced and expanded. In this regards, organizations are those places where knowledge and skills are not only transferred to a person [also helps them into productive and responsible citizens (Gordon and Whitchurch, 2007)] but also created. According to Khan (2010), in energetic business impression, there is a need of an approach to achieve better performance, to originate and implement HRM practices. In substantial and slight extent, the organizations need to invest in such practices to get a competitive advantage. Job satisfaction is a crucial indicator of how employees feel about their job and describes how much they are contented with his or her job. The satisfaction level of employees is also associated with increase output of organization. Job satisfaction of an employee is essential to the success of an organization. In an organization a high rate of employee contentedness is directly related to a lower turnover rate. Thus, keeping employees' satisfaction in their jobs with their careers should be a foremost priority for every organization.

According to Bogdanova et al (2008), HRM practices try to develop and allocate human capital in the best possible ways in order to achieve long-term goals; they provide them with many benefits and good environments that would boost employee's motivation, job satisfaction, and increase their performance. Although as a developing country, organization system of India is still facing many problems, yet a tremendous growth is seen in industries over last decade. Realistically, it is accepted that the organizations with good employees and turn them into more committed personnel of the organization (Slattery & Selvarajan, 2005).

HRM plays vital role and are critical to the realization of the goal that organizations must attract, develop and maintain an energetic workforce to secure their strategic position (Olufemi, 2009). This can be done by identifying those specific HR practices that can prove a hallmark in improving the performance of the employees (Darling-Hammond & Youngs, 2002). Therefore, there is a strong need to conduct research & development on the kinds of HR practices suitable for industries of developing countries, particularly India.

In an attempt to explore this linking process, many researchers propose that HR practices are not necessarily directed towards a firm's performance but they also influence employees' competence and behaviour which eventually lead to performance (Delery, 1998; Ferris et al., 1998; Wright et al., 1994). Researchers have presented different models that encompass different levels and types of mediating effects in HR practices. Different HR practices are observed by researchers to get optimal performance outcomes from employees in organizations as well. However research on HRM in organization is confined to developed countries only. Very few studies in this context of developing countries are found that explore the impact of HRM on the overall performance and development of organizations (Olufemi, 2009; Ahmad et al, 2010; Joarder & Sharif, 2011) while none of them have explored the impact of selected set of HR Practices directly on employees' performance.

On the basis of the above discussion, this study aims to research and highlight the kinds of human resource practices that are feasible for developing countries such as India, with special reference to the organization, in order to make their rank amongst the top organizations of the world. Inconsideration of the issues, this research is meant to explore the relationship between HRM practices in the context of human values, workplace behaviour and their impact on productivity.

Purpose of the Study:

The purpose of this research is to explore relationship between HRM practices and organizational performance & human values.

Significance of the Study:

This study has made significant theoretical contribution as considerable research work has used resource-based-view and social exchange theory as a theoretical framework to explore the relationship between HRM practices and organizational

productivity & workplace behaviour. This study is very helpful in the development of conceptual model to measure the impact of HRM Practices on organizational productivity and human values and workplace behaviour. The present study has been put in to the literature of HRM and productivity by reviewing various secondary sources liker research articles, published and unpublished scholarly papers, books, etc. This study is useful for managers in the corporate sector to come up with policies that help them to attract and retain their employees.

2. OBJECTIVES OF THE STUDY

The function of research is to create a theory. Research is the instrument used to test whether a theory is good or not. It is the process employed for obtaining knowledge of whatever is unknown.

The objectives of this study are as under:

1. To determine the effect of HRM Practices on employees performance.
2. To determine the status of HRM Practices in the organization.
3. To determine the relationship between HRM practices and organizational performance & Human Values.
4. To determine the relationship between employee's performance and organizational productivity.
5. To determine the relationship between workplace behaviour and organizational productivity.

3. RESEARCH METHODOLOGY

The paper is basically a conceptual and narrative one. The data used for the analysis, has been gathered from various secondary sources like research articles, published and unpublished scholarly papers, books, various international and national journals, speeches, newspapers, annual reports, World Bank reports, research reports, already conducted survey analysis, database available and websites. The analysis of the data has been done according to its nature. The basic aim of the study is to find out what exactly are the impacts of HRM Practices on organizational productivity and workplace behaviour.

4. LITERATURE REVIEW

Literature Review is the documentation of a complete review of the published and unpublished work from secondary sources of the data in the areas of specific interest to the researcher. The main aim of review of the related literature is to find out the problems that have already been studied and those that need further investigation. It is a general review of all available past studies relevant to the field of exploration. It gives us knowledge about what others have found out in the related fields of study and how they have done so.

A brief reference from literature reviewed has been undertaken in the past. The human resource management field has changed to the aspect that it contributes to the benefits of the organization (Delery and Doty, 1996). Now the organizations have started accepting that their employees are the major source of competitive advantages (Pfeffe, 1994).

