

**A STUDY ON IMPACT OF HR PRACTICES ON EMPLOYEES' PERFORMANCE
WITH REFERENCE TO (Altruist Customer Management India Private Limited)**

Submitted in partial fulfilment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

by

ANSHU

Register No.40410016



SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

Accredited with Grade "A" by NAAC | 12B Status by UGC | Approved by AICTE

JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119

APRIL 2022



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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the Bonafede work of ANSHU (40410016) who carried out the Project work entitled “**A STUDY ON IMPACT HR PRACTICES ON EMPLOYEES WITH REFERENCE TO (Altruist Customer Management India Private Limited)**” under my supervision from January 2022 to March 2022.

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Dean – School of Business Administration

Submitted for Viva voice Examination held on_____.

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DECLARATION

I **ANSHU 40410016** hereby declare that the Project Report entitled “**A STUDY ON IMPACT HR PRACTICES ON EMPLOYEES PERFORMANCE WITH REFERENCE TO (Altruist Customer Management India Private Limited)**” done by me under the guidance of **DR. S.UMA MAHESHWARI** is submitted in partial fulfilment of the requirements for the award of Master of Business Administration degree.

DATE: APRIL 2022

PLACE: CHENNAI

ANSHU

ACKNOWLEDGEMENT

I am pleased to acknowledge my sincere thanks to Board of Management of **SATHYABAMA** for their kind encouragement in doing this project and for completing it successfully. I am grateful to them.

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I wish to express my thanks to all Teaching and Non-teaching staff members of the School of Business Administration who were helpful in many ways for the completion of the project.

ANSHU

CONSENT & COMPLETION LETTER IN COMPANY LETTER HEAD

Altruist Customer Management India Private Limited
B38, C4, Block B, Sector 57, Noida, Uttar Pradesh 201301



March 05th, 2022

To Whomsoever It May Concern

This is to state that Ms. Anshu employee code VTX1111444, currently working with our organization student of Sathyabama University, undertaking of MBA (**Master of Business Administration**) in HR and operation.

As part of her studies, she is required to undertake an a information research project "**A STUDY ON IMPACT OF HR PRACTICES ON EMPLOYEES PERFORMANCE WITH REFERENCE TO ALTRUIST CUSTOMER MANAGEMENT INDIA PRIVATE LIMITED**". To completion of Master degree.

During the period of her service, she was found to be sincere and hard working. We wish her the best of luck in all his future endeavors.

Please contact us in case of any further clarification.

Yours faithfully,

For Altruist Customer Management India Private Limited.

Sathish Ragupathy

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Abstract:

Human Resource practices promote the well being of the employees of the organization. Practices in Human Resources are useful to the organizations, as it reduces the expenditure on the employee while increase his productivity.

HR Practices have a continuing and significant influence on the working output of the employee. The best practices in the industry should cope with challenges such as an increasing number of employees, encountering new working environments, cultures, restructuring and the pervasive and often deleterious effects of technology.

HR practices include: HR Planning, Recruitment & Selection, Induction, Training & Development, Performance Appraisal, Career Planning, Fringe Benefits, Reward & Recognition and Welfare Activities as per Statutory Requirement, Safety, Health and Environment Policy, Promotion & Transfer, Exit Policy. Job satisfaction is in regard to one's feelings or state-of-mind regarding the nature of their work. Job satisfaction can be influenced by a variety of factors, e.g., the quality of one's relationship with his/her supervisor, the quality of the physical environment in which the employee works, degree of fulfilment in his/her work, etc. This study mainly focuses on employees' perception about the organization, organizations' HR practices and its impact on job satisfaction.

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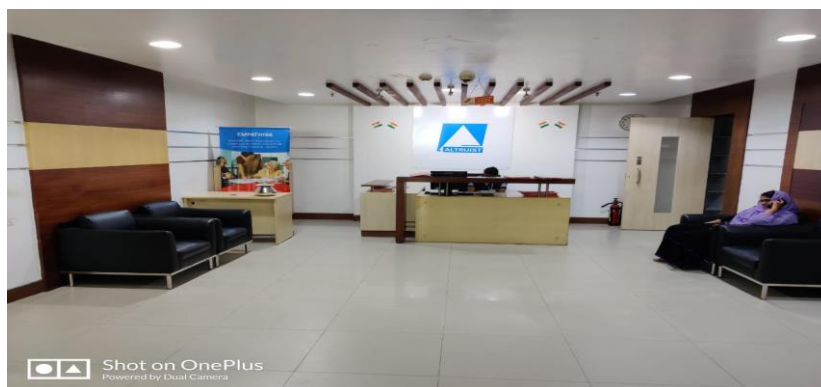
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CHAPTER 1

INTRODUCTION

1.1 COMPANY PROFILE

Altruist Technologies Started in the year 2005, Altruist Technologies has emerged as a front runner in the Mobile Social Networking space in India, Indonesia & Nigeria and fast spreading to other similar geographies. Besides its flagship voice based mobile social network it runs jobs on phone, manages end to end the mobile/digital strategy for multiple media clients and brands, hosts and manages voice infrastructure for leading content owners and distributors. It has made successful forays into M-Governance, Handset based applications and a Video sharing platform. Altruist has emerged as a proven company in the field of Voice and Web Based ValueAdded Services, Business Process Outsourcing, Information Technology and Interactive Communication solutions to Carrier, WASP, ISP, CSP and Corporate clients with its diligence, operations reviews, analysis of business prospects and interim management. Altruist is the clear market leader in the social networking domain of the Indian MVAS market. It has got strong technology capabilities to provide an array of services in the MVAS space. Altruist has tie-ups with all leading Indian Telecom Operators and with a collective reach of over 55% of the total mobile subscribers.



Altruist Technologies is a mobile social networking platform that provides its clients with all kinds of VAS, RA, FMS, BPO, and telecommunication solutions. Its flagship product is a voice-based mobile social network.

Altruist Technologies currently manages multiple media clients and brands, and hosts and manages voice infrastructure for content owners and distributors. It specializes in the fields of voice- and web-based value added services, and business process outsourcing.



BPOs

Well-groomed youth, fast money and phenomenal lifestyles seem to flash in the mind of the common man when the word Business Process Outsourcing (BPO) is read. When read again, lopsided working hours, unimaginable attrition rate, stress and burnout exhibit its ugly side. No matter how it has been balanced between the pros and cons, the fact of negative side of BPO remained conspicuous, loud and unchanged. But BPO at present has become the 'mantra' of employment, the buzz of the present and promise for the future! The last decade witnessed a spurt in the growth and development of Indian economy. This was brought about by a revolution in the technological front and a radical change in the way business was done. Instead of being the jack of all trades, smart organizations at present opt to be the master of their core business. Outsourcing the non-core processes in order to concentrate on the core ones is how companies prefer to work at present India is one of the hot destinations for any company that wants to outsource its business processes. The attractiveness of India as the most favored BPO destination can be attributed to three basic factors Cost, People and Environment. India ranks first

among a host of desirable nations in terms of cost (which includes employee cost, infrastructure cost, management cost and the tax structure). It beats all its competitors on the people front as well. The people factor is evaluated on the lines of size of the job market, education level of the workforce, language barriers, past outsourcing experience and employee retention. However, when it comes to environment (which includes country risk, infrastructure, cultural compatibility, proximity etc) India lags behind countries like Canada, Australia and Ireland. Contrary to the sunny side of the story, there is also a dark side for the BPOs.

The IT enabled services (ITes) industry which includes BPOs are being looked upon as the big employment generator. It is, however, not an easy task for a HR manager in this sector to bridge the ever increasing demand and supply gap of professionals. He has to find the right kind of people who can keep pace with the unique work patterns in this industry. Adding to this is the issue of maintaining consistency in performance and keeping the motivation levels high, despite the monotonous nature of work. The toughest concern for a HR manager in India is, however, the high attrition rate which is approximately 30 to 35% at present as per NASSCOM's (National Association of Software and Services Companies) statement. Thus retaining staff with scarce and critical skills in the BPO industry has become a top priority. High attrition increases the costs to the organization considerably. The voluntary resignation of trained employees is generally considered detrimental to the organization both in replacement costs and work disruption. When more number of people leave the organization, it drains resources and affects the productivity of the organization. Therefore, it is extremely important to curb attrition not only for individual firms but also for the industry as a whole. NASSCOM's website quotes 'ITes' as 'Human Resource Enabled Services (HRES)' and this concisely explains the importance and value attached to the 'people' aspect in the service industry.



Management at Altruist Technologies



Vishal Gurung

Sr. VP - Service Delivery



Dheeraj Aggarwal

Co-Founder , Altruist



R. Jayashankar

VP - Service Delivery



Anuj Aggarwal

Chairman & MD Altruist



Hari Narain Singla

Director



Rajalakshmi Vijay

CEO Altruist Customer Management India Pvt Ltd and TMP Direct LLC

1.2 HUMAN RESOURCE

In business sectors, Human Resources (HR) (Itika 2011) is considered as the one of the important assets of any business. Any individual who is involved in the organization works for the success of the organization. HR can be anyone like managers, employees or others. Human Resource Management (HRM) refers to the recruitment and management of personnel, in compliances with the law. Hence, the practices of HR require knowledge of applicable laws that affects the workplace at State and local levels. Along with the legal compliances, HR covers the process of managing the business internally.

The HR challenges shall include but not limited to:

- Training and development
- Employee Motivation
- Compensation and Benefits packages
- Job Analysis and Job Description
- Dealing with stress
- Workforce planning and Building Business
- Organization Brand and Environment
- Performance Reviews
- New employee Orientation and on-boarding
- Employee Assistance Programs

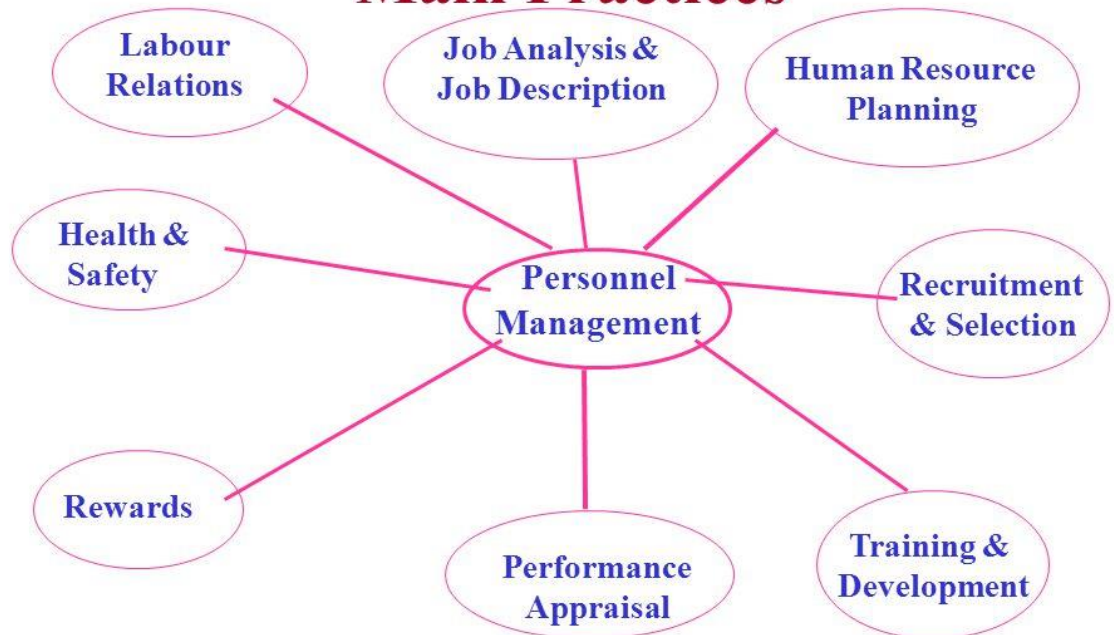
HUMAN RESOURCE MANAGEMENT

Human Resource Management (HRM) (Bratton & Gold 2017; Richman 2015) is the general type of activity in any function of management where the resources are used effectively for achieving organizational objective. The HR department is formed in such a way to improve the performance of employee in service of an employer's strategic objectives. Generally, in most of the organization HR is concerned with the management of the people within organizations, focusing on system and policies. The most important responsibility of HR department is to take care of employee's performance appraisal, employee recruitment, design of employee benefit scheme, employee training and development. Along with these factors, HR also concern with the industrial relations and organizational change, which is the balancing of organizational practices with requirements arising from government laws and from collective bargaining.

If a worker works in an organization, their major activities from the time they enter into an organization to the time when they leaves the organization are comes under the preview of HRM (Rao & Rao 2009). The major activities of HRM include job analysis, employee maintenance, job design, employee and executive remuneration, employee hiring, employee motivation, prospects of HRM and industrial relations.



Human Resource Management Main Practices



Professor Nancy Papalexandris

Nature of HRM

HRM is a management where the managers recruit, select, train and develop members for an organization (Guest & Peccei 1994; Rahman 2017). Each organization has certain limit to recruit, select, train and develop members. The aspects which are making the core of HRM which are listed as follows:

- ✚ Combine the decisions which are related to employees. Decision on different aspects of employees must be dependable with other HR decisions.
- ✚ The function of HRM is applicable to non-business organizations such as education, healthcare, recreation and like. But it is not restricted to business establishments.

- ✚ The effectiveness of an organization depends on the decisions made by HRM. It will provide better services to customers in the form of high quality products or services supplied at reasonable costs.
- ✚ Generally, HRM involves the application of management functions and principles. The principles and functions of HRM are applied to provide, obtain, develop and maintain remuneration to employees in organization.
- ✚ Basically, HRM has an intention to maximize effectiveness of both employee and organization through defining a set of programs, functions and activities which are designed and carried out by HRM.

Goals of HRM

Some of the major goals of HRM (Lee 2000) are listed below.

- ✓ To achieve organizational goals by utilizing human resources effectively.
- ✓ To create and sustain organizational structure and desirable working relationships among all members of the organizations.
- ✓ To secure the integration of organization developing coordination among individual and group within organization.
- ✓ To appreciate and strengthen the human assets continuously by providing training and development programs.
- ✓ To provide an opportunity for voice and expression management.
- ✓ To determine and satisfy needs of individuals and groups by providing impartial and adequate wages, social security, incentives, and employee benefits and measures for recognition, challenging work, respect and security.
- ✓ To provide acceptable, fair and efficient leadership.

- ✓ To develop and use a motivated and able work force, create and maintain sound organizational structure, develop facilities, achieve an effective utilization, determine and satisfy needs of individual and group.
- ✓ Achieve the basic organizational goals by developing and utilizing an able and motivated workforce.
- ✓ Maintain high employee morale training and development opportunity for expression provides fair, acceptable and efficient leadership facilities and conditions.



1.2.3 HR PRACTICES



TRAINING AND DEVELOPMENT

Training and development (Edralin 2013; Suhasini & Suganthalakshmi 2015) is considered as a function concerned with organizational activity aimed at improving the job performance of individual employees and groups in organizational settings. In other words, training and development process can be defined as an educational process which involves developing of concepts, skills, gaining of more knowledge and changing of attitude to improve the performance of employees (Mellam et al. 2015). This process encompasses three main activities are training, education and development. The activity of training is focused upon and evaluated against, the job that an individual currently holds. The activity of education focuses upon the jobs that an individual may potentially hold in the future, and is evaluated against those jobs. The activity of development focuses upon the activities that the organization employing the individual or that the individual is part of, may partake in the future, and is almost impossible to evaluate.

EMPLOYEE MOTIVATION

Organization goals are achieved successfully motivating the employees in organization (Keijzers 2010; Özlen & Hadžiahmetović 2014). HR needs to develop an environment which allows employees to meet or exceed expectations, do their best and feel valued. While employees are clearly motivated by tangible rewards such as promotions and salary, there are many intangible factors such as personal, mentoring, professional and personal growth and the ability to work on independent projects or assignments.

COMPENSATION AND BENEFITS PACKAGES

Compensation and benefit packages (Odunlade 2012) represent the salary or compensation and non-monetary benefits passed on by an organization to its employees. In human resources compensation and benefits are considered as important aspect. It helped to keep the workforce motivated. Based on the

performance of employee, compensation and benefit packages give benefits to the employees. This action can bring out the best out of the employees at workplace. Different ways are available to provide benefits to employees. Generally, it is provided in terms of a gross salary or CTS.

The following are some of the various components of compensation and benefits,

- ***Variable Pay:*** Based on employee's and company's performance, the additional compensation called variable pay is paid to employee which motivate the employees to perform even better.
- ***Fixed Pay:*** Irrespective of any factor it is provided to the employees. The fixed pay is clearly defined in the employment contract. This is the wage or compensation or salary which a worker or employee will definitely get as long as they are employee of the organization.
- ***Equity Pay:*** Employees are awarded shares of the company, frequently at a discounted price. Employees are expected to make money out of them by the appreciation of the stock price and the growth of the organization. This is mostly given to the senior management who has served the organization for a long time.
- ***Other benefits:*** Benefits such as medical facilities, insurance policies, company owned car or flat etc., play an important role in motivating employees.

These benefits are given by the organization as a part of recognizing the services of an employee. The compensation and benefits are more important factors.

The compensation and benefits are more important factors in motivating employees for best performance for the organization. But, there is a slight difference between compensation and benefits. Compensation is completely related to the money which is being paid to an employee i.e.

salary, bonuses etc. On the other hand, benefits are non-monetary incentives given to employees like health benefits for which the employee doesn't have to pay.

JOB ANALYSIS AND JOB DESCRIPTION

The employees play a significant role in the growth of an organization. So hiring an employee for an organization is more critical. With a lot of risk, it is important to develop a job analysis and job description for each position in an organization to ensure that hired employee retraining the best possible talent or knowledge. Job analysis (Siddique 2004) includes such important areas as the reason or purpose the job exists, qualification in terms of skills and knowledge necessary to complete the tasks and job location or setting. When a HR completed job analysis process, then they are ready to develop job description which outlines a position responsibilities and requirements. A well-developed job description will be a key resource to help to develop recruiting review the performance of employee, review employee performance, select employees and make sure the compensation is competitive so the HR can attract the best talent to the organization.

