

Innovative Human Resource Management Practices in IT Sector: An Analytical Study of Organisational Performance and Productivity Optimisation

Authors

- 1. Santhosh Kumar K L. Research scholar, Reva University, Benagaluru**
- 2. Dr.Lokanadha Reddy M. Associate professor, Reva University, Benagaluru**

ABSTRACT

This paper evolves from the necessity to manage the human resources of the firms more efficiently and effectively through the formulation and implementation of various strategies that comprises of Corporate, Business and HR in ITs. HRM practices affect the employees positively by increasing job satisfaction and motivation, which in turn affects the operational efficiency such as the quantity and quality of the products and services.

This paper also attempted to make an enquiry whether the innovative HRM and performance do have relation and innovative HRM's impact on the organisational performance. made a brief analysis of innovative HRM practices, Performance appraisal system-its evaluation, efficiency of the supervisory functions over the performance appraisal, employee feed-back, and the impact of interpersonal skills. Analysis of the perception reveals the need of transparent and cooperative working culture in IT an ITEs for talent acquisition and retention, training and improving the confidence in the employees so that their sincere and hard work directly and positively affect the organisational productivity.

1. INTRODUCTION

IT industry has been competitive enough to provide low cost of scientific and engineering manpower coupled with strong English Language skills. Despite inefficient input industries and without domestic market, the industry has been able to achieve export competitiveness to a remarkable extent. IT enterprises have contributed to the growth of economic development of India including GDP growth, employment, and productivity.

Innovation plays an essential role for the growth of information technology enterprises. Strategic Human Resource Management (SHRM) plays a pivotal role in organisational development and sustainability. Human resource management deals with any aspects of a business that affects employees, such as hiring and firing, pay, benefits, training, and administration. Human resources may also provide work incentives, safety procedure information, and sick or vacation days.

This study evolves from the necessity to manage the human resources of the firms more efficiently and effectively through the formulation and implementation of various strategies that comprises of Corporate, Business and HR in ITs. HRM practices affect the employees positively by increasing job satisfaction and motivation, which in turn affects the operational efficiency such as the quantity and quality of the products and services which again will have positive impact on the financial and market performance of the enterprises (Paauwe and Richardson, 1997).

2. STATEMENT OF THE PROBLEM

Although the perceived and actual performance of HRM is both reasonable, possible and appealing, the majority of research seem to depict a reality where companies can simply implement HR strategies or system of HR practices and they will automatically achieve greater success. The research question for this study is whether there exists such a relationship between SHRM and performance. Can companies simply add SHRM into their organisational equation and receive increased performance in return?

3. LITERATURE SURVEY

Armstrong et al, (2004) stated that resources and associated skills, their capabilities and experiences in association with their capability to employ these towards the benefit of an organization can lead and cause significant contribution for organizational productivity and performance optimization. The approaches of Strategic HRM like efficient resourcing, resource training and retraining, ability development, fair and cooperative employee relations and compensation management is vital, especially for those approaches that deals with the case that how these resources could be employed and managed so as to enhance organizational productivity (Edward, 2006). Thus, to achieve optimal performance organizations can get competitive advantage by means of the strategic deployment of a highly

