



Navigating excellence: Unraveling the impact of human resource management at Himachal Road Transport corporation on organizational success and National Development

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Abstract

Organizations are crucial to India's economic process. Organization's ability to succeed rests on its people resources. Human resource possesses knowledge, abilities & the skills necessary for carrying out organizational strategy and planning. A lasting competitive advantage and improved business performance depends heavily on human resources. Human Resource management system is designed to manage the people in an organization. In today's dynamic business environment effective management of HR has become critical factor in achieving competitive advantage & sustainability. Road transport plays significant role in economic, social and industrial development of any country. As we know Himachal-road Transport Corporation at present engaged with large no. of employees who are rendering their services for organizational growth and progress. The study outlined the key findings from literature evaluation that examines the varied facets of human resource management practices such as recruitment, selection, training, performance management, reward system, superior-subordinate relationship, health and safety measures, organizational grievance policies etc. and concluded that organization can develop a culture of continuously improvement, enhance employee wellbeing and ultimately achieve fruitful growth and success by adopting and implementing effective HRM strategies and can Human resource management practices have direct and indirect impact on employees and organization. It became essential that corporation should initiate effective human resource management practices that can bring sustainable success towards organization & also contributes towards nation building.

Keywords: Organizational performance, HR Practices

Introduction

Present era recognized human resource as an important asset of an organization as no organization can survive without staff. Human resource act as a backbone of an organization, they act as real wealth creators of the organization. Human resources have both competitive advantage and flexible enough to adapt to the changing environment. Human Resource has always been found at the forefront, taking the initiative of new task and responsibilities towards nation-building and for betterment of community. is impossible to produce maximum output with the use of minimum input, creative thinking, potential, competence and capability of human resource make it possible where new innovative ideas and concepts are generated as a result organizational performance increases. Human Resource has always been found at the forefront, taking the initiative of new task and responsibilities towards nation-building and for betterment of community. is impossible to produce maximum output with the use of minimum input, creative thinking, potential, competence and capability of human resource make it possible where new innovative ideas and concepts are generated as a result organizational performance increases.

Review of literature

Mayakkannan (2018) ^[1] acknowledged the contribution of motivated workforce towards organization productivity and observed efficiency of personnel management practices including workforce planning, training & development, performance appraisal, welfare measures, ideal policies adopted for the workers. To achieve organizational success focus is required on all the aspects that influence personnel management practices. Islam *et al.* (2018) ^[2] claim that the HRM practices influence worker's job satisfaction level and

observed that work/life balance practices, recruitment & selection, training & development and compensation & reward, have the highest degree of association and influence on job satisfaction. Hee and Jing (2018) ^[3] found that among university Y lecturers, training, compensation and appraisal significantly influence employee retention, while employee empowerment' impact is less pronounced. The results suggest a cultural influence, with a tendency towards higher authority conformity affecting the perceived importance of employee empowerment in Asian context. Krishna Murthy (2019) ^[4] explore that the best HRM practices implementations attracts skilled and talented human resources which results in future growth of the organization. Jawaad *et al.* (2019) ^[5] explored that job satisfaction act as mediator in shaping the employee commitment. Researcher suggested not prioritizing enhancing performance appraisal system but focusing on other aspects of HR practices that have direct impact on performance of employees also required. Resource management plays vital role in deciding the effectiveness in performance of the employees and organizational growth. Human resource management practices have major impact on the performance of the employees which is determined by satisfaction level of employees towards various human resource management practices. Road transport acts as a backbone of transportation sector in Himachal Pradesh. Large no. of workforce is working under Himachal road Transport Corporation. An attempt has been made in this research to evaluate the prevailing HRM practices in state transport corporation and to the check satisfaction level of employees of HRTC. The study emphasis on various human resource management practices prevailing in organization that have influence on satisfaction level of employees.

Research gap

Previous studies have explored various aspects of HRTC, while limited attention given regarding perceptions and satisfaction levels of HRTC employees regarding HRM practices. This paper aims to fill the gap by conducting comprehensive study on HRM prevailing in HRTC by examining perceptions of employees and job satisfaction to provide valuable insights for long term organizational success.

Objective of the study

- To analyze present status of Human Resource Management Practices of Road Transport Corporation in Himachal Pradesh in relation to training and development & job security and safety.
- To examine satisfaction level and perception of employees on specific Human Resource Management Practices followed in Himachal Road Transport Corporation.

Hypotheses

Testing the potential variations in employee perceptions based on demographics such as age and their implication for HRM strategies.

H0: there is no significant difference in employees’ perception on the basis of age regarding HRM practices.

H1: there is significant difference in employees’ perception on the basis of age regarding HRM practices.

Research methodology

To accomplish the present study data is collected from primary sources and secondary sources. For primary data well-structured questionnaire is prepared& for secondary data journals, research papers, published books, articles, government publications, official records and websites used as a source of information. A sample size consist of 120 employees, Judgmental sampling methods is followed to accomplish the study. A Structured questionnaire has been used as an instrument for collecting the primary data three statements. The response are measured 5 point Likert scale, which ranges as 5-Strongly agree, 4-Agree,3- Neutral, 2-Dis- Agree, 1-Strongly Disagree. Statistical methods such Arithmetic mean, standard deviation, one way ANOVA applied in order to examine overall differences between the groups. Pair- wise comparison between the two groups is possible through post hoc Test.