The following benefits related to the developing the job analysis and job description:

- Finding the functions of job that will need additional training.
- Improving the focus on job skills, functions and responsibilities required to meet the company's business goals.
- Helping to compute compensation levels based on job requirements.

- Playing a key role in performance reviews.
- Providing important job related information necessary to making decisions on whether to hire additional staffs.
- Creating requirements and standards necessary to the selection process.
- Providing an opportunity to clearly communicate a job's responsibilities and functions to employees and management.
- Identifying health and safety risks and working conditions that may require special training.

WORKFORCE PLANNING AND BUILDING BUSINESS

A core part of an organization success is effective planning of workforce (Emmerichs et al. 2004). This process involves projecting workforce needs and identifying the policies and systems necessary to building a workforce that will support the growth and success of an organization. From the workforce planning strategy, understand how to best manage the direction of a company, whether its expansion, maintaining the current status or downsizing. In order to prepare for developing workforce plan, it is important to collect and understand a number of different informational areas related to employees including total number of part time employees, full time employees, turnover, independent contractors, employee skills and an analysis of what is going on in local job market and industry.

ORGANIZATION BRAND AND ENVIRONMENT

An organization's reputation in the marketing place and brand or image can be a powerful recruitment tool, particularly as it relates to attracting skilled employees. The following are the benefits of a positive company brand or image:

- Attract highly skilled employees
- Have an internal and external communication between employees
- A positive accounting to customers of the firm's position in the industry and the marketplace.

PERFORMANCE REVIEWS

Performance Reviews play an important role in helping to guide employee's performance, compensation and professional development. An effective performance reviews result in helping an HR to achieve organization goals by aligning employees' development and growth with that of business. Employees are generally more productive and motivated when they understand how they are contributing to the business. Finally, the performance review process should also enhance the communication between the employee and their managers.

NEW EMPLOYEE ORIENTATION AND ON-BOARDING

New employee orientation is also called as on-boarding (Bauer 2010) which is the process of introducing new employees to staffs and management as well as the new workplace environment. The aim of this process is to familiarize new employee with the organization and create a positive first impression. Moreover, employee orientation is also designed for employees who are promoted in that organization and need a similar type of program.

EMPLOYEE ASSISTANCE PROGRAMS

An Employee Assistance Program (EAP) (Attridge 2009) can provide support services both on a company wide basis as well as to individual employees and family members experiencing personal issues and challenges. The structure and operation of an employee assistance program will vary with the needs of each individual company.

EAP Objectives The following are the objectives of EAP:

- Improve productivity and functioning of the employee population
- Help employees to identify and resolve personal issues which may affect job performance including:
 - ❖ Stress
 - ❖ Family

- ❖ Health
- ❖ Financial
- ❖ Marital
- ❖ Alcohol and drug abuse

EAP Basic Components

The following is a summary of basic service components that may be included in Employee Assistance Program:

- Consult to companies regarding the availability of health benefits covering medical and behavioral problems, including abuse, drug, alcoholism and mental and emotional disorders.
- Provide crisis intervention services to employees and eligible family members.
- Establish procedures to determine when to provide short-term problem resolution services and when to make a referral to professional and community resources.
- Monitor each employee's case as well as follow up-services.
- Develop programs and services that support a drug free workplace.

Introduction to HRM Practices and Employee Performance as well as Organizational Productivity

Human Resource Management is all about practices, policies and different structures firms adopt to take care of the most important resource of the organization ie employees or human resource. HRM is about planned HR deployments and activities intended to achieve its goals as per Wright and McMahan (ii). More concisely, HRM is about how a firm uses the complete package of practices and policies in order to achieve effectiveness and better organizational performance. The present study is an insight into details of HRM practices and Performance linkages, as mentioned in Figure 1.1 which encircles the strategic linkage between HR practices and firm performance. Figure 1.1 shows the linkage between HRM Practices and Firm Performance as developed by Guest et al .

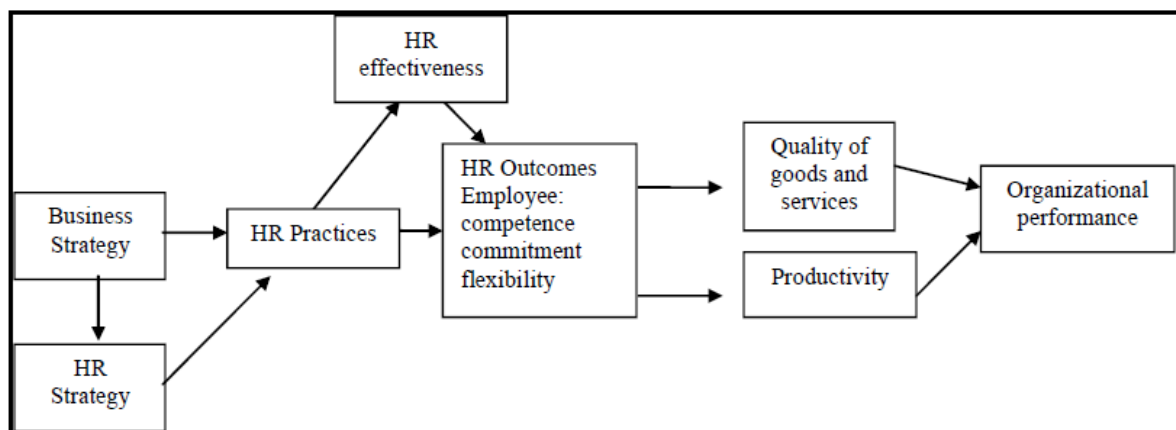


Figure 1.1 Model of Linkages between HRM Practices and Performance

Few models in the past have also been studied and developed as Harvard Model developed by Beer et al (1984) (iv), Michigan Model developed by Fombrun, Tichy, and Devanna (v) and Warwick developed by John Bratton and Jeffrey Gold (2008) (vi). The present study is all about impact or linkages between HRM practices and Employee Performance as well as Organizational Productivity, here is very famous and widely studied model of the same.

SIGNIFICANCE OF THE STUDY

The study is significant as following outcomes may be derived which hence can be useful to HR managers/Managing Heads of selected BPOs firms.

Essential HRM Practices Experienced in BPOS Firms:

Although a lot of studies have been done in the past regarding investment in HRM practices and Organizational Performance, still there is a dearth of studies which directly or indirectly develops or establishes the linkages between HRM practices and Firm performance. The present study is done in the same continuation but for BPO Industry of NOIDA to know which major practices prevail in the above-mentioned sectors, which are widely practiced and which are followed less or given less priority.

Diverse HR Related Performance:

Though there are about thirty-five to forty HRM practices, the present study thoroughly identifies only selected or important HRM practices widely acceptable or practiced by selected companies in the Industry

Assorted Organizational Related Productivity:

There may be many parameters for which investment in HRM practices is measured by various performance outcomes. The present study covers outcomes like HR or Employee Outcomes, Organizational outcomes out of four major performance outcomes which also include Market Growth as well as Financial Outcomes.

Exploration of HR Practices and Employee Retention relation:

This is a “Black Box” issue which still remains unexplored; however, the present study tries to through light on the linkages between HRM practices and Firm Performance.

Relation Between HR Practices and Absenteeism, Turnover and Satisfaction:

Out of few performance outcomes, like HR or Employee performance, Financial Performance, Organizational or Operational Performance and Market Growth or Value, the present study highlights the linkages between Various HRM practices provided by the firms and the result or outcome related to HR like Job Satisfaction, Decreased employee absenteeism and Decreased turnover.

Impact of HR Practices on Customer Service, Service Quality, and Product Quality:

The present study gives details about Organizational Performance like Employee Productivity, Quality of Service provided by the employees and Quality of Products delivered by the employers of IT-ITES Industry.

An insight into HR Practices affordable and Firm Size:

The study highlights about the fact that bigger or more is the size of the firm better can be the facilities and benefits provided to the employees.

Important Terminologies Covered Under Present Study

HR Practices HR practices are based on the business needs of the firm within the context of culture, structure, technology and processes Armstrong (vii). Decent HRM practices are a mixture of **Human Resource Planning, Recruitment and Selection, Training and Development. Compensation and Benefits, Performance Management, Career Planning and Development Coaching and Mentoring etc.** Talking about small size firms, the major decisions regarding Human Resources are directly taken by the owners and managers as compared to a formal department of big organizations Koch de Kok(viii). As reasoned by HR professionals there can't be any "best fit" combination of HR practices. What happens is good HR practices are taken from benchmarked companies and "best

practice” HRM practices are framed. Hence for the present study, based on literature review, following HRM Practices are covered:

Work Design

Resources of organizations undergo meticulous task to meet their objectives, including odd jobs as well as jobs with which employees are well versed with. Job appointees are primarily provided with training to undergo their tasks with at most responsibility and hence ‘Job design’ refers to the result of this procedure and may be defined as the requirement of the content and process of jobs. Various terminology often used as synonymous for job design include ‘work design’ and ‘job’ or ‘work structuring’. In the field of organizational behaviour job design has specifically focused on properties of the job, referred to as ‘job characteristics’, such as the variety of tasks in jobs and the amount of discretion job incumbents have in completing those tasks. Work design is broadly referred to as a mixture of job complexities, job demand and control, job rotation, teamwork, role conflicts and clarity etc.

Job Complexity

Job complexity basically includes psychological and task-person complexity. Psychological complexity is a more subjective measure of job complexity and refers to the psychological dimensions of tasks, for example variety and perceived job scope. Such an approach to job/task complexity has often been equated with the concept of job enrichment. Task– person job complexity refers to tasks that can be objectively classified as simple or complex, based on the mental demands that a given job places on the person and the extent of education, skill or training required on the part of the person to do that job.

Job Demand and Control

Various aspects like physical, psychological, workload, monitoring and complexity are important in studying under decision control and predictability. The liberty for Job Demand and Control are very vital in knowing and exploring on how demands and control have key consequences for different work-related outcomes.

Job Rotation

The concepts of job rotation, enlargement and enrichment are all recommended answers to the struggle posed by job simplification. Job rotation involves doing more than a sole type of recurring task. The intrinsic logic of job rotation is to help crack the dullness arising out of doing the identical task repeatedly and making the employee more multitalented as he/she learns various other tasks. It does not, however, change the content of the job.

Teamwork

Researches on teamwork in the main look at how self-directed or semi-autonomous teams can have a noteworthy impact on certain occupational outcomes. Self-governing teamwork propose that increases in work factors like diversity, individuality, significance, sovereignty and feedback are causally linked to occupational outcomes, such as motivation, job satisfaction and productivity.

Role Clarity and Conflict

Learning's of role conflict and role ambiguity have classically delighted these variables as dimensions of role stress, focusing on whether, for instance, bigger levels of role conflict or role ambiguity lead to bigger role stress and, on the other hand, whether advanced levels of role clarity lead to dwindling role stress. Various literature treated role ambiguity as a stressor, with some even cataloguing it as such.

Staffing

Staffing mostly includes Recruitment-Selection, Induction-Orientation and Work Scheduling. Conventionally, recruitment has been conceptualized as the organizational procedure that precedes selection. More specifically, recruitment has been portrayed as the process of generating pools of applicants for job vacancies; and selections as the process of choosing from among those applicants. Recruitment has been regarded as an attraction activity, selections as a screening or winnowing activity more recently, recruitment and selection have come to be regarded as less distinct activities.

Induction and Orientation

Most organizations provide some form of induction, orientation, or socialization programmed to new recruits. These programmes may be conducted in various ways, depending on the requirements of the position and the organization.

Work Scheduling

Organizations use a variety of forms of work arrangement to carry out their route for activities. Some work schedules are driven by function, for example round-the-clock running of hospitals or factories, demanding the use of shifts. Other forms of work scheduling are intended to enhance the work experience of employees by, for example, making a more family-friendly environment through HRM practices, such as flex time and compressed work weeks

Training and Development

When learning proceedings planned in a methodical style which are correlated to events in the work environment, are called training programmes. Employees acquire various skills and knowledge through the training programmes. Organizations investing heavily in training programmes have become a trend in itself as at the end of the training programmes the improved performance is measured in terms of firm performance. Individual, Career and Quality training are the widely provided training programmes imparted to the employees. The present study covers all these three types of training programmes

Compensation and Benefits

Compensation can be in cash or benefits, including health care, a paid vacation or a company car. Recompense systems differ within and across organizations in their mix up. A few organizations pay all employees a base salary whereas others use uneven pay where a number of portions of employees' pay are uncertain. For example, performance-related pay refers to a number of pay programmes that link pay to the individual, group and organization level performance measures. Pay programmes that persuade pay mix are merit pay, incentive pay, gain sharing, profit-sharing and stock options. Pay can also be described in terms of its level, i.e. how much organizations pay for specific jobs, and in terms of its structure which refers to the nature of pay differentials within an organization. Payment systems can influence attitudes and behaviours of employees, and which employees are attracted to the organization and which decide to leave. Organizations use an array of compensation and reward plans as an instrument for weighting abundant objectives of fundamental organizational interest. For this, various types of compensation and reward systems that have been examined by the researchers are different incentive plans, bonuses; employee stock option plans (ESOPs), gain sharing, merit-based pay, performance-related pay, earnings-at-risk plans and perceptions of pay fairness.

Pay

The main distinction between benefits and pay is the type of monetary rewards and other rewards like merit pay, performance pay, pay at risk, etc. is that incentives to much extent did not affect salary. The entire focus of these types of concepts is rather to encourage employees to perform better for gaining monetary awards over and above their base pay.

Employee Family Friendly

The term 'work and family' or the 'family friendly workplace' is one that recognises the nonworkplace family responsibilities of its employees and develops and implements policies that allow employees to simultaneously fulfil work and family responsibilities.

Performance Appraisal System

There is no universally accepted definition of performance management, and it is sometimes used simply to refer to 'performance appraisal' or to 'performance-related pay'. However, it is increasingly coming to mean a general, integrated HR strategy that seeks to create a shared vision of the purpose, aims and values of the organization, to help each individual employee understand and recognize their part in contributing to them, and, in so doing, to manage and enhance the performance of both individuals and the organization. Typically, elements of such a strategy will include developing the 'mission statement' and business plan, objective setting and other methods of performance measurement, appraisal, performance-related pay and various approaches to enhancing internal communication.

Firm Performance

Firm or Organization Performance has number of parameters. There are many ways to measure firm's outcomes, but the one suggested by Dyer and Reeves (ix) has gained tremendous momentum. According to him, the performance can be measured into four distinctive criteria's as HR or Employee outcome, Organization or Firm outcomes, financial outcome and Market Growth outcome.

The performance parameters included in the present study are:

- HR Outcomes like Job Satisfaction, Absenteeism and Turnover
- Organizational Outcomes like Employee Productivity, Quality of Product and Quality of Service

1.3 PROBLEM STATEMENT

One of the areas of business organization affected by the internationalization of businesses is Human Resource (HR). As the business is globalised, the process and factors of HR concept have also become global. Globally competitive organizations will depend on the uniqueness of their human resources and the

systems for managing human resources effectively to become successful. Indian organizations are also witnessing a change in systems, management cultures and philosophy due to the global alignment of Indian organizations. BPO is one of the most booming sectors in the Indian industry. Since its inception, the Indian BPO industry has grown at a constant annual rate of 40-50 per cent within a couple of years. With the increased outsourcing by global companies, Indian employees needed to work during night hours to coincide with the business hours of the US and the U.K., the work become more stressful and also the employees feel isolated from society. These factors gradually put pressure on the employees, resulting in increased employee attrition. Attrition causes huge loss to the company, not only in terms of manpower but also in monetary terms. Attrition is like rust. The issue of employee attrition/ turnover has been found to be making huge economic impact on the organizations. The average costs of replacing today's depleting work force are eating away the profitability of even the healthiest organizations. As per the NASSCOM's recent statement we understand that the BPO companies can choose to have their operations in tier II cities, where they will get labour, space and other resources to carry on their business operations at a reasonable price, as manpower and land has become very expensive in tier I cities.

“To know and study the impact of HR practices and Employee Performance, Organizational Productivity of organizations.

1.4 OBJECTIVES OF THE STUDY:

Primary objective:

To examine the Impact of hr practices on employee performance in the BPO Sector using Altruist Technology Private Limited company in UP State, Noida as the study area.

Secondary objectives:

- I. To study the relation and/or impact of or linkage between HR practices and Employee performance of Altruist customer management PVT limited
- II. To identify the HR factors that differentiate the organizational commitment of respondents as affective form, continuance form or normative forms.
- III. To study HR coordination and harmonious functionality within, and between different departments by making appropriate decisions about human resource planning, recruitment, evaluation, rewards, training and improvement and staff associations that are reliable and sustain the business strategy.
- IV. To know major HR Practices Prevailing in Altruist customer management PVT limited.
- V. To Study Employee performance of Altruist customer management PVT limited

1.4 NEED OF THE RESEARCH

The BPO industry is being looked upon as a big employment generator. It is, however, no easy task for an HR Manager in this sector to bridge the ever increasing demand and supply gap of professionals. He has to find the right kind of people who can keep pace with the unique work patterns in this industry. Adding to this is the issue of maintaining consistency in performance and keeping the motivation levels high, despite the monotonous work. The toughest concern for an HR Manager in India is, however, the high attrition rate which is approximately 30 to 35 % at present. Most research in the BPO sector has addressed only problems related to its environmental analysis like challenges, growth and opportunities, the problem of attrition, the HRM systems, and issues of job stress, job satisfaction, individual performance, the biographical variables, organisational social capital, situational factors etc. Research done in the area of organizational commitment and its connectivity to attrition has been discussed in domains such as Software industry

(Paul A.K. and Anantharaman R.N. 2004), public sector organization (Emanuel Camilleri 2002), Malaysian Engineers (Rajendran Muthuveloo, & Raduan Che Rose 2005), education (Raman R. 2006), oil industry (Okpara 2006), government ministries (Al-Ajmi 2006), labour market (Brown et al. 2007) in the tier I cities across the globe but not much inclusive and structured work has been done in the domain of BPO sector. Literature review has also shown how various researchers have identified reasons behind the escalating problem of attrition and many of them have suggested recommendations to combat it. Prakash S. and Chowdhury R (2004), had undertaken a study on “Managing Attrition in BPO”. Many researchers have also worked on various domains like the HRM systems and practices (Budhwar et al. 2006). However, no systematic and comprehensive work has been found that collaborates all the facets viz. attrition, retention, employee commitment through HR practices to combat the most smoldering problem of the present times i.e. attrition in BPO companies functioning in tier II cities like Coimbatore. Another interesting thing that emerged from prior researches and focused group interviews taken for pilot survey is that reducing attrition may not always mean increasing retention. Attrition may reduce if the negative characteristics of the job are taken care of. However, that does not mean employees increase their willingness to stay in the same organization. Looking at the big picture of the much realized potential of the BPO industry in Coimbatore city and the impending curse of attrition in this sector, it can be confidently said that the problem cannot be overlooked. There is a dire need of tackling the problem of attrition in the BPO industry of Coimbatore city and for this HR practices have been chosen as an effective tool. There is need to develop a concurrent strategy, an innovative development paradigm that can be utilized to curb the ever-increasing attrition rate in the BPO industry.