committed and capable workforce. **Edward (2006)** emphasized on the fact that the HR operation introduces and considers the strategic value of people in certain organization by means of value added strategic HRM policies and thus achieve competitive advantages. In general, the organization primarily depends on human resources. Hence, the optimal HR management and strategic employment and management become inevitable as HRM policies and facilitations have direct impact on the attitude and dedication of employees (**Huang, 2001**). Considering the fact that the objectives and the requirements of the individual competitive strategy can be different and the HRM must be aligned with overall organizational expectations and its corporate strategy. The firm can thus obtain a competitive advantage and thus achieve superior performance (**Kelliher & Perret, 2001**). This is the fact that there has been a debate by a number of researchers whether SHRM should always be positively related to firm performance. Researchers state that there exists a universal set of HRM optimal practices that might attain better organizational performance (**Lau & Ngo, 2004**). On contrary, some researchers believe that the suppositions underlying the HRM strategy-performance association are appropriate only under certain optimal environmental (organizational) situations (Boxall & Purcell, 2000; Bamberger & Meshoulam, 2000). The other researchers (**Delery et al., 2000**) advocated the notion of the configurationally adaptive viewpoint that emphasizes on the approaches to relate different patterns or configurations of multiple independent variables, so as to identify ideal organizational HR strategy. Now days, majority of organizations, the HRM is considered as the critical resources where their skills and commitment create competitive advantage across market. Even though, majority of researchers advocates for SHRM practices and suggests that SHRM can lead optimal performance (**Wright, 2005**). The customary key assessment of SHRM and organizational performance is that effective theoretical development that elaborate how such HR practices operate is absent (Becker et al, 2001). With an objective to state such theoretical developments in SHRM and organizational resource management, researchers have suggested for further deep rooted study and exploration to consider intermediate associations between SHRM and organizational performance (Robinson et al., 2008). As per their suggestion, an effective and optimistic realization of SHRM can be vital for sustaining organizational performance and productivity. Majority of existing researches explore the relationship between SHRM practices and organization's performance have been conducted

majorly in developed countries such as US, UK etc (Purcell,2003; Guest,2003; Marchington& Wilkinson,2008).

Considering high pace emergence of Indian economy and the contributions especially for IT companies, the study for optimal SHRM practices is of great significance. In the present research work, the study of innovative HRM practices and its significance for organizational performance has been done.

4. OBJECTIVES

- To analyze the strategic recruitment practices, and performance appraisal of IT's
- To evaluate thereward and compensation practices and Human Resource Core Competencies (HRCC).
- To study the employee perception on SHRM practices and organizational growth.

5. RESEARCH HYPOTHESIS

H₀₁:there is no significant relation between effective **talent acquisition and retention**of IT enterprises.

H₀₂:Effective **corporate culture** strengthens human resource for better productivity and responsibility handling thus enables higher organizational performance.

H₀₃:Acceptability towards SHRM paradigms and association with top management and strategic role of HRM activities are highly significant for organizational performance of highly innovative IT/ITE's.

6. SOURCES OF DATA

The present study covers both primary and secondary sources. Secondary data was collected from various journals, magazines and HR manuals. The primary data was collected through a structured questionnaire (based on research objectives). The descriptive questions are closed ended which are prepared in the 5-ponts likert's scale, with Strongly Agree (V), Agree (IV), Neutral (III) Disagree (II) and Strongly Disagree (I) responses as the personal perception towards the defined question. Questionnaire includes questions on Innovative Recruitment Practices, Innovative Performance Appraisal Practices, Innovative compensation and reward practices, and Human Resource Core Competencies in the organisation.

Sample size:

The sample respondents were considered for interviews from different locations in Bangalore. Proportionate random sampling method was adopted for sample selection. A total of 600 respondents from 40 IT-ITEs have been interviewed for the study of perception towards innovative SHRM practices.

7. DISCUSSION AND ANALYSIS

This section discusses the responses collected for the employee's perception towards innovative HRM practices in IT/ITEs. To perform descriptive analysis, responses collected for different questions based on 5-points Likert's scale has been assessed.

a). *Innovative Recruitment Practices*

'Talent' is as crucial as the technology for sustainable productivity of the organisation. Innovative recruitment practices and efficient knowledge management contributes to the talent acquisition that enhances the competitiveness. Innovative recruitment practice consists of complex procedures and multiple practices which involve policies, system, administrative, processes, products, services, and others. Innovation influences productivity and profitability. A person with better professional skills and qualification could have the capability to take suitable decisions which mainly focus on reaching the organizational goals. Table 1 shows the mean and standard deviation of the perception of the respondents.