According to Pfeffe (1994), HRM Practices need to be implemented to influence the employees for creating the competitive advantages.

According to MuhammedAsif Khan (2010) who has empirically investigated the effects of HRM practices on organizational performance in oil and gas industry, recruitment and selection, training and development, performance appraisal, compensation and employee relations, all were associated with organizational performance and they do impact on organizational performance in oil and gas industry in Pakistan.

5. HRM PRACTICES

HRM practices are a process of attracting, motivating and retaining employees to ensure the survival of the organization (Schuler and Jackson, 1987). HRM Practices are designed and implemented in such a way that human capital plays a significant role in achieving the goals of the organization (Delery and Doty, 1996). The appropriate use of HRM practices positively influence the level of employer and employee commitment (Purcell, 2003). HRM practices such as, training & development and performance appraisal, encourage the employees to work better in order to increase the organizational performance (Snell and Dean, 1992; Pfeffer, 1998).

Professional Ethics

A profession is a social calling that ensures a vocation which provides one with the means to earn one's livelihood. Professional ethics is based on certain ethical values and norms which a professional is supposed to follow. A profession is a specialised calling that needs skill, commitment, special knowledge, dedication and dignity. A profession is based on expertise and special capabilities. A professional person has to take an oath on his expected social duties and ideal behaviour at the time of entering into a profession as a doctor, engineer, cleric, and so on. The oath is the acknowledgement and the promise to observe certain ethical standards for these public services and do the duties in the spirit of sacrifice. A profession is above and beyond any monetary gain or temptation. It has a mission to serve the society. A profession is meant to provide some public services and has some social responsibilities.

Professional Ethics and Human Values

Professional ethics is necessary to reveal, sustain and enhance certain basic human values. These values are kindness, care and compassion, trust and reliability, truthfulness and honesty, justice and fairness, performance of a duty for the benefit of others, non-violence and non-injury, and accountability and social responsibility.

The following **three types of human values** are embedded in a profession:

- Human values on which the profession is based and the professional values which a person is expected to respect and observe
- The impact of professional values and actions on the values of the client, recipient, or the victim
- Professional values and socio-cultural values

All these three values are interactive in nature. The outcome of such interactions may be positive in the sense that they may reinforce one another, go in the same direction and enhance the social and ethical values. This may be called as **cooperative interactions**. The interactions may also be conflicting in nature and there may be a clash of values, leading to the disturbance of social cohesiveness, bickering and tension. The third possible outcome of the interaction of these values can be situation of **cooperative conflict**. In such a case, the initial value conflicts may be resolved peacefully by the affected parties through cooperation and all of them will have a win-win situation that will maximise their goals. **Cooperative conflict is not a conflict qua conflict**, but there are differences of opinions that ultimately lead to the maximization of common goals. For instance, a patient may not agree to undergo surgery as suggested by his doctor for fear of potential excruciating pain but is ready to suffer silently by the inconveniences created by the disease. Once the doctor assures him that the pain is very negligible and temporary as it is a laser surgery, the patient agrees to it and both of them achieve the common goal of disease elimination.

Professional ethics is the fulfilment of the final cause of a profession. Work ethics and professional ethics are interrelated categories. Work ethics is concerned with the values or a culture attached to a particular work. History shows that work, particularly manual work, was considered of a low status in the early days. Aristotle considered manual works as an alternative fit for only slaves. However, after the Industrial Revolution, the whole concept of work underwent considerable changes. Work was glorified. The rise of Protestantism and the Reformation movement brought in a new work culture. Work was considered as a divine will and it was believed that by participating in a work, a person could associate himself with the divine act of creation. Professional ethics is based on certain ethical values and norms which a profession is supposed to follow.

HRM Practices and Employee's Productivity

The systematic studies that linked HRM practices and performance were published by (Gerhart and Milkovich, 1992; Arthur 1994; MacDuffie, 1995; Guest, 1997). Thereafter a large number of researchers conducted on different sectors of different countries. Most of the researchers showed significant impact of HRM practices on employee's performance. Employee performance is directly linked with performance of the organization. The successful organizations consider the HRM Practices as a crucial factor that directly affects the employee's performance. Boselie et al. (2005) stated in 104 research studies that HRM was taken as a set of employee management practices. Delery and Doty (1996) described seven HRM practices that are relevant to overall organizational performance. Pfeffer (1994) argued that organizations must hire skilled and capable employees in order to be successful in today's global environment. Actual HR practices are applied by line managers on a daily basis that positively impact employee's perception about HRM practices applied to

them (Purcell and Kinnie, 2007). The successful implementation or failure of HRM Practices depends on the skills of the managers (Guest, 2011).