Thus the need for this study can be clearly defined in two points:

- a) Attrition is a burning problem for the promising BPO industry, especially because it fails to tap full utilization of the human resources and as a result it wastes much of its time, money and other resources.

- b) Absence of clarity on the critical HR factors leading to lack of organisational commitment. Keeping these in view, an attempt is made through the research to understand the relationship among HR practices, Organisational Commitment and attrition.

1.5 SCOPE OF THE STUDY

The core of knowledge-based industry is the people and its success definitely depends on the quality of available talent. In order to implement a successful business strategy to face global challenges, organizations must ensure that they have the right people capable of delivering the strategy. This research is designed to study the nature, state and the critical factors influencing organisational commitment leading to high employee attrition in the BPO companies (Altruist customer management Pvt limited) located in the Noida.

Specifically the study investigates the critical HR factors leading to employee commitment in a BPO organization and its effect on employee attrition and suggesting remedial measures to address the high attrition problem.

- ❖ Geographical scope: It is confined to the boundaries of different selected BPOs in Coimbatore city.
- ❖ Topical scope: This research will cover the study of HR practices, Organisational commitment, attrition and proactive retention methodologies.
- ❖ Analytical scope: It will fulfil the objectives of the study and testing of hypothesis
- ❖ Functional scope: This will offer a set of meaningful suggestions for improving employee commitment and reduce attrition rate. Further research can be conducted by adding a few more facets to it.
- ❖ The study can be replicated in other sectors where attrition has become a common problem, like hospitality, infrastructure, retail, education etc. as intrinsic motivation becomes a pillar for performance, loyalty and eventual sustenance almost everywhere. IT industry has close similarities with that of a BPO industry with an equally alarming rate of attrition. Also the researchers

and practitioners can adopt the methodology followed in the present research for designing and validating the HRD instruments.

Foundation for the Study- Research Gap

From the chapter 1, it is clear as to what extent Altruist Customer Management Private Limited and its contribution is important to Indian economy as it is one of the fastest growing industries and one of the major industries where employment opportunities are generated. Being important industry where talented and skilled workforce is employed, for the industry, it is a major challenge to provide HR facilities and post that more challenging task is to retain the talent as the industry is very dynamic in nature. After a detailed discussion on empirical research, the literature also supports that in order to achieve better organizational performance, better or high quality of HR practices should be provided to resources. The firms can achieve better results only when HR as a discipline is perceived valuable in terms of uniqueness, evenness, and harmony and this can drive the firm to better research as foundation laid by Bowen and Ostroff(ii). After undergoing for about more than hundred empirical research, the conclusion given by Boselie JP, Dietz G and Boon C(iii) is that the bundle of HR practices positively “matters” the organizational performance. However very few researches have been done to explore the linkages between HR practices and firm performance, in the company and hence this builds the foundation for present study.

Thus, based on the detailed literature review, the foundation of the study is as under

- There is lack of knowledge on out of an array of HR practices provided to the resources, which ones are important for employees' point of view
- There is lack of information about impact or linkages between HR practices and Employee Performance and Organizational Productivity
- There is lack of information about how size of the firm affects HR practices and Employee

Problem Statement

- “To know and study the impact of HR practices and Employee Performance, Organizational” Altruist Customer Management PVT LTD.

Research Questions

- ✚ What is the major HR practices prevailing in the Altruist Customer Management PVT LTD.
- ✚ Does there exist any relation between and/or impact of these HR practices and employees working with the same organization?
- ✚ Does there exist any relationship between or impact of these HR practices and Employee or HR Outcome?
- ✚ Does there exist any links between or impact of these HR practices and Organizational Outcome?
- ✚ Does there exist any impact of or linkages between HR practices and Organization? Do HR practices have an impact on Employee or HR Outcome which have further relation to Organizational Outcome?

1.6 SIGNIFICANCE OF THE STUDY

India is in the forefront of the rapidly evolving Business Process Outsourcing (BPO) market and is well established as a ‘destination of choice’ among global outsourcers. And global companies are turning towards tier II cities like Coimbatore for establishing their business as costs in tier I cities are increasing rapidly. This will bring in holistic growth for India. The BPO industry has, in the last decade, been probably the most attractive sector to work in. It could gather the best talent. The challenge now is to safeguard and build on this prime position. Attractive compensation, challenging assignments, good working conditions and growth

opportunities are amongst the main determinants of “where talent be attracted”, along with the inexpressible “glamour value”. Hence taking care of these parameters is a necessary task for the IT industry. It is true that the Indian BPO sector is witnessing an unprecedented boom but the flip side of this cannot be ignored. For some time, the Indian BPO industry has been battling certain complex problems such as labor attrition, poor infrastructure and lack of data protection laws. In today’s competitive world, skilled workforce is an asset which has to be leveraged for enhancing organizational performance. There are numerous possibilities for human resources to look for better opportunities elsewhere, which reduces the overall performance of the organization. Organization not only has to make extra efforts to identify the right replacement but also has to give sufficient period for the individual to perform. The organization has to make pro active efforts to retain people as retention is a crucial issue in a BPO firm. The present study attempts to explore the HR practices of BPOs operating in Coimbatore District and the impact of Organizational commitment on employee attrition. As Coimbatore is the selected place for various reasons among tier II cities by most of the MNCs, it is essential to address the issue of attrition and improve the level of organizational commitment for better development of the employee, organization and society.

As following outcomes will be derived from the present study, the study is significant

1. Essential HRM Practices Experienced in BPOs Firms
2. Diverse HR Related Performance
3. Assorted Organizational Related Productivity
4. Exploration of HR Practices and Employee Retention relation
5. Relation Between HR Practices and Absenteeism, Turnover, and Satisfaction
6. Impact of HR Practices on Customer Service, Service Quality, and Product Quality
7. An insight into HR Practices affordable and Firm Size

CHAPTER 2

LITERATURE REVIEW

Aldrin, Regina (2015), A study on human resource management in companies problems and prospects (Unpublished Doctoral Dissertation).

Sardar Patel University, India Objectives: The study tried to look into the following aspects of BPO industry and these have been kept as the objectives. They are: (a) To comprehend the general working dynamics of BPO industry.

(b) To profile the human resource issues related to BPO.

(c) To segregate issues that significantly impact employee turnover based on primary research and

(d) To conduct diagnostic analysis of the significant issues. The sample for this study consisted of current employees and few former employees from the BPO industry spread across geographic areas where there is a concentrated prevalence of this industry.

The data was collected from employees of 10 different organizations spread across Bengaluru, Hyderabad, Pune, Ahmedabad and Gandhinagar. A total of 147 completely filled in questionnaires were used for the study. The findings of this study have a number of implications for practitioners and academicians with interest in the BPO industry. The work set-up of Indian BPO is highly structured and controlled.

Thus, there is a greater emphasis on formal and guided customer interaction in order to ensure total customer satisfaction as well as confirmation to the service level agreements. Interestingly, the study also found that the HR function in the surveyed BPO companies was striving to align the HR practices to their business goals. This is very much unlike the traditional Indian companies, where HR as a function still plays a reactive role.

Sheikh and Rehman Mohsin (2012), A study on the strategic role of HR in IT industry with special reference to select organizations in Pune city (Unpublished Doctoral Dissertation).

University of Pune, Pune, India. Objectives: The objectives of the study were as follows –

- a) To assess the quality of the human resource functions in information technology organizations.
- b) To find out the extent to which the strategic role is performed by the human resource function in information technology organizations.
- c) To find out whether there is any variation between the operational and strategic role of human resource function across these organizations.
- d) To compare the perception of the human resource functions role by employees and human resource department staff.

M. J. Jamees, (2012), A study on human resource management in BPO with special reference to high employee attrition (Unpublished Doctoral Dissertation). Kannur University, Kannur, Kerala, India.

Objectives: a) To study the variation in factors causing high employee attrition among different areas of BPO. b) To study the variation in factors causing high employee attrition between the states of Karnataka and Kerala. c) To study the variation in factors causing high employee attrition between national and multinational BPOs. d) To study the variation in factors causing high employee attrition among the respondent's age groups. e) To study the relationship between maximum number of hours worked and the 20 employee attrition. f) To study the difference among the designation groups towards employee attrition. g) To identify the critical factors causing high employee attrition in the BPO sector. h) To study the similarities and dissimilarities between the states of Karnataka and Kerala among the employee attrition factors. i) To study the reasons for stress and rank them in the BPO work environment.

M Sukanya (2011), Talent management strategies and challenges in the competitive era: a study of select software & BPO companies in India (Unpublished Doctoral Dissertation). Jawaharlal Nehru Technological University, India.

Objectives: This Study aims to investigate the importance, process and present situation of managing talented employees in the sectors of IT and BPO. Human Resources Managers of select two IT and two BPO companies each took part in interview regarding the needs, recruitment, tools and management approaches of talented employees. Findings: The study revealed that having talented employees helps the firms to drive and compete, but it is difficult to acquire such people. In the recruitment of new employees, personality and interpersonal skills were more important than educational background because candidates were deemed to be expert in specific sciences, so, what a candidate must have is personality matching the company's culture, especially the characteristic of working as a good team member.

Meena S & Dr. Sakthivel Murugan (2013), "Understanding Present Life Style and Culture of BPO employees", ZENITH International Journal of Multidisciplinary Research, Vol. 3, No. 42, Pp. 318-322.

Organizational competitiveness is determined by its ability to meet changing customer needs better than others. In a society changing rapidly under the influence of a number of socio-techno-economic factors, it is almost impossible for any one organization to build competitiveness on all the value links. We are used to a less than perfect situation. However, new paradigms created by the Internet and several physical infrastructural components have opened up new possibilities for redefining value networks. The rapidly emerging scenario has multiple implications for the Indian BPOs in general. Since political compulsions often overtake techno-economic logic, and economies of developed nations are still in a recessionary phase, preserving jobs at any cost is an attractive slogan for them, particularly in an election year. Hence, processes that involve substantial job losses are not likely to be outsourced en masse unless the firms are desperate to do so for reasons of survival. In any case, the Indian BPO firms have to consistently prove their

capabilities to deliver and create near indispensable situation for the parent to survive without them. This will not only involve growing technical and domain expertise but also refinement in systems and practices while keeping costs under control. In essence, BPO firms have to manage their consolidation and growth challenges simultaneously.

Connor O' Christine & Srinivasan Sanjeev (2010), 'Influence of Employment Type on LMX, Organisational Commitment and Job Satisfaction', Employment relations record, Vol. 10, No. 2, Pp 75-93.

This study tested the impact of casual employment status on job satisfaction, organisational commitment and Leader Member Exchange (LMX) in an IT service sector; the quality of the LMX relationship; levels of job satisfaction; and levels of organisational commitment experienced by the two groups of employees are tested. The quality of relationship between a subordinate and supervisor falls into two distinct categories, termed as high or low quality exchanges, also referred to as the “in-group” or “out-group” respectively. LMX theory asserts that subordinates are either in the “in-group” or “out-group”. Employees in the in-group have higher levels of job freedom, added responsibilities, trust and preferential treatment. This is in exchange for high levels of loyalty and commitment to their supervisor. This form of social exchange or reciprocal obligation is formed over time and is to the benefit of both. The results do not support the hypotheses that the nature of the employment status will influence the LMX relationship. Both casual and permanent employees had an equal chance of being in either the “in-group” or “out-group”. The results support the hypothesis that casual employees would have lower levels of job satisfaction as compared to permanent employees. The results do not support the proposition that casual employees who were part of the in-group or shared a high quality relationship with their supervisors would exhibit higher levels of organisational commitment as compared to permanent employees who were also part of the in-group. There was no support for the hypothesis that casual employees who were part of the out-group would have lower levels of organisational commitment as compared to permanent employees who were also part of the out-group.

Normala & Daud (2010), Investigating the Relationship between Quality of Work Life and Organizational Commitment amongst Employees in Malaysian Firms. International Journal of Business and Management, Vol. 5, No.10, Pp. 75-82.

The research investigated the relationship between Quality of Work Life and Organisational Commitment amongst Employees in Malaysian Firms. The Quality of Work Life (QWL) of employee is an important consideration for employers interested in 28 improving employees job satisfaction and commitment. Seven QWL variables namely growth and development, participation, Physical environment, supervision, pay and benefits and social relevance were examined to determine their relationship with Organisational commitment. The results showed that there was a relationship between QWL and Organisational commitment. The objective of the article is closely related to the present research which had given a lead to recognize the impact of QWL on OC.

Rangriz Hassan & Nehrabi David (2010), "The relationship between Emotional Intelligence, Organisational Commitment and employees performance in Iran", International Journal of Business & Management, Vol. 5, No. 8, Pp. 50-56, www.ccsenet.org/ijbm

This paper deals with reviewing the relationship among Emotional Intelligence, organisational commitment and employees' performance in Iranian Red Crescent Societies (IRCS). The paper aims to empirically examine this relation. Emotional Intelligence is independent variable, and Organisational Commitment and Employees Performance are dependent variables. Age, gender, and education are control variables. Statistics society consists of some managers and employees 21 and 95 members respectively. A hypothesis has been examined in this paper by using Kruskal-Wallis, Mann-Whitney U experiments and binominal test and Spearman's coefficients results are obtained. The findings are considered that there is a significant relationship between employees' Emotional Intelligence, organisational commitment and their performance. The findings also make that managers' Emotional Intelligence does not affect on employees' organisational commitment and their performance. In addition, the findings prescribe that there is

no significant difference between male and female employees' Emotional Intelligence, organisational commitment and their performance. Also there is no significant difference between managers' and employees' Emotional Intelligence. The results indicate that Emotional Intelligence plays an importance role in the organisational commitment and employees' performance, even in other organisations like Iranian Red Crescent Societies.

Chakravorty B.,(2015) 'BPO E-Sat 2005', Dataquest, Pp. 22-28, Available at www.iseva.com/news-events/downloads/iSeva-The-preferred-employer.pdf,Last accessed July 22, 2010. Conducted a survey to investigate the reasons of stress in workplace concludes that stress is an integral cause of employee turnover and depleted productivity.

Sheilds and associates (2015), Awards ought to be founded on contrasting requirements of workers as certain representative's lean toward monetary compensations while others are more inspired by different motivations like house, vehicle, paid occasions. From the assertion above, clearly a productive award framework should join both money related and non-financial prizes and motivators to fulfill the necessities and assumptions for workers towards the executives and reward system.

Armstrong (2013), an award framework is viewed as a program created to give appreciation to superior workers and give motivating forces to low entertainers to build their profitability. Also, reward systems have been distinguished as perhaps the best factors to boost worker work execution.

Beth Ellyn Rosenthal (2008). Why is the Attrition Rate at Indian BPOs 23.5 Percent? A Hay Group Study: from <http://www.outsourcing-bpo.com/attrition.html> - accessed on 23rd August 2009.

Objective: To analyse why the Attrition Rate at Indian BPOs is 23.5 Percent, when compared to the general market. Findings: Key findings of the paper include: a) The attrition rates at Indian BPOs are an important criterion as outsourcing buyers determine the best location for their offshore work. b) The remuneration structure is not as competitive in BPO firms as they are in the rest of the Indian market, c) The short-term variable pay was just four percent last year while the rest of India's workers enjoyed 10 percent, d) the attrition rate at BPOs in the year 2008 was 23.5 percent compared to 15 percent in the general market and e) the benefits package mainly focused on retirement benefits, which is a disconnect since most of these workers are in their twenties.

Managing Attrition in BPO Industry (2008), article published in www.managementparadise.com - accessed on February 10th, 2009.

Objectives: a) Whether business process outsourcing (BPO) industry in the country is facing the challenge of finding quality human resources given the current attrition rate. b) What measures that the company has to take to train the manpower through which they will be equipped before entering in to BPO and perform effectively Findings: Found that the business process outsourcing (BPO) industry in the country is facing the challenge of finding quality human resources given the current attrition rate of around 50 percent. Keeping low attrition levels is a major challenge as the demand outstrips the supply of good agents by a big margin. In order to ensure a consistent flow of trained manpower in the future, the industry needs to work with the government to introduce courses at school and college level, which are in line with the requirements of the BPO industry.

The study by Perron et al., (2006) examined importance of environmental training in promoting business value. This study involved a multiple case study approach wherein it was observed that two different companies were compared to identify the effectiveness of a developed environmental training program. It is observed that one company developed a training program for all their employees while the other was

considered as a control which offered no training. From the results of the study it was identified that despite training presented to one group the level of knowledge with respect to environment management system was similar among employees of both the companies. This is despite the amount of investment that has gone into green training for employees of one company. The authors conclude that it is vital to develop specialized and customized environmental training programs to suit the needs of the organization and also identified the need for development of validated instruments to evaluate the resultant training.