Table 1 Innovative recruitment practices

Innovative Recruitment Practices	Mean	SD
Most of the persons with professional training & qualification are recruited for Supervisory & Managerial Levels	4.626	0.485
Information about job vacancies is easily available within the organization	4.140	0.768
There is formal induction, orientation and familiarization process designed to help the new managerial recruits to understand this organization.	4.093	0.771

Approximately 92% of the respondents agreed that the people in the supervisory and managerial levels in their company are qualified enough with suitable management knowledge (M=4.626, SD=0.485). Recruitment and retention of the employees are the key tasks of the HR executives. Retaining employees with suitable profile and skills is always anticipated from the HRs and hence keeping employees aware about the vacancies can be effective for efficient resource selection and retention (M= 4.140, SD=0.768). In any

organization the adoption of new managers and their policies and procedures may impact employees. The newly hired manger and employees need some times to adjust within organization that could somewhat affect performance. Therefore, retaining employee for suitable vacate place within organization can reduce learning phase and hence can be effective to maintain higher productivity (M=4.093, SD=0.771).

b). Innovative Performance Appraisal Practices

Innovation is the development of creative thoughts and procedure which could enhance the company's value. Companies initialize some specific SHRM practices to increase organizational development as well as to enhance innovative performance. Organizations intend to explore creative thoughts by the expertise or its employees in terms of new innovation in the product and services. The performance appreciation of the employees is one of the strategies to encourage its resources. The performance appraisal is important in any projects, where the appreciation of the employees occurs in specific time by reviewing or evaluating the individual or team's performance in task. The evaluation of team performance is difficult in the organizations; hence supervisors focus on analyzing individual performance. Performance appraisal system may be sometimes seems to be negative or disliked. Sometimes supervisors are doing partiality in apprising the employees that eventually could force employee to leave company. In such cases this study revealed that the managers should have the right to question about the decision made by the supervisor (M= 4.760, SD=0.473). It might strengthen comfort and job security of the employee with the firm. Interpersonal skills are essential for the establishment of relationship between managers and the workers, which may creates mutual exchange of ideas, information and skills. Interpersonal skills include broad range of knowledge, skills, traits and behaviour that may be technical in nature or business-oriented. Since having the excellent interpersonal skill is important for identifying the best talent of the employees and appreciate their performance (M=4.526, SD=0.514). To execute any plan providing clear explanation to the employees about what is going to do, how to execute it and how to manage time to executive within the target delivery is significant. To achieve it HR executives play vital role. This study revealed that HR departments discusses clearly about the appraisal policies and allied practices to be followed across firm (M=4.213, SD= 0.661). It shows the need of transparent and cooperative working culture in IT-ITs.

Table 2 Innovative Performance Appraisal Practices

Innovative Performance Appraisal Practices	Mean	SD
Managerial personnel are allowed to appeal or challenge against Appraisal decisions made by Supervisors	4.760	0.473
Inter Personal Skills are important in Performance Appraisal	4.526	0.514
HR Department has provided all the staff a clear explanation of the policy and its implementation	4.213	0.661
Ranking/Grading in Performance Appraisal directly relates to the performance at work	4.753	0.432
Performance Appraisal System has enhanced role clarity in this organization	4.506	0.501

Among the various appraisal methods, ranking/grading method has more effective approach, where employees in specific position are ranked based on the performance observed by manager or supervisor. The ranking may depend on attendance of employees, discipline in the organization, behaviour of the employees, working efficiency and skills of the employee. Ranking the employees helps them to analyze their strength and weakness of the employees in working field as well as to analyze the lacking point, which helps them to improve their skills and encourages putting their complete effort to perform well (M=4.753, SD=0.432). Through performance appraisal, employees come to know their responsibility and scope for further efforts so as to get reward and appreciation in terms of varied facilities and economic benefits (M=4.506, SD=0.501). In such cases, undeniably the increase in personal productivity of the employee reflects overall cumulative performance by the company.

c) Innovative Compensation & Reward Practices

Satisfying the people of the organization directly related with the performance of the organization. However, to keep them satisfied as well to retain the good employees in the organization, company depends on compensation and rewards provided by the organization. company's reputation, job profile and reward practices also crucial factor for employee

satisfaction. Facilitating the compensation and benefits is more important in organization to keep the employees satisfied in their job profile, further it motivates the employees. It indirectly enhances the company performance in terms of their performance as well as actions and brings out the best effort of the employees at workplace.