Results and discussions

Table-1(a) explains descriptive statistical analysis on training and development on the basis of age. The values of mean score are maximum for employees whose age are below 30 years i.e., 17.9697 and minimum in case of age group between 30-45 years i.e. 17.0526 Therefore, it can be said that employees whose age are below 30 years are highly satisfied with training and development programme of their respective undertakings.

Table 1a: Descriptive Statistical Analysis on Training and Development on the Basis of Age

Age(years)	N	Mean	Std. Deviation	Std. Error	Minimum	Maximum
Below 30 Years	33	17.9697	3.17692	.55303	11.00	25.00
30-45 years	38	17.0526	2.89405	.46948	10.00	25.00
Above 45 years	49	17.2245	3.62437	.51777	10.00	25.00
Total	120	17.3750	3.27984	.29941	10.00	25.00

Further, the mean score for other group that is above 45 years of age is 17.2245. The standard deviation is 3.17692, 2.89405 and 3.62437. The standard error 0.55303, 0.46948

and 0.51777 for age group below 30 years, 30-45 years, above 45years respectively.

Table 1b: ANOVA Result on the Training and Development on the Basis of Age

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	16.730	2	8.365	.775	.463
Within Groups	1263.395	117	10.798		
Total	1280.125	119			

Table -1(b) shows ANOVA results for regarding perception of employees for training and development on the basis of age where null hypothesis has been accepted as the value of F test is more than 0.05. Hence the null hypothesis has been

accepted. Therefore, it can be concluded that there is no significant difference in the views of employees regarding training and development in their organization on the basis of age.

Table 1c: Post hoc result on Training and Development on the Basis of Age

Age(years)	Mean Difference	Std. Error	Sig.	
Below 30 Years	30-45 years	.91707	.78191	.472
	Above 45 years	.74521	.73999	.574
30-45 years	Below 30 Years	-.91707	.78191	.472
	Above 45 years	-.17186	.71031	.968
Above 45 years	Below 30 Years	-.74521	.73999	.574
	30-45 years	.17186	.71031	.968

Table 1(c) shows the post hoc results for training and development on the basis of Age. The difference found is insignificant between the different age groups; employees have similar views regarding training and development on the basis of age in their respective organization.

Table 2(a) explains descriptive statistical analysis on job

security and safety on the basis of age. The mean score are maximum for employees whose age are above 45 years i.e., 12.2857 and minimum in case of age group between 30-45 years i.e. 10.2895. Therefore, it can be said that employees whose age are above 45 years are highly satisfied with job security and safety measures in their respective undertakings.

Table 2a: Descriptive Statistical analysis on job security and safety on the basis of age:

	N	Mean	Std. Deviation	Std. Error	Minimum	Maximum
Below 30 Years	33	11.3333	2.47066	.43009	5.00	16.00
30-45 years	38	10.2895	3.22078	.52248	4.00	20.00
Above 45 years	49	12.2857	4.40643	.62949	4.00	19.00
Total	120	11.3917	3.66289	.33437	4.00	20.00

Further, the mean score are 11.3333 for age below 30 years; the standard deviation is 2.47066, 3.22078 and 4.40643. The

standard error 0.43009, 0.52248, and 0.62949 for age below 30 years, 30-45 years, above 45years respectively

Table 2b: ANOVA Results of Job Security and Safety on the Basis of Age

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	85.443	2	42.721	3.308	.040
Within Groups	1511.149	117	12.916		
Total	1596.592	119			

Table 2(b) shows ANOVA results for regarding perception of employees on job security and safety on the basis of age in which the value of F test is less than 0.05. Hence the null hypothesis has been rejected. Therefore, it can be concluded

that statistically there is significant difference in the opinion of employees regarding job security and safety in their organization on the basis of age.

Table 2c: Post hoc Result of Job Security and Safety on the Basis of Age

Age (years)	Mean Difference	Std. Error	Sig.
Below 30 Years	30-45 years	1.04386	.443
	Above 45 years	-.95238	.469
30-45 years	Below 30 Years	-1.04386	.443
	Above 45 years	-1.99624*	.031
Above 45 years	Below 30 Years	.95238	.469
	30-45 years	1.99624*	.031

Table 2(c) shows the post hoc results for job security and safety on the basis of Age. The difference found significant in the opinion of the age between 30-45 years with the age above 45 years. Thus it can be conclude that there exist significant difference in the opinion of having age between 30-45 with age above 45 years as compared to other age groups regarding job security and safety measures.

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Suggestions

The management should consider the genuine demands of employees and try to create atmosphere of job security and safety among the employees. Himachal road transport should improve their human resource management practices by providing proper facilities to its employees so that they will be satisfied and get motivated towards organizational growth and help in national development.

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