Daily et al., (2007) conducted a study on EMS training framework and its relation to practices of HR in the organization. This study was empirical in nature as a survey was conducted among 437 employees. From the results of the survey it was identified that the formation of an effective green management system was directly dependent on environmental training. The study concluded that in order to manage effective green HR practices it is vital to promote environmental training in an organization as it presents essential knowledge for promoting green teams in an organization and presents them with the ability to deal with the different issues which emerge as a result of problems related to environment and the associated opportunities.

The cluster of researchers Latham and Wexley (xiv); Snell and Dean (xv); Ladoan d Wilson (xvi) ; Terpestra and Rozell (xvii); Koch and McGrath (xviii); Pfeffer (xix) believes that HRM practices such as selection, training, work environment and performance appraisal may enhance the competence of employees for higher performance, and the ultimate goal of a business organization is maximum financial performance or maximum of wealth for stake holders as per Horngren et al (xx), and Becker and Huselid (xxi)., nonetheless, attaining the organization's goals depends upon the extent to which its organizational performance is reached Katou and Budwar (xxii). According to, Dyer and Reeves

Katou and Budwar (xxiii)- the challenge for any organizational performance is generally indicated by the effectiveness of an organization to achieve its objectives and efficiency to use the resources properly, satisfaction of employees and customers innovation, quality products and services, and thereby ability to maintain unique human pool. **As per Bratton &Gold, 1999(xxiv)** there are four top models of HRM which has relationship or linkages with organizational performance such as the Fombrun, Tichy, and Devana, Harvard, Guest and Warwick Model of HRM.

Many researchers have recognized numerous HR organizing practices that significantly influence performance. **Pfeffer (1994) supported the employ** sixteen HRM-related implementations to attain better performance.

Delery and Doty (1990) classified seven human resource interconnected practices. Most of researchers have resulted that cluster of HR practices had significant affect on performance than those individual practices functioning in segregation (Arthur, 1994; Baron and Kreps, 1999; Huselid, 1995; MacDuffie, 1995). In other words, an effective employment of those particular practices fallout in high performance transversely all nature of organizations or state. As will be explained, in this study, researchers" utilize three HR practices that they presume influence employee performance. Paauwe (1998) and Guest (1997) found that performance is a comprehensive and multipart observable fact.

Tessema and Soeters (2006) have conducted study on eight HR practices consist of staffing and assortment procedures, selection practices, guidance, reward, promotion, and employees" performance, complaint procedure and allowance or social security in relative with the perceived performance of employees. Qureshi et al. (2006) conducted research related to Pakistan regarding impact of human resource practices on organizational performance and concluded that HR practice system influence business performance through outcomes of employees.

Compensation is a process of providing monetary value to employees for the work they performed. Compensation can be used to hire skilled employees, reward the

performance, encourage company loyalty by reduce turnover. Compensation may include Basic Pay, Overtime, Bonuses, Travel/Accommodation Allowance, Stock Options, Medical Allowance, Commissions, and Profit Sharing. A recent study conducted by Hay points out that 20% employees plan to switch their current positions in at least five years. Employee retention turnover has become a more prominent aspect of organizational life. The implementation of retention compensation strategies has seen significant growth over the last several years.

A study conducted by Frye (2004) show positive relationship between compensation and organization performance. Frye (2004) reported that compensation strategies play an important role in recruiting and retaining skilled employees. Most of the firms used Performance-based compensation to reward employees (Collins and Clark, 2003). Performance-based compensation positively influences employee's performance (Brown et al., 2003).

A research study by Huselid (1919) showed a significant relationship between compensations and employee performance. An effective HRM strategy is to integrate performance and compensation system that enhance employee's will to work effectively and efficiently (Wright, 2003). Teseema and Soeters (2006) indicate a significant correlation between compensation and employee's performance. It is important that employer view compensation practices in a favorable light as compensation practices heavily influence employee recruitment, turnover and productivity.

Chapter 3

RESEARCH METHODOLOGY

Research methodology is the specific procedures or techniques used to identify, select, process, and analyse information about a topic. In a research paper, the methodology section allows the reader to critically evaluate a study's overall validity and reliability. The methodology section answers two main questions: How was the data collected or generated? How was it analysed?

Types of Research Methods

Business research methods can be defined as “a systematic and scientific procedure of data collection, compilation, analysis, interpretation, and implication pertaining to any business problem”. Types of research methods can be classified into several categories according to the nature and purpose of the study and other attributes. In methodology chapter of your dissertation, you are expected to specify and discuss the type of your research according to the following classifications.

General Classification of Types of Research Methods

Types of research methods can be broadly divided into two quantitative and qualitative categories.

- ✓ **Quantitative research** “describes, infers, and resolves problems using numbers. Emphasis is placed on the collection of numerical data, the summary of those data and the drawing of inferences from the data”.
- ✓ **Qualitative research**, on the other hand, is based on words, feelings, emotions, sounds and other non-numerical and unquantifiable elements. It has been noted that “information is considered qualitative in nature if it cannot be analyzed by means of mathematical techniques. This characteristic may also mean that an incident does not take place often enough to allow reliable data to be collected”.

Types of Research Methods According to Nature of the Study

Types of the research methods according to the nature of research can be divided into two groups: descriptive and analytical. Descriptive research usually involves surveys and studies that aim to identify the facts. In other words, descriptive research mainly deals with the “description of the state of affairs as it is at present”, and there is no control over variables in descriptive research.

Analytical research, on the other hand, is fundamentally different in a way that “the researcher has to use facts or information already available and analyze these in order to make a critical evaluation of the material”.

Types of Research Methods According to the Purpose of the Study

According to the purpose of the study, types of research methods can be divided into two categories: applied research and fundamental research. Applied research is also referred to as an action research, and the fundamental research is sometimes called basic or pure research. The table below summarizes the main differences between applied research and fundamental research. Similarities between applied and fundamental (basic) research relate to the adoption of a systematic and scientific procedure to conduct the study.

Types of Research Methods according to Research Design

On the basis of research design the types of research methods can be divided into two groups – exploratory and conclusive. Exploratory studies only aim to explore the research area and they do not attempt to offer final and conclusive answers to research questions. Conclusive studies, on the contrary, aim to provide final and conclusive answers to research questions.

RESEARCH METHODOLOGY

Research in common refers to a search for knowledge. Research methodology is a way to systematically solve the research problem. It may be understood as science of studying how research is done scientifically. Sample Design: The sample design which is used in the study is convenience sampling.

The present chapter gives an overview of how the data was collected and analyzed. The current part also discusses how the samples were approached for the purpose of data collection. The empirical research mainly consists of data collected through structured questionnaire. The data was collected by adopting two different methods; first the data was collected through an interaction with Managing Heads or HR Managers and second was the questionnaire was mailed to the sample mentioned earlier. Major parts of the research methodology are problem statement, research design, sampling plan, questionnaire design, field work plan and analysis plan as per Rajendra Nargunkar(i). This the HR Manager's or Managing Head's view regarding HR practices being adopted by BPO firms. The study includes two main parts. One focuses on HR practices and second Firm performance. The present study is primary study of BPO firms of NOIDA and the data have been collected from 234 HR Managers/Managing Heads of the BPO firms. Structural Equation Modelling and other techniques have been used to analyse the linkages between HRM practices and Firm performance of BPO industry of the selected organizations. In spite, most of the firms in the industry provide better HRM practices though it becomes difficult for them to directly know the effect of the same over form performance in terms of HR outcome, Organizational or Financial outcome etc.

3.2 Foundation for the Study- Research Gap From the chapter 1,

it is clear as to what extent BPO industry and its contribution is important to Indian economy as it is one of the fastest growing industries and one of the major industries where employment opportunities are generated. Being important industry where talented and skilled workforce is employed, for the industry, it is a major challenge to provide HR facilities and post that more challenging task is to retain the talent as the industry is very dynamic in nature. After a detailed discussion on empirical

research, the literature also supports that in order to achieve better organizational performance, better or high quality of HR practices should be provided to resources. The firms can achieve better results only when HR as a discipline is perceived valuable in terms of uniqueness, evenness, and harmony and this can drive the firm to better research as foundation laid by Bowen and Ostroff(ii). After undergoing for about more than hundred empirical research, the conclusion given by Boselie JP, Dietz G and Boon C(iii) is that the bundle of HR practices positively “matters” the organizational performance. However very few researches have been done to explore the linkages between HR practices and firm performance, in the BPO industry and hence this builds the foundation for present study.

Thus, based on the detailed literature review, the foundation of the study is as under--

- • There is lack of knowledge on out of an array of HR practices provided to the resources, which ones are important for employees' point of view

- There is lack of information about impact or linkages between HR practices and Employee Performance and Organizational Productivity

- There is lack of information about how size of the firm affects HR practices and Employee Performance and Organizational Productivity relationship

Research Design

The research design is an arrangement of data collection and analysis of data in a manner that basically aims to combine the relevance to the research purpose. It is generally referred as the blue print for collection, measurement, and analysis of data. For the present study, Descriptive Research Design was used wherein the sources of data was both primary and secondary. Primary data collection method shall be discussed in length later on in current chapter only, but secondary data consists of available books, business journals, magazines, newspapers, annual reports and newsletters of various companies, websites, internet etc. The present study tries to understand the relationship/impact/linkage of attributes like various HRM practices on different firm performance outcomes

Research Approach

The overall orientation of the research is referred to as Research Approach. Quantitative research techniques after collecting numerical data use various analysis

techniques to arrive at some meaningful conclusion. The present study is Deductive Research as it involves theory testing linked to quantitative analysis and hence engages Quantitative research approach to determine linkages between HRM practices and Firm Performance of Altruist Customer Management PVT LTD.

Sampling Design

A sampling design is a definite plan for obtaining a sample from a given population. Sampling plan means the method, decided before the survey is undertaken, of selecting the objects out of the universe. It refers to the technique or the procedure a researcher adopts in selecting a sample and the sample size. For the present study, it was not possible to have a proper sampling frame as the exact data regarding a number of Altruist Customer Management PVT LTD companies in NOIDA was not available and hence for the present study, Non-probability sampling method of Quota Sampling is administered in the present study. The collection of data was further done on Convenience as well as Snowball type of sampling method.

Sampling Technique

Sampling techniques are broadly divided into two groups as probability sampling techniques and non-probability techniques. For the present study, as mentioned earlier, non-Probability type of Quota sampling technique with a mix of Convenience as well as Snowball sampling was established to be suitable for the present study. As per the convenience sampling technique, the researcher chooses the sampling units as per his/her convenience. And as far as Quota Sampling is concerned, two

staged elimination of judgemental sampling is implemented for the collection of data. Where in the former stage it consists of the development of control categories or quotas on the basis of population elements, the later stage consists of selecting sample elements based on convenience or judgment. For the present study this type of sampling was selected as the researcher got the contact information of the respondents to whom the questionnaire was mailed and for the accessible places, respondents happen to be present at right time and place. For another mix of Snowball sampling, the initial respondents are selected at random basis and the succeeding respondent is selected on the basis of reference given by previous respondent. Hence, Non-Probability type of Quota Sampling using a mix of Convenient as well as Snowball Sampling is used for the present study.

Sampling Unit

Sampling Unit is the object from whom the data will be gathered. For the present study, all the HR Managers/Managing Heads, Employee of Altruist Customer Management PVT LTD are considered as the sampling unit.

Sample size

A total sample size of 180 HR Managers/Managing Heads, Employee of Altruist Customer Management PVT LTD may be considered for the study. For this, the region of NOIDA.

Data Collection

For the present study, both primary, as well as secondary data sources, are used.

Period of Study

The period of study for conducting this research is 3months.

Area of Research

Geographical Area: NOIDA, UP

HR Managers/Managing Heads, Employee of Altruist Customer Management PVT LTD may be considered for the study. For this, the region of NOIDA.

Primary Data

A detailed questionnaire was prepared and mailed to HR Managers/Managing Heads, Employee of Altruist Customer Management PVT LTD of NOIDA. As the response rate of mailing the questionnaire through email is very less over other forms of collecting data, the questionnaire was personally administered on samples (via link) through google form survey. The advantage of personal interviewing (via link) over other methods is the researcher gets some other information pertaining to the respondent. Sometimes if the respondent has any query/doubt, it can be traced by the researcher.

Secondary data

The information was collected from various literature like Books, Journals, Magazines, Reports, News, Papers, websites and unpublished research work on business management were also used as secondary data sources.

Research Tool

Since this is a survey type of research, the tool used was a structured questionnaire. The data was collected through electronic mail or via link (google form) from the respondents placed distantly whereas one to one approach was used to collect data from the respondents placed nearby. The research tool was framed after having detailed discussion with the respondents having personal contacts as well as subsequent reference given by the initially selected respondents. During the stage of framing the research tool, HR Managers as well as Managing Heads employee of Altruist Customer Management PVT LTD, academicians and experts were

consulted to verify the validity of the content of the questionnaire, whose insight proved to be most useful in finalizing the research tool. The initial research tool had four different performance variables of HR practices, employee Outcome, impact of hr practices as well as Financial Outcome.

Details of Questionnaire

Primary data are the most important source for this study as it is given by the HR managers Managing heads of the BPO companies. The questionnaire was used to collect the primary data. So, preparation of questionnaire is one of the most important works for this study. Initially, a preliminary questionnaire was prepared based on expert opinion, views of few HR managers of BPO companies being interviewed. Literature has also been reviewed from previous similar studies. Pilot testing of this preliminary questionnaire was performed. After simplifying the language, final questionnaire was prepared for the study. This final questionnaire was in the English language. The questionnaire follows the specific format and each question with its objective is briefly discussed as under--- First two questions are introductory questions. The first serves the purpose whether the respondent being surveyed is an HR manager-Managing head or not and second serve the purpose whether the respondent is experienced or not. In order to make sure the respondent is at least HR manager/Managing Head/Employee or above level, he needs to have a handsome amount of number or years of work experience. This question describes the years of work experience in terms of options like less than five years, between five to ten years, between eleven to fifteen years, between sixteen to twenty years and more than twenty years. The second part of the questionnaire consists of the statements containing the matter of to what extent the HR managers agree to the level of HR practices being provided by their organization. The statements included employees performing non-repetitive jobs, employees using their independence regarding the kind of job they are expected to perform, importance of job rotation and teamwork, whether employees receive assignment without proper manpower or not, selection of new entrants is done on the basis of

competency test, recruitment advertisement is given to wider audience ie fair and transparent recruitment process is being followed, formal promotion policies are used for succession planning, formal exit interviews are being undertaken for employees leaving the organization to know the facts about attrition, enough time is given to newly recruited employees to settle down with their peer and subordinate, superior groups, whether employees are provided with various training like individual growth, personal development, career development, quality management training etc, whether organizations give proper induction to make employees cultural fit, whether employees receive performance related payments, and does employees receive various leaves like maternity, sabbatical, career leaves etc and **whether employees get various benefits like insurance, Medi-claim, health and safety, child care allowances etc. Flexi-hours, reduced working hours, work from home are the buzz words in this particular industry, so whether employees get benefit out of it, whether hectic schedules, shift timings** etc can increase the stress level amongst the employees or not, performance management system is equally important so whether **performance goals are clearly defined, peer group appraisal and 360 degrees appraisal is done or not, performance feedback is provided to the employees or not.** All of these **HR practices related questions were asked on a five-point Likert scale, ranging from Strongly Disagree to Strongly Agree.** The third part consists of statements related to performance and productivity. The statements included were Employee and organizational related outcomes. The statements included in Employee Performance were about absenteeism, turnover and job satisfaction. As already mentioned in the literature review earlier, **the scale here used was judgemental scale and subjective one. Respondents had to answer on the basis of choices like Yes, No and Maybe The criteria are specified in the bracket of each option.** Another set of questions were related to Organizational Productivity like the quality of product provided by employees, quality of service provided by employees and employees' productivity.

Brief of Independent, Dependent and Control Variables

Independent Variables	Dependent Variables	Control Variables
HR Practices Variables	Performance/Productivity	Organizational Individual Level Variables
• Work Design (Job Complexities, Job Demands, and Control, Job Rotation, Teamwork, Role Conflict/Clarity) • Staffing (Selection, Recruitment, Socialization, Work Scheduling) • Training and Development (Performance Training, Career Development Training, Induction, TQM Training) • Compensation (Pay, Incentives) • Family Friendly (Work-Life Balance) • Performance Appraisal (Goal Setting, Appraisal, Feedback)	• Employee Performance (Absenteeism, Turnover, Job Satisfaction) • Organizational Productivity (Product Quality, Service Quality, and Employee Productivity)	- Size of the Firm • Work Experience • Experience in Current Firm • Age • Educational Qualification • Gender

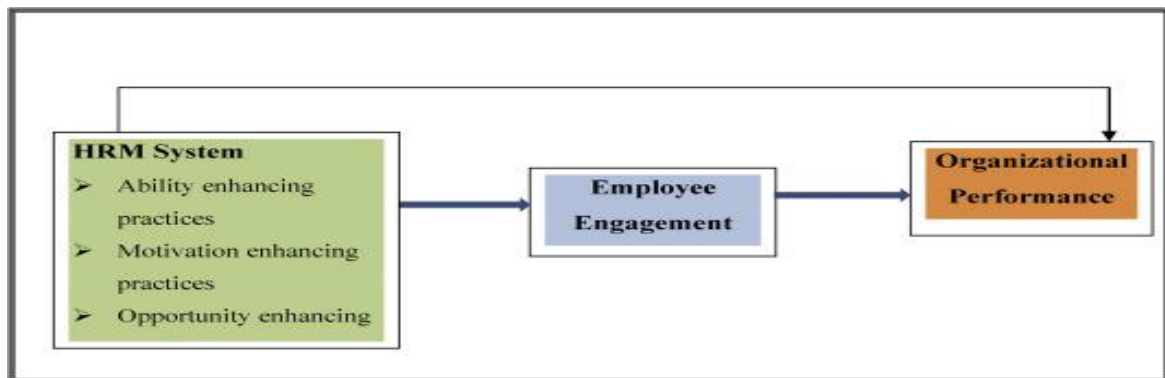
These variables were measured on a three-point of Likert type scale of Deteriorating, Stable and Improving. Fourth part consists of demographic statements like age, number of work experience in current organization, highest educational qualification and size of the organizations. Little personal information was kept as an optional like employee name and name of the organization. Brief about Independent, Dependent as well as Control Variables is reflected in above Table

Data Analysis Techniques

Raw data contained in the questionnaire needs to be converted into a suitable form so that meaningful findings can be obtained. For this purpose, data are to be coded and transferred from questionnaires to the designed format. Any mistakes in this format can seriously hamper the statistical results and the interpretations. Once the data are transferred properly, data analysis can be initiated. The data obtained against various questions from 180 valid respondents were properly coded and transcribed

into the designed format. Analysis of data is the process by which the data are converted into useful information. Raw data collected through questionnaire cannot be used unless it is processed in some way to make it amendable to draw conclusions. Different data analysis techniques were used to get the meaningful outcome from the data obtained against different questions of the questionnaires and transferred to the format. Decisions as to which of the statistical techniques should be used were made on the basis of the various criteria like (a) scales and other characteristics of the data, (b) objectives of the study, (c) characteristics of research design etc. following paragraphs provide a bird's eye view of various data analysis techniques, which have been used for overall analysis. Detailing of these techniques has been done in the fifth chapter at appropriated places for better understanding.