Table 3 Innovative Compensation & Reward Practices

Innovative Compensation & Reward Practices	Mean	SD
There is freedom to work in flexible hours in this organization	4.020	0.772
The rewards offered are directly proportionate to the performance and contribution at work	4.833	0.373
This organization provides a clear explanation of remuneration policy and its implementation.	4.693	0.462

Flexible working arrangements allow employees to make changes in starting and ending work-time of the day. In many multinational companies, flexible working hours and even work-from home culture is promoted that somewhere increase the productivity and dedication towards own responsibility. Employees consider such flexibility as family-friendly working approach that could lead better work life balance and hence better dedication. Considering IT-ITEs in the present study, only 77.2% of respondents stated that there is freedom to work in flexible hours in this organization (M=3.660, SD=1.060). This study revealed that a majority of the employee feels that too strict working culture distracts their affinity towards organizational mission and they remained confined till fulfilling their working hour responsibility. Almost 98% of the respondents stated that if company provides fair rewards and compensation based encouragement then they can work with company for long time while ensuring better productivity and dedication towards firm's performance needs (M=4.913, SD= 0.282). It backs up the fact that the remuneration strategy is closely related to organization strategic objective and if organization fails to pay the remuneration as per the employees, there may be a chance of losing the good employees as well as the working dedication might decrease. Therefore keeping the effective remuneration policy for the employees can be of paramount significance. Majority of the respondents stated that their organization provides a clear explanation of remuneration policy at the time of interview and

selection that at least keep them confident about the remuneration and based on which they make their decision (M=4.693, SD=0.462). However, it doesn't directly relate to the firm's performance.

d). Human Resource Core Competencies in Organization

Core competencies involve a combination of knowledge, skills and abilities required to perform a specific job. These are the fundamental need for HR Managers to assess suitability or competency of an employee towards expected job description and allied responsibilities. To achieve it HR managers require high core competencies in a multifaceted way. In addition, employees require knowing business process, allied activities, management practices etc. It enables firm belief in each other to assure transparent and conflict-less working environment.

e) Knowledge of the Business

The knowledge about the business involves understanding about certain business disciplines, finance and accounting. Being a HR representatives, HR managers requires broad business knowledge as well as business skills.

Table 4 Knowledge of the Business

Knowledge of the Business	Mean	SD
Strategic capability	4.006	0.815
Financial capability	4.246	0.633
Technological capability	4.606	0.722

This study revealed that the HR executives of the major IT/ITEs are still lacking optimal business knowledge and are playing their role as in some strategy planning (M=4.006, SD=0.815). Respondents stated that the financial decision capacity of the HR's is quite good in Indian IT's (M=4.246, SD=0.633). The technical knowledge of the HR executives helps in motivating and assessing employees in many conditions when employee feels even disturbed and clue less during execution. This study has revealed that HR executives in current IT's are having sufficient technical knowledge and business understanding that helps them to keep

resources updated and motivated to achieve higher productivity and resource utilization (M=4.606, SD=0.722).

f) Knowledge of HR practices

Staffing involves hiring of the candidates, promoting the employees to higher level etc, staffing fulfils the needs of employees in right time by hiring the employees through selection process by examining the candidate analytical skill, basic knowledge about the job profile. In staffing HR needs high analytical skills to select the better employee to suit the job profile. Almost 90% of the respondents stated that current ITs HR executives has better knowledge in selection process (M=4.540, SD=0.538). Even though employees are working in current projects they need some additional skills to fill the gap in the performance and enhance their skills in future performance. The development may take place by providing suitable training to the employees. The HR executive requires identifying future project oriented training and awareness so as to assign suitable resource for the task. This study revealed that almost 79.2% of the HRs need improving their own skills for identifying and formulating optimal training and development courses for employees (M=3.960, SD=0.866). Another important task of the HR is performance appraisal, where they analyse the employees performance in the team. It mainly focuses on the developmental and administrative purpose. Majority of the respondent affirmed that appraisal skills of the HR is better in their organization (M=4.433, SD=0.745).