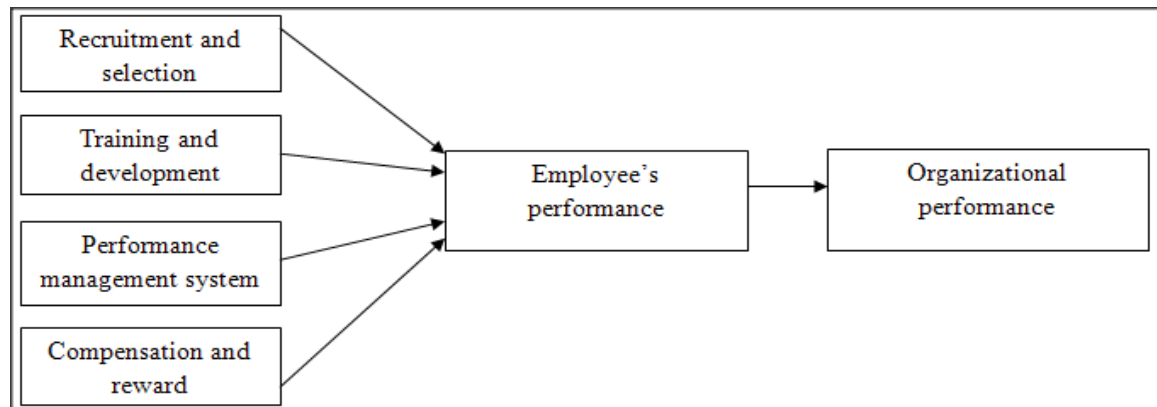


Fig: HRM practices and Employee's Performance

6. TRAINING

Training is a systematic approach that enables employees to attain knowledge and skills in order to accomplish their tasks effectively with resultant improvement in the behaviour (Armstrong, 2006). Training & Development contribute positively towards organizational growth. Training refers to the methods used to develop skills in the employees required to perform the job (Dessler, 2008). Most organizations consider training and development as an important factor of the human resource activity. Training can be used as a tool to increase employees' performance by developing knowledge and skills. Training can be described as an endeavour to develop additional competencies needed today or in future, in order to increase the level of employee's performance (Jackson and Schuler, 2000). Training can be used as a tool to increase efficiency and effectiveness of employees in order to achieve strategic position over competitors (Brown, 2005). Training programs play a significant role in achieving organizational goals (Dobson and Tosh, 1998). A desired change can be attained in employees' performance by providing them proper training (Huselid, 1995).

7. EMPLOYEE INVOLVEMENT

Employee involvement is creating an environment in which employees are empowered to make their decisions and take actions relevant to their jobs. Employee involvement helps the organization in retaining its employees as it increase ownership & commitment and fosters an environment to make the employees motivated and contributing. Employee contribution influence employee's performance positively (Locke et al., 1997). Employee involvement increase job satisfaction, motivation and employees commitment as employees feel themselves more involved in the success of the organizational goals (Mullins and Peacock, 1991). Empowering the employees by involving them in decision making contributes to the success of organization, as it increases the productivity, saves time for decision making, lowers the gap between supervisor and subordinates, and encourages a strong sense of teamwork among workers. Smith (1997) focused on empowering employees in order to release their potential. Nykodym et al. (1994) indicates that empowering the employees can reduce conflict among employees.

8. CONCLUSIONS AND DISCUSSIONS

The study revealed a significant relationship between HRM practices and Human values, Workplace behaviour & productivity. This study revealed that employee's performance can be increased by giving employees an opportunity to make effective decisions. Training and employee involvement play a positive role in increasing employee's performance (Munjuri, 2011). The research conducted by Singh (2004) indicates a positive relationship between HRM practices and employee's performance (Qureshi et al., 2006). The study showed human resource (HRM) practices and activities have a significant impact on the employee's performance (Tabiu and Nura, 2013). It is concluded that HRM practices can enhance the employee's level of performance which influence the perception of employees about performance (Khalid, et al., 2014).

It is clear from the findings that Human Resource Management (HRM) practices including Recruitment & Selection, Training & Development, Performance Management System, and Compensation & Reward has a positive role in

increasing the employee's performance, thereby enhancing the organization's performance. Therefore, organizations should implement these practices to achieve the desired goals. The organizations should utilize a variety of reward and recognition programs to drive behaviour that promotes high performance. Organization can conduct extensive training program for its employees relevant to the changing needs of jobs and business. Job performance should be considered an important factor to determine the compensation of employee's performance. Management should value the contribution and ideas shared by employees and empower employees to maximize their individual talent in order to make effective decisions. HRM Practices, human values and workplace behaviour play a crucial role in increasing employees' productivity, so the organizations should revise their HR policies by keeping in mind all factors, in order to attain the targeted objectives.

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