Proposed Model for Impact of HR Practices and Employee Performance



Hypothesis Defined

The present study tests various hypotheses, but a major hypothesis which forms the pillar of the study are defined here along with their vertebral literature review. These hypotheses were tested using Structural Equation Modelling Path Analysis of Latent Variables.

Impact-Linkages-Relationship

H1: There exists linkage between HR practices and Organizational

The present study focuses on studying relationship or linkages between HR practices and Organizational Productivity of BPO Industry. Many research studies in the past have been done in this line and length Guest (ix) another study in the same year was done by Paauwe and Richardson (x) which explored about the relation between afore said variables while another subsequent study was done by Guest et al (xi) and almost after half a decade Boselie, Dietz, and Boon (xii) also contributed their research in an extension to study the relationship between these variables. Khan(xiii) perceived that there exists a positive relationship between HRM practices like Effective Training, Selection, Rewards.

Performance Appraisal and Firm Performance like Product Quality and Productivity Efficiency which was considered to be an extreme study than that of “Black Box” study. The most important research study which explored that there exists a passionate linkage between HRM practices and Firm Performance like employee

productivity and with the help of this productivity firms can take an advantage of reduced costs which has a positive effect on the profitability of the firms by Seals et al (xiv). The researcher in the present study has concentrated on finding the impact of or linkages between HR practices and Organizational Productivity of selected BPO companies of NOIDA. Organizational Productivity included in the present studies is Product Quality, Service Quality, and Employees Productivity.

H2: There exist linkages between HR practices and Employee Performance

Jones and Wright (xv) in their major study concluded that there exists positive relationship between HRM practices like Recruitment and Selection, Compensation and Incentives, Training and Development, Performance Appraisal etc and Employees Performance like increased motivation, intention to continue with the same firm, increased high performers, punctuality, regularity, satisfaction, high involvement in assigned tasks as well as competency in performing their job etc. The researcher in the present study has focused on finding the relationship between HR practices and Employee or HR outcomes like decreased absenteeism, decreased employee turnover, increased job satisfaction which acts as a mediator between HR practices and final Organizational Productivity.

H3: Employee Performance mediates the relationship between HR practices and Organizational Productivity

Sarcastically known as “Black Box” study by Gerhart concluded mixed and unclear findings on conceptual clarity for impact of or linkages between HR practices and Employee Performance as well as Organizational Productivity and hence mediating or mediator variables are considered to know the relationship between HR practices and End or concluding organizational productivity variables Paauwe and in continuation of the concept, variables like retention, positive behaviour, increased organizational commitment, job satisfaction, etc, acts as mediating variables between HRM practices and firm performance . Different views were of as in the study effectiveness, efficiency, innovation, satisfaction were included but even this study financial performance was not included which can create a direct cause and effect among HR practices and Employee Performance, as well as

Organizational Productivity variables another researcher Wright et al, also concluded mixed and unclear outcomes.

Scale and Research Techniques

For the present study, the researcher has used the ordinal scale as the data regarding Dependent and Independent Variables were collected using three and five-point Likert type scale. Various tests like Frequency Distribution, Chi-Square Analysis, and Factor Analysis were conducted on HR practices, Employee Performance and Organizational Productivity. Normality was checked and as eighteen variables out of twenty-three variables data were normal, the researcher assumed the data to be normal and hence Parametric Tests were conducted to draw some meaningful conclusions on HR practices, Employee Performance and Organizational Productivity like ANOVA. To study the impact of HR practices and Employee Performance as well as Organizational Productivity, Latent Variable Path Analysis of Structural Equation Modelling was used.

Statistical Packages

The researcher had used two different styles of collecting primary data. The questionnaire was mailed to respondents located distantly, Google sheet – the data sheet which is equivalent to MS Excel is prepared for the responses which come from the questionnaire being mailed. Same Google sheet was then transferred to SPSS and various Analysis and Tests were conducted on the same. The physical form of the questionnaire was entered into MS Excel and then converted into SPSS sheet. SPSS was used for tests like Frequency Distribution, Graphs, and Charts, Cross-Tab Analysis like Chi-Square, Factor Analysis, and ANOVA. An addition feature to SPSS is AMOS, which helps to estimate, specify and assess models to demonstrate hypothesized relationship among various variables. Hence, the researcher has used AMOS to study the proposed model of the impact of HR practices and Employee Performance as well as Organizational Productivity using Latent variable path analysis of Structural Equation Modelling (SEM).

3.3 TOOLS FOR ANALYSIS:

- **Percentage analysis**

Research questions are always answered with a descriptive statistic: generally, either percentage or mean. Percentage is appropriate when it is important to know how many of the participants gave a particular answer. Generally, percentage is reported when the responses have discrete categories.

- **HYPOTHESIS ANALYTICAL TOOLS(SPSS)**

SPSS is a widely used program for statistical analysis in social science. It is also used by market researchers, health researchers, survey companies, government, education researchers, marketing organizations, data miners, and others. The original SPSS manual (Nie, Bent & Hull, 1970) has been described as one of "sociology's most influential books" for allowing ordinary researchers to do their own statistical analysis. In addition to statistical analysis, data management (case selection, file reshaping, creating derived data) and data documentation (a metadata dictionary is stored in the datafile) are features of the base software.

Tools used in this study for testing the Hypothesis (SPSS):

- ANOVA (F - Test)
- Regression
- Correlation

ANOVA:

An ANOVA test is a way to find out if survey or experiment results are significant. In other words, they help you to figure out if you need to reject the null hypothesis or accept the alternate hypothesis.

- when p value greater than .05 hence we reject the null hypothesis, and accept the alternative hypothesis.

“One-Way” or “Two-Way” ANOVA: One-way has one independent variable (with 2 levels). Two-way has two independent variables (it can have multiple levels) In my research

I am using **ANOVA:ONE WAY** to find the relationship between Impact of hr practices on employee performance with job title.

Regression:

Regression analysis is a quantitative research method which is used when the study involves modelling and analyzing several variables, where the relationship includes a dependent variable and one or more independent variables. In simple terms, regression analysis is a quantitative method used to test the nature of relationships between a dependent variable and one or more independent variables.

The basic form of regression models includes unknown parameters (β), independent variables (X), and the dependent variable (Y).

Regression model, basically, specifies the relation of dependent variable (Y) to a function combination of independent variables (X) and unknown parameters

$$Y \approx f(X, \beta)$$

Here Regression is used for to study the relationship between two variables (to achieve employee performance) impact with type of hr practice's s provided by Altruist.

Correlation:

Correlation is used to test relationships between quantitative variables or categorical variables. In other words, it's a measure of how things are related. The study of how variables are correlated is called correlation analysis.

Correlations are useful because if you can find out what relationship variables have, you can make predictions about future behaviour. The Correlation Coefficient A correlation coefficient is a way to put a value to the relationship.

Correlation coefficients have a value of between -1 and 1.

A "0" means there is no relationship between the variables at all, while -1 or 1 means that there is a perfect negative or positive correlation. Here Correlation is used for to study TO study the relationship between HR PRACTIES with employee performance.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

Percentage Analysis

DISTRIBUTION OF RESPONDENTS BASED ON AGE

Gender	Respondents	Percentage
Male	91	47.8
Female	86	50.5
Prefer not to say	3	1.7
Total	180	100

Gender
180 responses

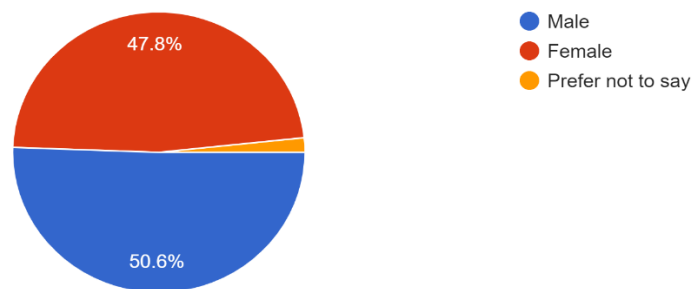


Chart 4.1.1: Gender of the respondents

Interpretation

From the above table it is interpreted that the number of male respondent is 50.5 % female respondent is 47.8 % and 1.7% prefer not to say.

Inference

Majority (50.5%) of the respondents are Male

DISTRIBUTION OF RESPONDENTS BASED ON AGE

Age	No. of respondents	Percentage
21-29	78	43.3
30-39	62	34.4
40-45	37	20.6
More than 50 years	3	1.7
Total	180	100

Source: primary data

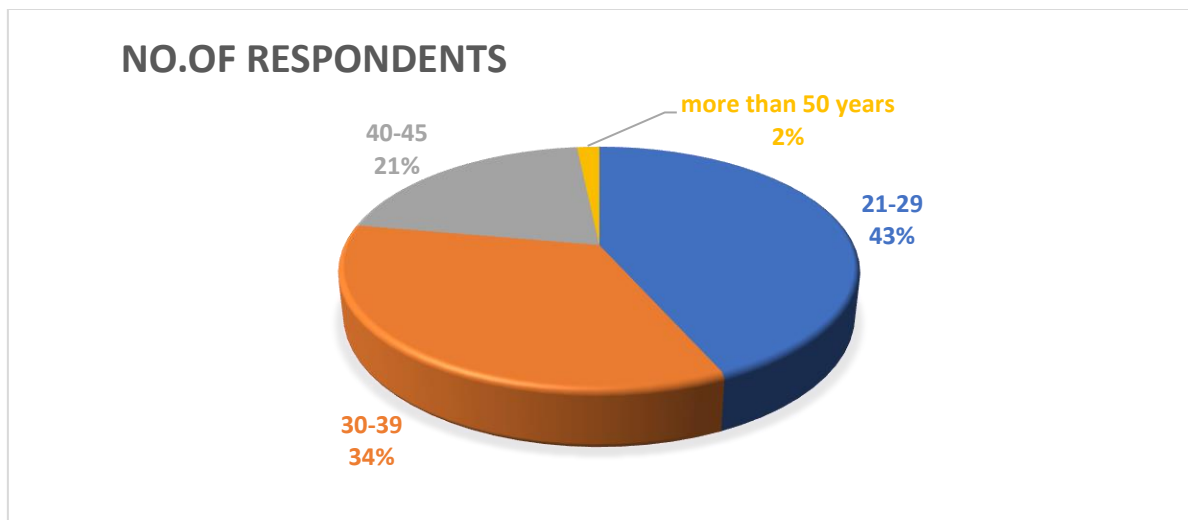


Chart 4.1.2: Age of the respondents

Interpretation

From the above table it is interpreted that the number of age 21-29 respondents of 43%, 30-39 is of 34%, 40-45 age respondents of 21% and more than 50 years is percentage of 2%.

Inference

Majority (43%) of the respondents are age between 21-29 years

DISTRIBUTION OF RESPONDENTS BASED ON Years of Work Experience in Altruist Customer Management India Private Limited

Years of experience	Respondents	Percentage
Less than 5 years	72	40
5-3 years	46	25.6
10-14 years	36	20
15-20years	20	11.1
More than 20years	6	3.3
TOTAL	180	100

Source: primary data

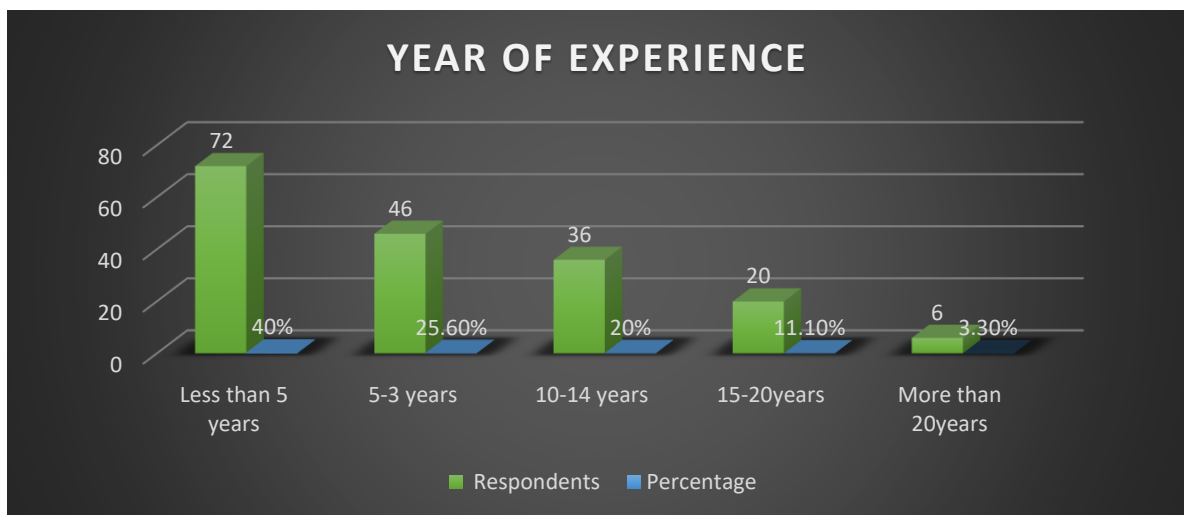


Chart 4.1.3: Year of experience of the respondents

Interpretation

From the above table it is interpreted that the Year of experience of the respondents of less than 5 years is of 40%, 5-3 years of 25.60% ,10-14 years of respondent 20% ,15-20 years of 11.10% and respondents of more than 20 years 3.30%.

Inference

Majority (40%) of the respondents are less than 5 years.

DISTRIBUTION OF RESPONDENTS BASED ON Educational Qualification

Qualification	NO. of respondents	Percentage
Diploma	26	14.4
Graduate	100	55.6
Post Graduate	54	30
Total	180	100

Source: primary data

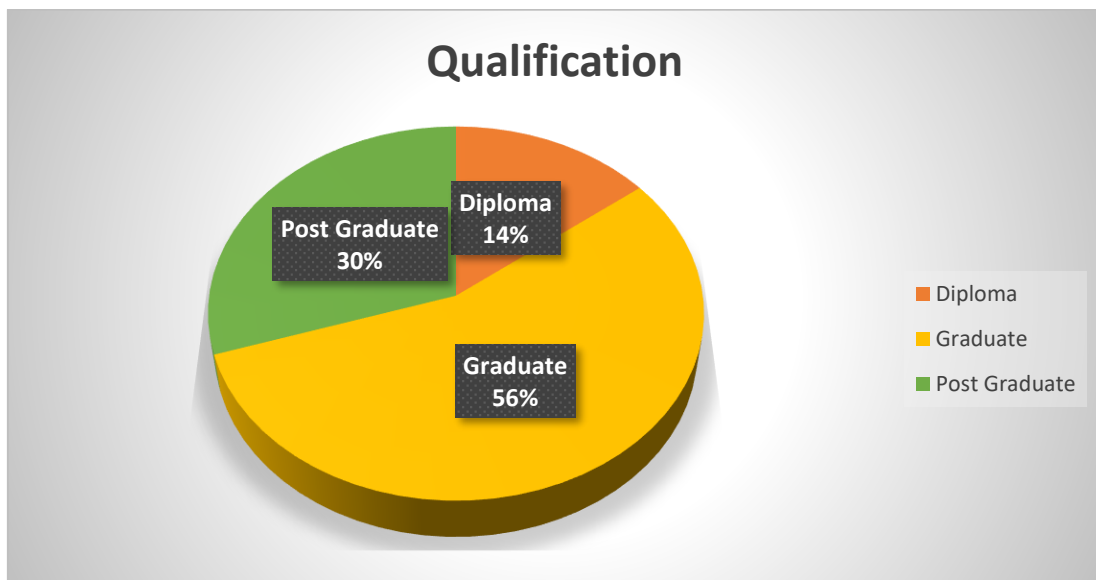


Chart 4.1.4: Qualification of the respondents

Interpretation

From the above table it is interpreted that the Qualification of the respondents is Diploma is of 14% Graduate is of 56% and Post graduate is of 30%.

Inference

Majority (56%) of the respondents are Graduate.