Table 5 Knowledge of HR practices

Knowledge of HR practices	Mean	SD
Staffing	4.540	0.538
Development	3.960	0.866
Appraisal	4.433	0.745
Rewards	3.813	0.929
Organization design	3.946	0.995
Communication	4.593	0.614

The main objective of the reward system is to attract the employees and retain them in organization. HR executive may need to assess reward for the deserving employee while maintaining optimal working environment across all functional resources. Interestingly, this

study revealed that merely 76% of the respondents stated that their HR executives lack in identifying optimal reward for deserving employee ($M=3.813$, $SD=0.929$). However, its generalization still remains an open area for further research. The organizational design should be in such a manner that it supports decisions made at the lowest level of the organization, as well as it strengthen the employees. This study revealed that almost 78.8% of the employees are satisfied with current organizational design and associated efficacy of HRs to maintain it suitable for working culture ($M=3.946$, $SD=0.995$). Considering the communication skill, approximately 91.8% respondents revealed that the HRs are good communicator in their organization ($M=4.593$, $SD=0.614$).

g) Management of change

The adaptation for changes in the management is critical for the organization in terms of policy changes, budget cuts and implementation of new management ideologies. To adjust successfully to changing conditions, HR plays vital role in guiding employees as the policies and promoting them to new working environment. Change management is a difficult process; it requires serious attention of the HR managers and cooperation of people from all the levels, in order to achieve a progressive transformation across various levels.

Table 6 Management of change

Management of change	Mean	SD
Knowledge of change process	3.773	0.942
Skills as change agents	3.900	0.988
Ability to deliver change	4.206	0.779

The change management requires strong knowledge of HR managers to deal with the changes. It involves defining the changes and making strategy to adopt in the organization, changing the working structure, procedures and technologies to handle changes in external conditions and business environment. These processes involve huge and huge knowledge to handle the organization in these processes. Moderate amount of respondents revealed that HR executives has sufficient knowledge about change management ($M=3.773$, $SD=0.942$). The adaptation of change management is to successfully implement project management and technical tasks for that the HR executives need strategic skills. The skills may either to implement new processes, motivating the employees to participate in change management

program and achieving target. The skills of the HR management is not up to the changing effectively (M=3.900, SD=0.988). Respondent also agreed that HR executives has the ability to deliver the changes (M=4.206, SD=0.779).

h) SHRM Practices in the company

Employees are the most valuable resources to achieve the organizational goal. However, managing the employees is critical tasks for any organization. Hence organization strongly needs the department which effectively manages the employees through different HR systems within organizations. Nowadays, strategic human resource management involves a future-oriented process of developing and implementing HR practices that deals with the business issues and finds out the solution strategically and directly contribute to the long-term business objectives.

The effective HR management involves the performance appraisal system as it assesses the employee's skill, knowledge, ability and overall performance. It is important and useful for the employees to understand their skills and motivate to contribute more. There are many appraisal methods applied to assess the employees in terms of creativity, knowledge, teamwork, initiative. However, small fraction of the respondents revealed that present appraisal system is little bit effective (M= 3.808, SD= 1.067). Nowadays, approximately 90% of organization has applied pay and performance. Pay and performance focuses on recognizing and rewarding high performance. The small fraction of the respondents affirmed that pay and performance is interrelated with the organizational performance (M= 3.736, SD=1.014).