DISTRIBUTION OF RESPONDENTS BASED ON current job title

Current job title	Respondents	Percentage
Executive	39	22
Team Lead	40	21.7
Senior Manager	25	13.9
Management Level	34	18
Developer	27	16
Operation Level	15	8.4
Total	180	100

Source: primary data

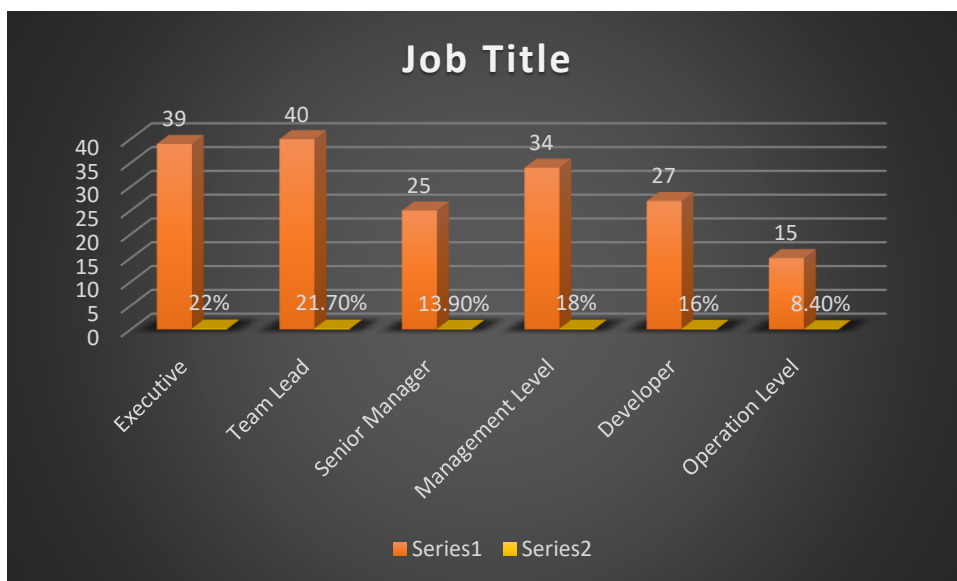


Chart 4.1.5: Job Title of the respondents

Interpretation

From the above table it is interpreted that the Job title of the respondents is executive of 22% team lead is of 21.70% Senior manager is of 13.90%, 18% is of Management level, 16% is of Developer and 8.40% is of operation level.

Inference

Majority (22%) of the respondents are executive.

How responsible has HR been to your questions?

Option	Respondents	Percentage
Extremely responsive	50	27.8
Very responsive	68	37.8
Somewhat responsive	46	25.6
Not so responsive	12	6.7
Not at all responsive	4	2.2
Not applicable	0	0
Total	180	100

Source: primary data



Chart 4.1.6: Responsible has HR of the respondents

Interpretation

From the above table it is interpreted that the Extremely responsive is of 27.8% Very responsive is of 37.8% ,25.6% Somewhat responsive, 6.7% is of Not so responsive, Not at all responsive is of 2.2%, 0%Not applicable.

Inference

Majority (37.8%) of the respondents are Very responsive.

Does HR reply to your emails?

OPTIONS	RESPONDENTS	PERCENTAGE
YES	158	87.8
NO	8	4.4
MAYBE	14	7.8
TOTAL	180	100

Source: primary data



Chart 4.1.7: HR reply to mail of the respondents

Interpretation

From the above table it is interpreted that the hr respond to mail of respondents are 88% respondents YES 4.4% is respondents NO and 7.8% respondents Maybe.

Inference

Majority (88%) of the respondents are YES.

Please select an appropriate answer option

PARTICULARS	Strongly disagree	Disagree	Neutral	Strongly Agree	Agree
HR has been instrumental in improving work environment	59	21	15	48	37
HR evaluates the policies periodically	5	74	21	48	32
HR helps in conducting events and other activities in the organization	6	23	71	42	38
HR keeps employees updated with changes in policies	1	30	32	75	42

Source: primary data



Chart 4.1.8: Respondents of HR PRACTICES IN ORGANIZATION

Interpretation

From the above table it is interpreted that the number of respondents were 59 % strongly agree of HR has been instrumental in improving work environment, 74% disagree with HR evaluates the policies periodically ,71% Neutral with HR helps in conducting events and other activities in the organization and 75% is strongly agree with HR keeps employees updated with changes in policies.

Inference

Majority (75%) of the respondents are strongly agree with HR keeps employees updated with changes in policies.

Did HR behave professionally with you while addressing your concerns?

OPTIONS	RESPONDENTS	PERCENTAGE
YES	162	90
NO	8	4.4
MAYBE	10	5.6
TOTAL	180	100

Source: primary data

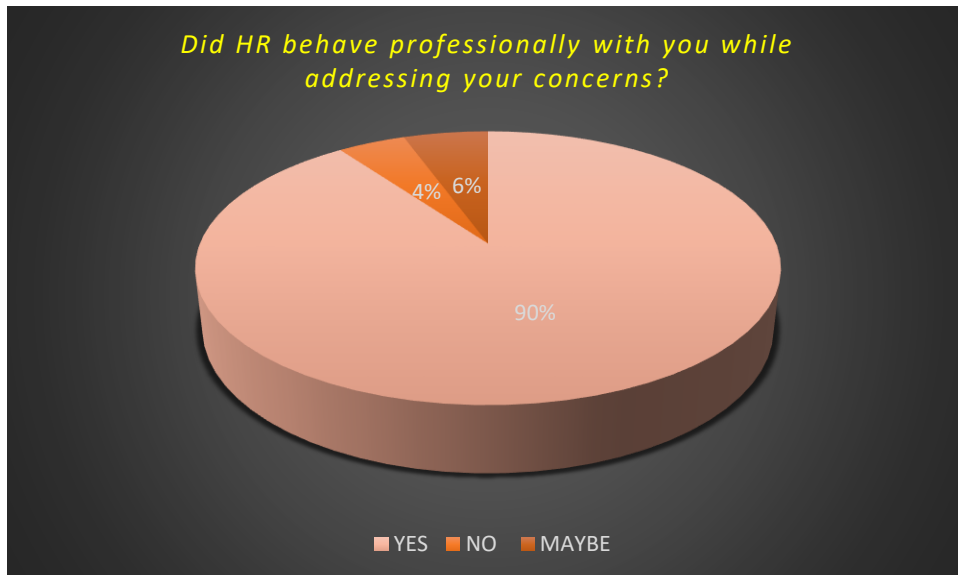


Chart 4.1.9 HR Behave professionally by respondents

Interpretation

From the above table it is interpreted that the number of respondents were 4% NO, respondents of 6% Maybe and 90% is of YES.

Inference

Majority (90%) of the respondents are YES.

Please (√) to indicate the extent to which you agree with below HR Practices being practiced in your organization.

PARTICULARS	Strongly disagree	Disagree	Neutral	Strongly Agree	Agree
Employees perform non-repetitive jobs using various skills and talent	47	29	52	38	21
Employees uses their independence, initiative and judgement to carry out their job	13	60	67	41	10
Job rotation in our organization helps employees to understand diverse business operations	6	31	95	43	15
Teamwork in our organization helps employees to openly share ideas, manage disputes and reach towards an agreeable solution	5	23	69	73	18
Selection of employees is done on the basis of personality and competency test	8	26	76	49	31

Source: primary data

HR PRACTICES BEING PRACTICED IN YOUR ORGANIZATION.

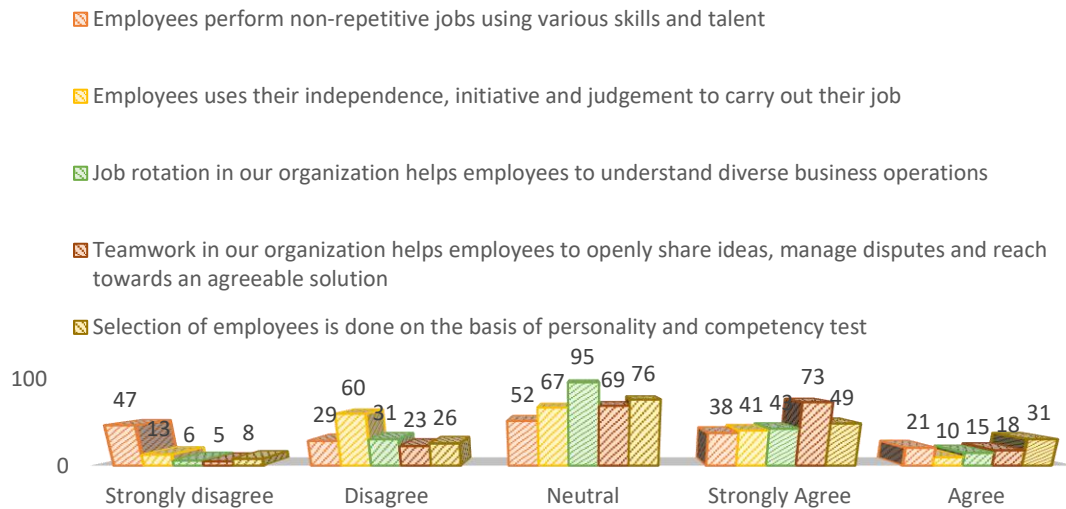


Chart 4.1.10: Respondents of HR Practices being practiced in your organization.

Interpretation

From the above table it is interpreted that the number of respondents were 47 % strongly disagree of Employees perform nonrepetitive jobs using various skills and talent, 60% disagree with Employees uses their independence, initiative and judgement to carry out their job, 95% Neutral with Job rotation in our organization helps employees to understand diverse business operations and 73 Teamwork in our organization helps employees to openly share ideas, manage disputes and reach towards an agreeable solution 31% is strongly agree with Selection of employees is done on the basis of personality and competency test

Inference

Majority (95%) of the respondents are Neutral with Job rotation in our organization helps employees to understand diverse business operations.

Average Job Satisfaction of the employees in your organization is

OPTIONS	RESPONDENTS	PERCENTAGE
HIGH	113	62.8
MEDIUM	62	34.4
LOW	5	2.8
TOTAL	180	100

Source: primary data

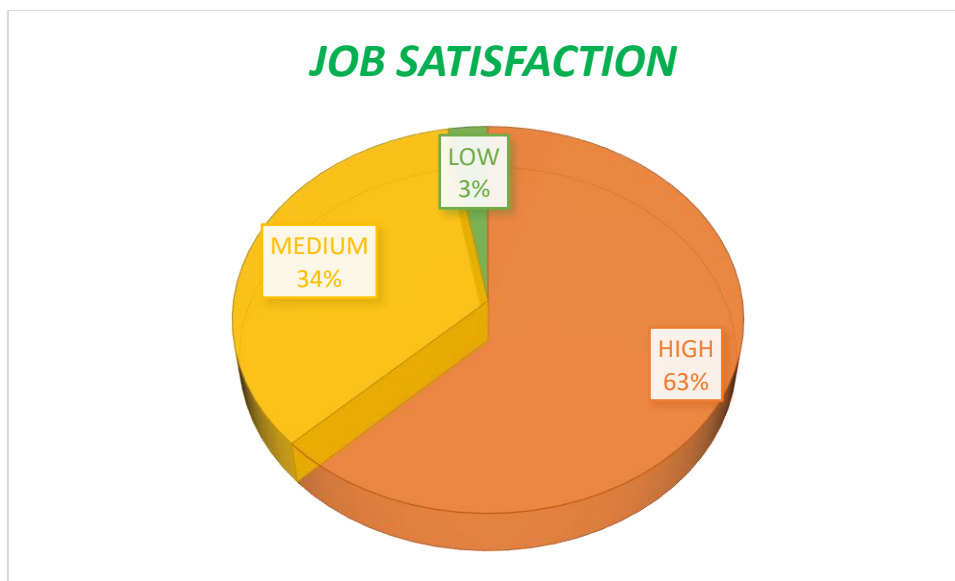


Chart 4.1.11 Job Satisfaction by respondents

Interpretation

From the above table it is interpreted that the number of respondents were 3% LOW, 34% were MEDIUM and 63% were respondents High

Inference

Majority (63%) of the respondents are HIGH.

Organization's HR executives are fully aware of the business needs and strategies (Strongly Agree: SA Agree: A Neutral: N Disagree: D Strongly disagree: SD)

OPTIONS	RESPONDENTS	PERCENTAGE
S. D	9	5
S. A	39	21.7
A	101	56.1
N	21	11.7
D	10	5.6
TOTAL	180	100

Source: primary data

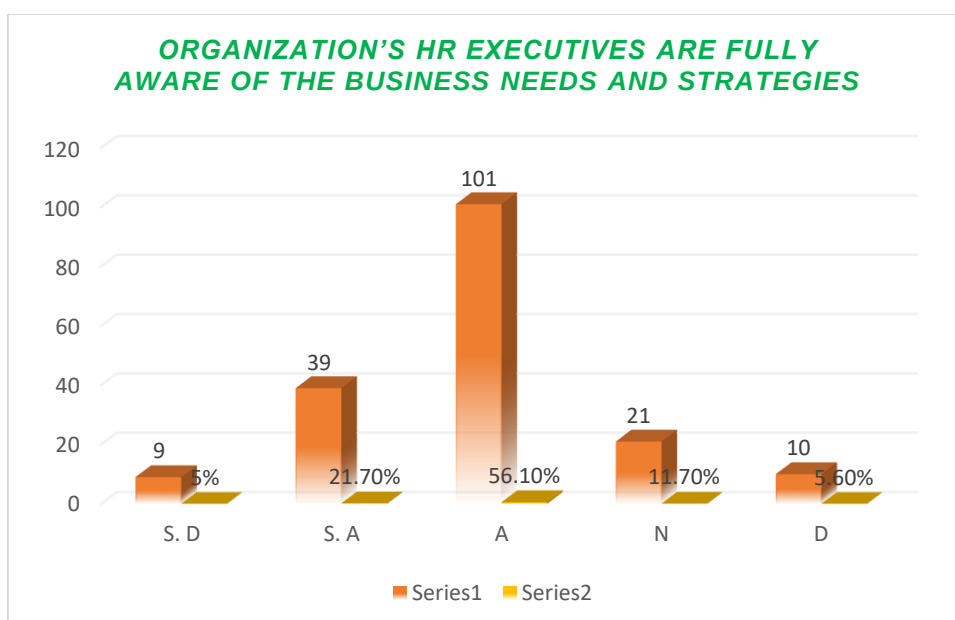


Chart 4.1.12: HR executives are aware of the business needs and strategies of the respondents

Interpretation

From the above table it is interpreted that the Organization's HR executives are fully aware of the business needs and strategies 56.10% of the respondents is AGREE, 11.7% of respondents are neutral, 5.60% of respondents are disagreed, 21.70% of respondents are strongly agreeing and 5% respondents are strongly disagreed.

Inference

Majority (56.10%) of the respondents are AGREE.

Indicate the emphasis of your organization on each of the following sources of recruitment

OPTIONS	RESPONDENTS	PERCENTAGE
Print Advertisements	28	15
Internet/career sites	49	27.2
Placement Agencies/Consultants	43	23.9
Employee Referrals	47	26.1
Educational institutes	13	7.2
TOTAL	180	100

Source: primary data

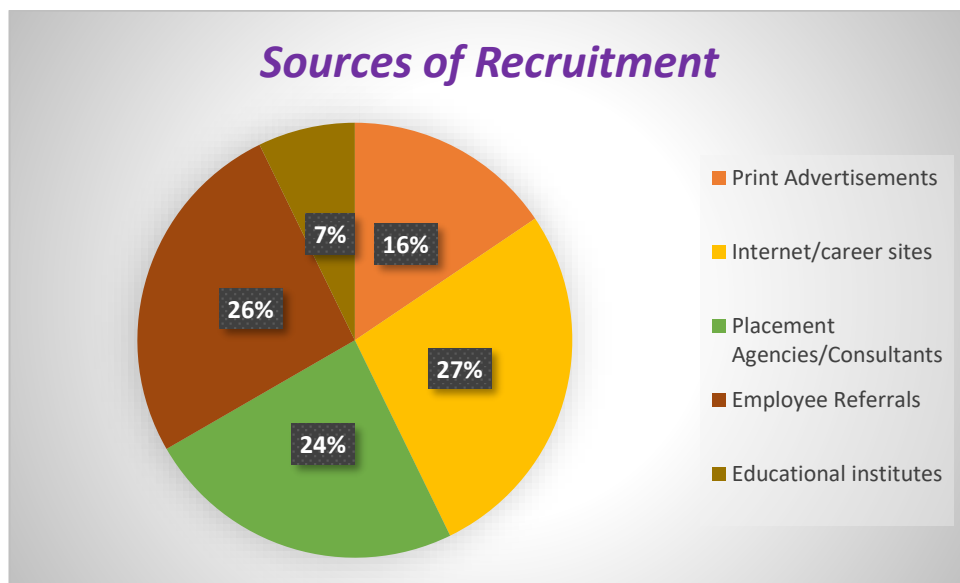


Chart 4.1.13: Source of recruitment by respondents

Interpretation

From the above table it is interpreted that the source of recruitment by respondents were 27% of internet/career sites, 24% of Placement Agencies/Consultants, 26% of employee referrals, 7% of educational institutes and 16% of print advertisements.

Inference

Majority (27%) of the respondents are internet/career sites.

Indicate the type of employee contract preferred by your organization

OPTIONS	RESPONDENTS	PERCENTAGE
Permanent	145	80.6
Contractual	25	13.9
Temporary	6	3.3
Part-time	4	2.2
TOTAL	180	100

Source: primary data

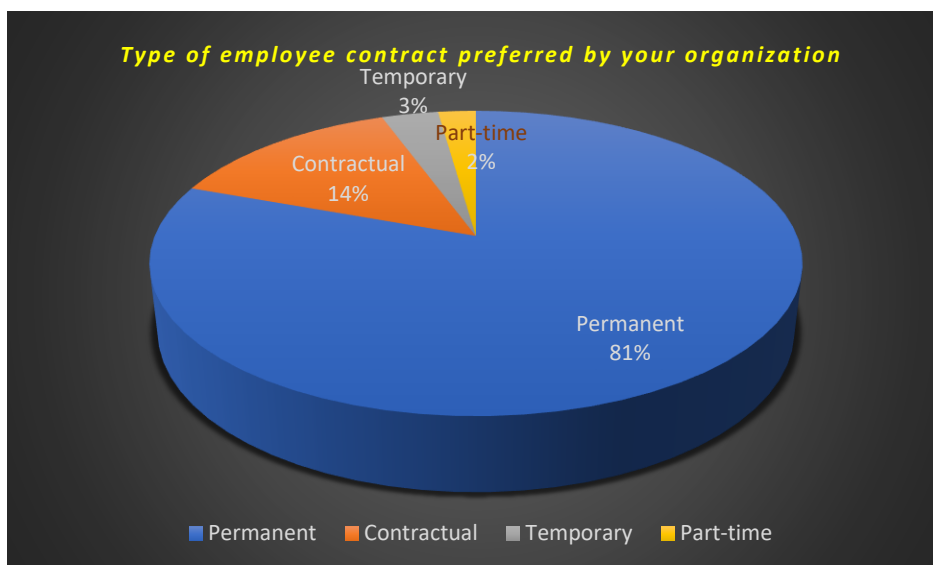


Chart 4.1.14: Type of employee contract preferred by respondents

Interpretation

From the above table it is interpreted that the type of employee contract preferred by respondents were 3% Temporary, 2% of respondents Part time, 14% of contractual and 81% respondents Permanent.

Inference

Majority (81%) of the respondents are Permanent.

The basic objective of induction in your organization's

OPTIONS	RESPONDENTS	PERCENTAGE
Increasing commitment	80	44.4
Clarifying psychological contract	22	12.2
Settling new employees well	16	8.9
Reducing the cost and inconvenience of early leavers	38	21.1
Simple ritual	24	13.3
TOTAL	180	100

Source: primary data

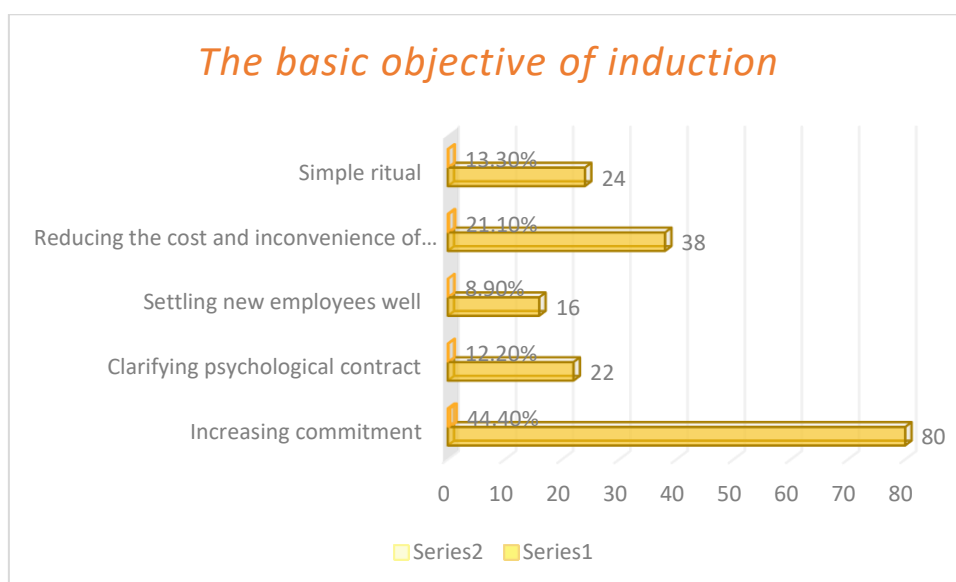


Chart 4.1.15: The basic objective of induction by respondents

Interpretation

From the above table it is interpreted that the 13.30% respondents of simple ritual, 21.10% of reducing the cost and inconvenience of employee, 8.90% of settling new employees well, 12.20% of clarifying psychological contract and 44.40% increasing commitment.

Inference

Majority (44.40%) of the respondents are increasing Commitment.

What types of employee training provided by your organization?

OPTIONS	RESPONDENTS	PERCENTAGE
Supervisory/Management skills	32	17.8
Technical/Knowledge skills	67	37.2
Customer service	65	36.1
Data processing/information	16	8.9
TOTAL	180	100

Source: primary data

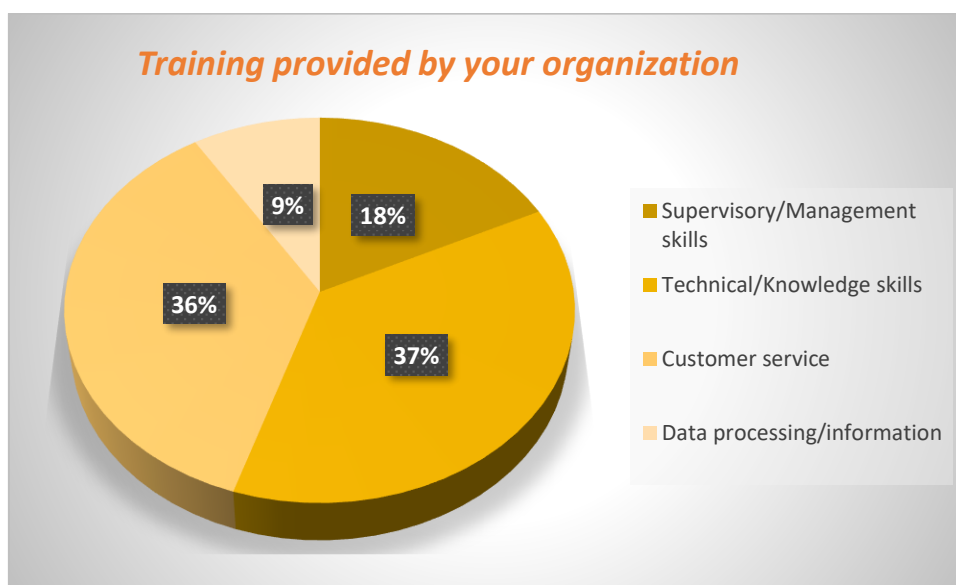


Chart 4.1.16: Training provided by your organization by respondents

Interpretation

From the above table it is interpreted that the 9% Data processing/information, 18% of Supervisory/Management skills, 37% is of Technical/Knowledge skills and 36% of customer service.

Inference

Majority (37%) of the respondents are Technical/Knowledge skills.

Performance standards are carefully developed on the basis of employees' opinion (Strongly Agree: SA Agree: A Neutral: N Disagree: D Strongly disagree: SD)

OPTIONS	RESPONDENTS	PERCENTAGE
S. D	12	6.7
S. A	36	20
A	104	57.7
N	18	10
D	10	5.6
TOTAL	180	100

Source: primary data



Chart 4.1.17: Performance standards by respondents

Interpretation

From the above table it is interpreted that the respondents are 57.8% Agree, 10% Neutral, 5.6% Disagree, 6.7% Strongly Disagree and 20% Strongly Agree

Inference

Majority (57.8%) of the respondents are AGREE

Performance appraisal system is extended to all members of the organization (Strongly Agree: SA Agree: A Neutral: N Disagree: D Strongly disagree: SD)

OPTIONS	RESPONDENTS	PERCENTAGE
S. D	16	8.9
S. A	40	22.2
A	99	55
N	17	9.4
D	8	4.4
TOTAL	180	100

Source: primary data

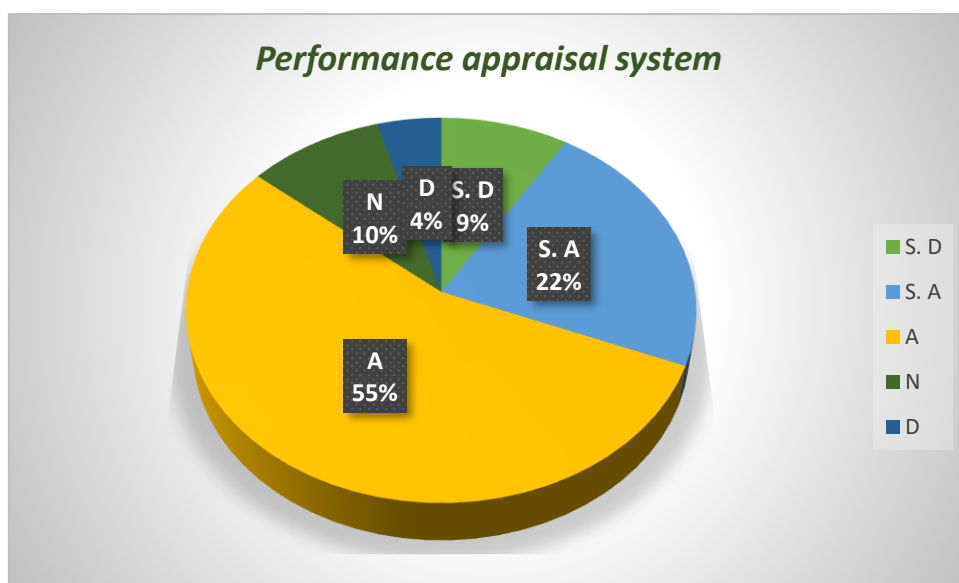


Chart 4.1.18: Performance appraisal system by respondents

Interpretation

From the above table it is interpreted that the respondents are 55% Agree, 10% Neutral, 4.4% Disagree, 8.9% Strongly Disagree and 22.2% Strongly Agree

Inference

Majority (55%) of the respondents are AGREE.

Select the relevance of the following areas vis-à-vis the performance appraisal system of your organization

OPTIONS	RESPONDENTS	PERCENTAGE
Individual-based	35	19.4
Team-based	39	21.7
Flexible	21	11.7
360-degree feedback	50	27.8
Managing performance throughout the year	28	15.6
Behaviour-oriented rating method	3	1.7
Result-oriented rating methods	4	2.2
TOTAL	180	100

Source: primary data

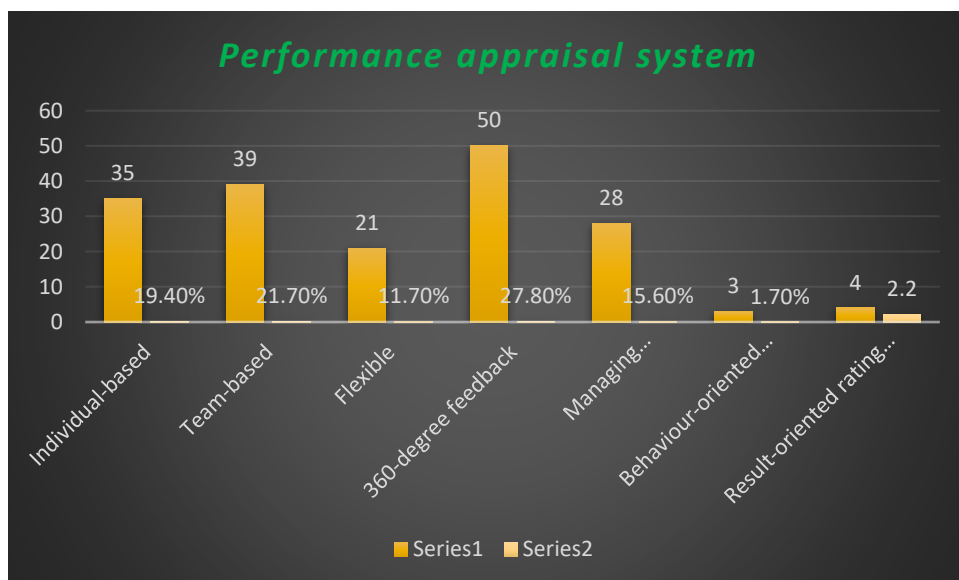


Chart 4.1.19: Performance appraisal system in organization by respondents

Interpretation

From the above table it is interpreted that the respondents are 19.40% individual based, 15.60% Team based, 11.70% Flexible, 27.80% 360degree feedback, 21.70% Managing performance throughout the year, 1.70% behaviour oriented and 2.2% result oriented rating.

Inference

Majority (21.70%) of the respondents are Managing performance throughout the year

The organization has a formal policy of career planning and development (Strongly Agree: SA Agree: A Neutral: N Disagree: D Strongly disagree: SD)

OPTIONS	RESPONDENTS	PERCENTAGE
S. D	19	10.6
S. A	39	21.7
A	99	55
N	20	11.1
D	3	1.7
TOTAL	180	100

Source: primary data

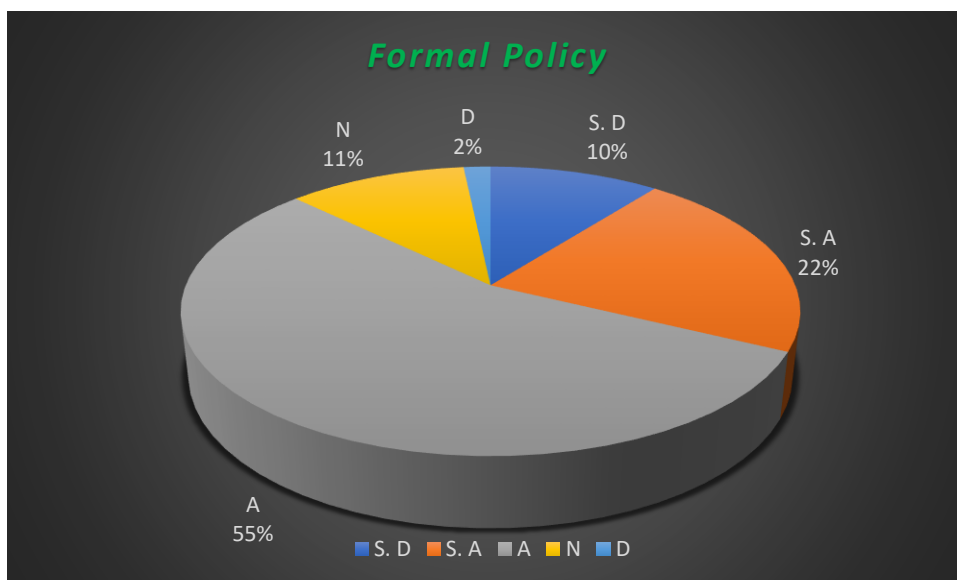


Chart 4.1.20: Formal policy by respondents

Interpretation

From the above table it is interpreted that the respondents are 55% Agree, 11% Neutral, 2% Disagree, 10% Strongly Disagree and 22% Strongly Agree

Inference

Majority (55%) of the respondents are AGREE.

Select the importance criteria used in the context of providing rewards in your organization

Options	Respondents	Percentage
Performance	88	48
Seniority	16	8.9
Skills	70	38.9
Complexity of task	4	2.2
Discretionary time	2	1.1
Total	180	100

Source: primary data



Chart 4.1.21: Rewards in your organization by respondents

Interpretation

From the above table it is interpreted that the respondents are 2% Complexity of task, 1% Discretionary time, 49% Performance, 9% Seniority and 39% Skills.

Inference

Majority (49%) of the respondents are Performance.

Please indicate your preference for the following types of reward relevant to your organization

OPTIONS	RESPONDENTS	PERCENTAGE
Financial reward	127	70.6
Non-financial reward	50	27.8
No sure	1	0.6
Leave Approval	1	0.6
Holiday trip	1	0.6
TOTAL	180	100

Source: primary data

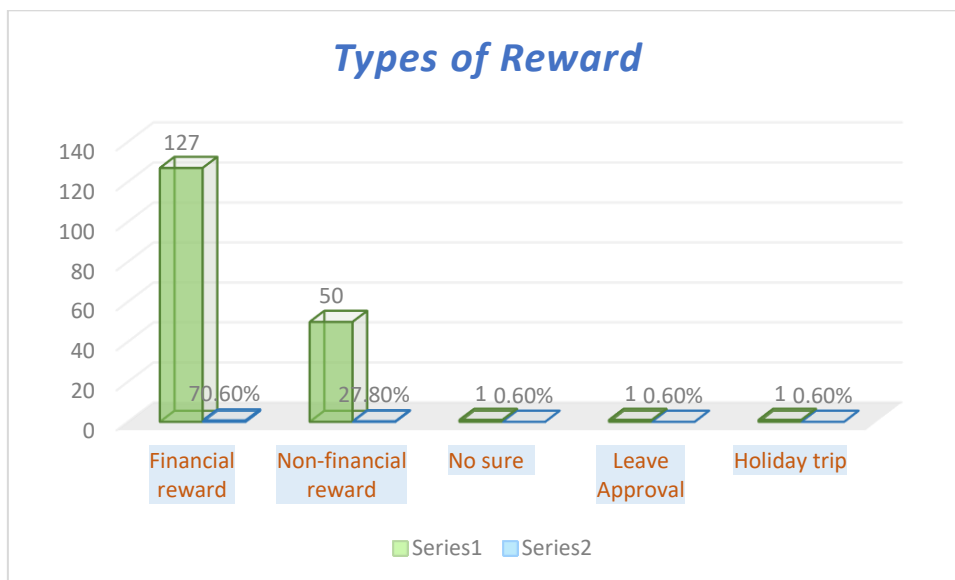


Chart 4.1.22: Types of Rewards in your organization by respondents

Interpretation

From the above table it is interpreted that the respondents are 70.60% Financial reward, 27.80% non-financial reward, 0.6% Not sure, 0.6% leave approval and 0.6% holiday trip.

Inference

Majority (70.60%) of the respondents are financial reward.

What are the benefit components and employee assistance programmed of your organization?

OPTIONS	RESPONDENTS	PERCENTAGE
Security and Health	83	46.1
Payment for time not worked	35	19.4
Employee services	51	28.3
Coping with personal problems	6	3.3
Cafeteria/flexible benefits	5	2.8
TOTAL	180	100

Source: primary data

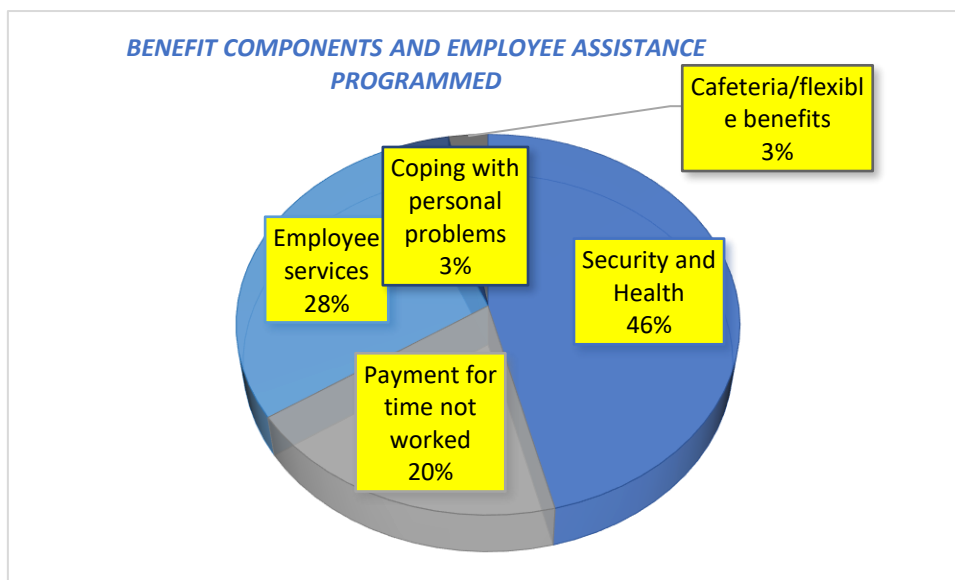


Chart 4.1.23: benefit components and employee assistance programmed of your organization by respondents

Interpretation

From the above table it is interpreted that the respondents are 3% coping with personal problems, 46% security and health, 3% cafeteria/flexible benefits, 28% employee service and 20% payment for time not worked.