Table 7 SHRM Practices in the company

SHRM Practices in the company	Mean	SD
Present appraisal methods of the company is effective	3.808	1.067
Pay and performance are interrelated and interdependent in the organization	3.736	1.014
Companies provides more facilities	3.970	0.992
Employees suggestions are considered in the company for decision making	4.485	0.666
Frequent training programs are conducted	4.495	0.557
Workload management is effective	3.523	1.300

The communication pattern of the organization is supportive	4.276	0.819
Flexi work system can increase individual performance and hence productivity	4.738	0.493
Change management is sufficient	3.995	0.923

In the past few years, employees were willing to get hired in high paying companies, but nowadays employees are trying to get hired in a company which maintain good working environment, flexible working hours, women-friendly policies and support among the team member, the MNC companies are providing more such facilities to its employees. Many employees are trying to join the good companies to enjoy the work with more fun and facilities. Small fraction of the respondents affirmed that their organization is providing more facilities (M=3.970, SD= 0.992). The companies depend employees, where taking the employees decision on making the strategy plays a significant role. Employee feedback will help to increase employee's satisfaction as well as strengthen HR relationship with employees. Through such decisions the employees feel the close affinity with the company and motivate them to work hard for the company. Respondents affirmed that their opinion are taken into account for decision making after each project has been completed (M= 4.485, SD=0.666). Training to the employees-both present and prospective-builds self-confidence and enable them to adjust to rapidly changing job requirements. Further, hiring the new employees involves high recruitment costs and hiring fees unlike, providing ongoing training to the current employees enhances the efficiency of the work, as the current employees know completely about the business process of the organization. Periodic training to employees' empowerment to cope with the dynamism of technology and to upgrade the skills level which in turn increases the employee's job satisfaction. The respondents are strongly agreed that their HR management is frequently scheduling programs (M=4.495, SD=0.557) which helps to improve their skill as well as refreshing their talent. In this competitive business environment, the employees' performance directly linked to organizational performance. Work-load management among each employee is essential for the organization to maintain low stress on them. Work load management is effective for workload distribution as it enables the employees to achieve optimal performance and productivity levels. In many IT service industries, workforce is often found to be overburden by large number of projects deadlines to be completed in limited period of time. Due to such increasing workloads

employees undergoes stress which leads to resignation, quality work depletion, overall productivity decreases. Hence, HR managers have the huge responsibility to strategically distribute the work. HR managers should have the proper planning while assigning works to the employees by keeping all their strength and weakness in mind. In addition, interaction with the employees helps them the timely delivery of work. Many respondents are not satisfied by the workload management of their organization, since it is overburden on them ($M=3.523$, $SD=1.300$). The communication of HR managers with the employees is more essential to deal effectively with them and bring out the talent of employees effectively. Communication establishes the connection between the employees to get the clear ideas about how to execute the tasks assigned to them. The respondents affirmed the style of communication that the HR executives of the organization are effective and cooperative ($M=4.276$, $SD=0.819$). In recent years, employees prefer flexi work to high paid jobs. The flexible working environment makes the employees to think more and allows them to executive the work in effective way towards increasing the productivity ($M=4.738$, $SD=0.493$). Change management is helps project success and improve productivity of the organisation. Very small portion of the respondents are satisfied with the change management of the organization ($M=3.995$, $SD=0.923$).

8. HYPOTHESIS TESTING

Taking into consideration the objectives certain research hypotheses have been defined. The hypotheses represent the major factors such as SHRM implementation, innovative recruitment practices, training and retraining, performance appraisal practices, reward and compensation practices, organizational performance productivity, and QS etc., In order to examine these key constructs and motivational factors, the hypotheses have been tested in terms of mean, standard deviation and correlation.

H₀₁: There is no significant relation between effective talent acquisition and retention of IT and ITEs enterprises.

Table 8 Correlation analysis of the talent acquisition and retention to promote growth

Correlations

		Talent acquisition	Retention
Talent acquisition	Pearson Correlation	1	0.132
	Sig. (2-tailed)		0.108
Retention	Pearson Correlation	0.132	1
	Sig. (2-tailed)	0.108	

Table 8 exhibits the correlation between talent acquisition and retention to promote growth. The correlation coefficient obtained between these factors is 0.132 at the significance level of 0.108 which is greater than significance level 0.05. Hence null hypothesis is rejected and an alternative hypothesis is accepted, which implies that there is a significant relation between talent acquisition and retention which helps promote growth of the enterprise.