Inference

Majority (46%) of the respondents are Security and Health.

There is provision for negotiation, administration and interpretation of written agreement between employees and management (Strongly Agree: SA Agree: A Neutral: N Disagree: D Strongly disagree: SD)

OPTIONS	RESPONDENTS	PERCENTAGE
S. D	22	12.2
S. A	35	19.4
A	90	50
N	24	13.3
D	9	5
TOTAL	180	100

Source: primary data

There is provision for negotiation, administration and interpretation of written agreement between employees and management

180 responses

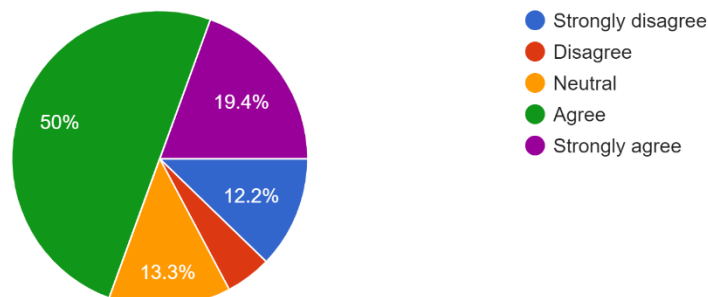


Chart 4.1.24: Formal policy by respondents

Interpretation

From the above table it is interpreted that the respondents are 50% Agree, 13.3% Neutral, 5% Disagree, 12.2% Strongly Disagree and 19.4% Strongly Agree

Inference

Majority (50%) of the respondents are AGREE.

The organization has a structured policy for management of attrition and turnover

OPTIONS	RESPONDENTS	PERCENTAGE
YES	158	87.8
NO	10	5.6
MAYBE	12	6.7
TOTAL	180	100

Source: primary data

The organization has a structured policy for management of attrition and turnover
180 responses

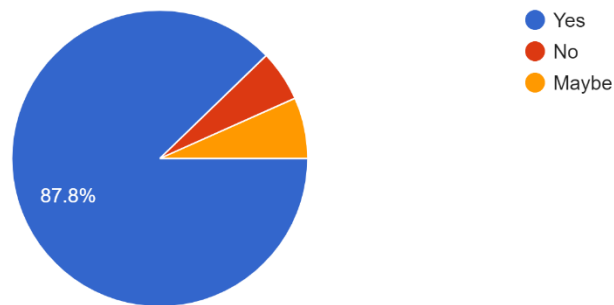


Chart 4.1.25: Policy for management of attrition and turnover by respondents

Interpretation

From the above table it is interpreted that the number of respondents were 6.7% maybe, 5.6% is NO, and 87.8% is YES.

Inference

Majority (87.8%) of the respondents are YES.

Is the Human Resource Management relevant to your esteemed organization?

OPTIONS	RESPONDENTS	PERCENTAGE
YES	156	86.7
NO	9	5
MAYBE	15	8.3
TOTAL	180	100

Source: primary data

Is the Human Resource Management relevant to your esteemed organization
180 responses

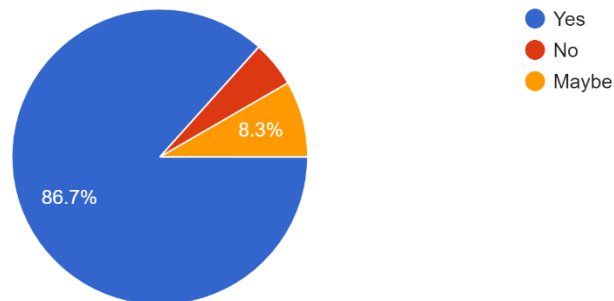


Chart 4.1.26: Human Resource Management relevant to your esteemed organization by respondents

Interpretation

From the above table it is interpreted that the number of respondents were 8.3% maybe, 5% is NO, and 86.7% is YES.

Inference

Majority (86.7%) of the respondents are YES.

Statistical Findings

Scale for Independent Variable:

Employee perceived performance was measured using a five-point likert scale.

Agree	✓
Strongly agree	✓
Strongly disagree	✓
Disagree	✓
Neural	✓

Scale for dependent variable:

The HR practices like promotion practices, training -development, appraisal promotion, reward system, was measured by using five points likert scale.

Agree	✓
Strongly agree	✓
Strongly disagree	✓
Disagree	✓
Neural	✓

Employee perceived performance is dependent variable and other variable promotion practices are independent variables in this study.

RESULT

TABLE-1

ANOVA-ONE WAY

Analysis of Variance

Source	DF	Adj SS	Adj MS	F-Value	P-Value
JOB TITLE	5	1291.43	258.286	*	*
Error	1	0.00	0.000		
Total	6	1291.43			

Means

JOB TITLE	N	Mean	StDev	95% CI
15	1	4.000	*	(4.000, 4.000)
25	1	21.00	*	(21.00, 21.00)
27	1	28.00	*	(28.00, 28.00)
34	1	50.00	*	(50.00, 50.00)
39	2	35.00	0.00	(35.00, 35.00)
40	1	39.00	*	(39.00, 39.00)

Pooled StDev = 0

One-Sample T: PERFORMANCE APPRAISAL

Descriptive Statistics

N	Mean	StDev	SE Mean	95% CI for μ
7	30.29	14.67	5.55	(16.72, 43.85)

μ : population mean of PERFORMANCE APPRAISAL

Anova: Single Factor

SUMMARY

Groups	Count	Sum	Average	Variance
19	5	161	32.2	1636.7
39	5	141	28.2	89.7

ANOVA

Source of Variation	SS	Df	MS	F	P-value
Between Groups	40	1	40	0.046339	0.834947
Within Groups	6905.6	8	863.2		
Total	6945.6	9			

To study the linkage or relation association of HR practices(CONTEXT OF REWARD IN ORGANIZATION) provided to the employees and JOB TITLE, analysis of variance (AVONA) was performed.

Hence p (0.83) value greater than .05 hence we **reject the null hypothesis, and accept the alternative hypothesis. There is significant relationship b/w two variable.**

TABLE-2**Correlation:**

- The correlation coefficient, denoted by r , is a measure of the strength of the straight-line or linear relationship between two variables.
- The correlation coefficient takes on values ranging between +1 and -1.
- The results shows that there is some degree of correlation between HR Practice (Promotion Practice) and employees perceived performance.

To study the linkage between HR Practices with employee performance.

		Employee Performance	Job Satisfaction	Performance evaluation	T and D	Compensation Practices	Promotion practices
Employee Performance	Pearson Correlation	1	.554**	.397*	.633**	.835**	.764**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	180	180	180	180	180	180
Job Satisfaction	Pearson Correlation	.554*	1	.566*	.551**	.460**	.670**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	180	180	180	180	180	180
Performance evaluation	Pearson Correlation	.397*	.566**	1	.835**	.7	
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	180	180	180	180	180	180
T and D	Pearson Correlation	.633**	.551**	.700**	.764**	1	
	Sig(2-tailed)	.000	.000	.000	.000	.000	.000
	N	180	180	180	180	180	180
Compensation Practices	Pearson Correlation	.835*	.460**		1		1
	Sig(2-tailed)	.000	.000	.000	.000	.000	
	N	180	180	180	180	180	180
Promotion practices	Pearson Correlation	.764**	.670**				1
	Sig(2-tailed)	.000	.000	.000	.000	.000	
	N	180	180	180	180	180	180

Correlation result is significant at the 0.01 level (2- Tailed)

Based on the table above, organizational culture is highly correlated with HRM practices of the organization (.614) and job satisfaction (.554), with a significant correlation (.000).All the dimensions of HRM practices are significantly correlated

with each other. Furthermore, the dimension of job satisfaction was also highly correlated with all dimensions and significant at (.000). Resultantly, employee performance shows a moderate correlation with hr practices (0.764) and is significant at (0.000) level. Employees performance are highly correlated with HR practices(T and D Performance evaluation. promotion practices satisfaction).

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.914 ^a	.835	.832	.302

a. Predictors: (Constant), HR Practices

b. Dependent Variable: Employee performance

In above analysis the R value shows that the inter relationship between Employee's performance with HR practices (T and D Performance evaluation. promotion practices satisfaction).

the predictors predict HRM practices 83%.

Table 3. Regression Analysis

Regression Analysis for HR Practices and Employee's perceived performance.

Model	B	S.E.	Beta	T	Sig.
Constant	-.728	.217		-3.354	.001
Compensation Practice	.598	.083	.475	7.190	.000
Performance Evaluation	.204	.089	.129	2.304	.022
Promotion Practice	.352	.064	.298	5.468	.000
Training and Development	.214	.099	.139	2.314	.029

R²= .753
Sig. F= 0.000

By using the regression analysis researcher examine the impact of Human resources practices on employee performance. The value of R shows that the change in employee performance considered by Human Resource practices (i.e. compensation practices (B= .598, beta =.475, S.E =.83, t=7.190, p < .000) (i.e. performance evaluation (B =.204,beta=.129, t=2.304,p< .022) (i.e. promotion practices (B= .352 , beta=.298, t=5.468 and p<.000) (i.e. Preparation and development (B=.214, beta=. 139, t= 2.314, p<. 029). **Where the board shows that HR practices (compensation, performance rating, promotion practices and training and development) have a significant and positive relationship with employee performance.**

- **DEPENDENT – EMPLOYEE PERFORMANE**
- **INDEPENDENT- HR PRACTICES.**

CHAPTER-5

FINDINGS, SUGGESTIONS AND CONCLUSION

FINDINGS OF THE STUDY:

- Majority (50.5%) of the respondents are Male.
- Majority (43%) of the respondents are age between 21-29 years.
- Majority (40%) of the respondents are less than 5 years.
- Majority (56%) of the respondents are Graduate.
- Majority (22%) of the respondents are executive.
- Majority (37.8%) of the respondents are Very responsive.
- Majority (88%) of the respondents are YES.
- Majority (75%) of the respondents are strongly agree with HR keeps employees updated with changes in policies.
- Majority (90%) of the respondents are YES.
- Majority (95%) of the respondents are Neutral with Job rotation in our organization helps employees to understand diverse business operations.
- Majority (63%) of the respondents are HIGH.
- Majority (56.10%) of the respondents are AGREE.
- Majority (27%) of the respondents are internet/career sites.
- Majority (81%) of the respondents are Permanent.
- Majority (44.40%) of the respondents are increasing Commitment.
- Majority (37%) of the respondents are Technical/Knowledge skills.
- Majority (57.8%) of the respondents are AGREE.
- Majority (55%) of the respondents are AGREE.
- Majority (21.70%) of the respondents are Managing performance throughout the year.
- Majority (55%) of the respondents are AGREE.
- Majority (49%) of the respondents are Performance.

- Majority (70.60%) of the respondents are financial reward.
- Majority (46%) of the respondents are Security and Health.
- Majority (50%) of the respondents are AGREE.
- Majority (87.8%) of the respondents are YES.
- Majority (86.7%) of the respondents are YES.

Suggestions

Altruist PVT Limited company need to understand that t's not about giving the employees more pay and keeping them from leaving. This sector's employees require much more than what is obvious. They need a long-term relationship and a well-structured career development plan. Additionally, HR practices need to be upgraded in order to maintain employee satisfaction. Depending on the employee's performance level or the employee's years of experience, employees must be trained in new skills. We observed that organizations fail to position their compensation policies, benchmarking, and structure and therefore fail to benefit from the advantages their competitors enjoy. Therefore, at the time of recruitment, communicate the same and periodically update them about the benefits they receive. "Career development is the right thing for the organization (to identify future leaders), the right thing for the employee (to create a development environment), and is a critical retention factor."

All executives should invest more in strengthening HRD practices at all levels. HR departments need to take special care to monitor the short-term effects of HRD practices on affirmative commitment, continuance commitment, normative commitment, and relationship commitment, as well as the long-term benefits of the implementation of good HRD practices.

Limitations:

- ❑ Research context was limited to Altruist Customer Management India Private Limited sector of NOIDA UP, while the future research can be extended to different sectors of different cities to get more significant results. Small number of respondents has been chosen for this study so a similar study should be conducted by increasing a sample size.
- ❑ Covid-19 requires respondents to complete the survey via mail or Google, so personal interviews cannot be conducted with employees as the results are gathered via survey which isn't truly accurate.

CONCLUSION:

Human Resource Management practices like Training and Development, Compensation and Benefits, Work-Life Balance and Performance Appraisal link to HR performance like Employee Absence, Turnover, and Job Satisfaction, which further link to organizational performance like Customer Service. Results of the study showed that Job Satisfaction affects Human Resource Practices and Employee Performance. Age and Income were also significant independent variables that affected Recruitment and Selection, Training and Development. The study will also contribute to the growing literature examining how HR practices affect job satisfaction and employees' performance. It provides empirical evidence to support the theoretical models which link these variables.

- 1. The study revealed a significant relationship between Human Resource practices (Compensation, Career Planning, Performance Appraisal, Training, and Employee Involvement) and employee's performance.**
- 2. The study revealed that employee's performance can be increased by giving employees an opportunity to make effective decisions.**
- 3. Training and employee involvement play a positive role in increasing employee's performance.**
- 4. The study indicates a positive relationship between HRM Practices and employee's performance. This study showed human resource (HRM) practices and activities have a significant impact on the employee's performance.**
- 5. On study we also find that executive are not happy whereas management level are happy to get proper response from Hr. In some case Hr. practices need to improve with employee.**

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Appendix 1:

Questionnaire: I ANSHU, pursuing MBA degree under the guidance of Dr UMERSHAWARI Professor, School of Management, SATHYABAMA University. The study is on IMAPACT OF HR PRACTICES ON EMPLOYEE WTH REFERENCE TO ALTRUIST CUSTOMER PVT LIMITED (BPO)I humbly request you to spare few minutes to fill the questionnaire as a part of research study. Feel free to answer the information provided by you will be kept confidential and will be used only for academic research purpose.

1)Name of the Employee -----

2) . Gender:

- Male
- Female

3) . Age (years):

- 21-29 Years
- 30-39 Years
- 40-40 Years
- More than 50 Years

4) Completed Years of Work Experience in Current Organization

- Less than 5 Years
- 5-9Years
- 10-14 Years
- 15-20 Years
- More than 20 Years

5) Highest Educational Qualification:

- Diploma • Graduate • Post Graduate

6) Please select your current job title

Executive

Team Lead

Senior Manager

Management Level

7) How responsible has HR been to your questions? Extremely responsive Very responsive Somewhat responsive Not so responsive Not at all responsive Not applicable

8) Does HR reply to your emails? Yes No Not applicable

9) Please select an appropriate answer option Strongly disagree Disagree Neutral Agree Strongly agree HR has been instrumental in improving work environment HR evaluates the policies periodically HR helps in conducting events and other activities in the organization HR keeps employees updated with changes in policies

10) Did HR behave professionally with you while addressing your concerns? Yes No Maybe

11) Please (✓) to indicate the extent to which you agree with below HR Practices being practiced in your organization. s.no Statements Strongly Disagree Disagree Agree neutral Strongly agree
1 Employees perform nonrepetitive jobs using various skills and talent
2 Employees use their independence, initiative and judgement to carry out their job
3 Job rotation in our organization helps employees to understand diverse business operations
4 Teamwork in our organization helps employees to openly share ideas, manage disputes and reach towards an agreeable solution
6 Selection of employees is done on the basis of personality and competency test

12) Average Job Satisfaction of the employees in your organization is • High • Medium • Low

13) Organization's HR executives are fully aware of the business needs and strategies Fully agree Agree Neither agree nor disagree Partially disagree Fully disagree
14) Indicate the emphasis of your organization on each of the following sources of recruitment Print Advertisements Internet/career sites Placement Agencies/Consultants Educational institutes Employee Referrals

15) Indicate the type of employee contract preferred by your organization Permanent Contractual Temporary Part-time

16) The basic objective of induction in your organization Increasing commitment Clarifying psychological contract Settling new employees well Reducing the cost and inconvenience of early leavers Simple ritual

17) What types of employee training provided by your organization Supervisory/Management skills Data processing/information Technical/Knowledge skills Customer service

- 18)Performance standards are carefully developed on the basis of employees' opinion Commented [m1]: Strongly disagree Disagree Neutral Agree Strongly agree
- 19)Performance appraisal system is extended to all members of the organization
Strongly disagree Disagree Neutral Agree Strongly agree
- 20)Select the relevance of the following areas vis-à-vis the performance appraisal system of your organization Individual based Team based Flexible 360degree feedback Managing performance thought year Behaviour oriented rating method Result oriented method
- 21)The organization has a formal policy of career planning and development
Strongly disagree Disagree Neutral Agree Strongly agree
- 22)Select the importance criteria used in the context of providing rewards in your organization Performance Seniority Skills Complexity of task Discretionary time
- 23)Please indicate your preference for the following types of reward relevant to your organization Financial reward Non-financial reward Other
- 24)What type of benefit components and employee assistance programmes of your organization Security and Health Payment for time not worked Employee services Coping with personal problems Cafeteria/flexible benefits
- 25)There is provision for negotiation, administration and interpretation of written agreement between employees and management Strongly disagree Disagree Neutral Agree Strongly agree
- 26)The organization has a structured policy for management of attrition and turnover YES NO MAYBE
- 27)Is the human resource management relevant to your esteemed organization Yes No maybe

Appendix 2: ARTICLE ATTACMENNT