Effective talent acquisition and retention promote growth for a IT/ITE's

It infers that objectively designed and strategically recruited talents can be retained in the organisation. They become the asset to the firm and help to promote growth of the firm. Further, keeping the experienced employees by providing flexible environment, incentives, rewards and bonus to the employees based on their performance. Such benefits encourage employees to put their best to enhance effectiveness and increase the performance.

H₀₂: Effective corporate culture strengthens human resource for better productivity and responsibility handling thus enables higher organizational performance.

To test this hypothesis, a regression analysis is carried out with independent variables such as Re-training the employees(RTREMPE), Coaching the employees(COACHING) and Selection to Special Project team(SPLPRJSLC), and organizational performance as the dependent variable.

Table 9 correlation analysis

		Organizational	RTREMP	COACHING	SPLPRJSLC
Pearson Correlation	Organizational	1.000	0.034	-0.102	-0.051
	RTREMP	0.034	1.000	-0.070	0.126
	COACHING	-0.102	-0.070	1.000	0.055
	SPLPRJSLC	-.051	0.126	0.055	1.000
Sig. (1-tailed)	Organizational	.	0.342	0.107	0.269
	RTREMP	0.342	.	0.198	0.062
	COACHING	0.107	0.198	.	0.250
	SPLPRJSLC	0.269	0.062	0.250	.

Table 10 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.116 ^a	.013	-.007	.37465

^a. Predictors: (Constant), Retraining of the employees, coaching the employees, Selection to Special Project team

Table 11 ANOVA test

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	0.280	3	0.093	0.665	0.575^a
Residual	20.493	146	0.140		
Total	20.773	149			

a. Predictors: (Constant), RTREMP, COACHING, SPLPRJSLC

b. Dependent Variable: organizational performance

Table 11 depicts the ANOVA test of dependent and independent variables. It shows the significance 0.575 and F value at 0.665.

Table 12 Regression coefficients

Model	Un-standardized Coefficients		Standardized Coefficients	t	Sig.	95.0% confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	5.422	0.610		8.884	0.000	4.216	6.629
RTREMP	0.027	0.069	0.033	0.397	0.692	-0.109	0.163
COACHING	-0.106	0.090	-0.097	-1.173	0.243	-0.285	0.073
SPLPRJSLC	-0.039	0.066	-0.049	-0.596	0.552	-0.169	0.091

a. Dependent Variable: organizational performance

Table 12 shows the regression coefficients. To know the impact of one or more independent variables is strong and significant factor for the higher organizational performance, regression coefficients were used. From Table 12 the standardized coefficient beta column reveals that re-training of the employees (0.033), which is at the significance level (0.692), Coaching the employees (-0.097), which is at the significance level (0.243) and Selection to Special Project team (-0.049), which is at the significance level (0.552). All the components are statistically significant. Hence null hypothesis is accepted which implies that there exists the relation between corporate culture and productivity impact of the organisation. Coefficients show that there is an impact of effective corporate culture built in the human resource on the productivity and responsibility for higher performance.

Effective corporate culture strengthens human resource for better productivity and responsibility handling thus enables higher organizational performance.

H₀₃: Acceptability towards SHRM paradigms and association with top management and strategic role of HRM activities are highly significant for organizational performance of highly innovative IT.

Table 13 One sample statistics of strategic role of HRM activities

One-Sample Statistics

	N	Mean	SD	Std. Error Mean
Present appraisal methods is effective	600	3.808	1.067	0.043
Pay and performance are interrelated and interdependent in the organization	600	3.736	1.014	0.041
Companies provides more facilities	600	3.970	0.992	0.040
Employees suggestions are considered in the company for decision making	600	4.485	0.666	0.027
Frequent training programs are conducted	600	4.495	0.557	0.022
Workload management is effective	600	3.523	1.300	0.053
The communication pattern of the organization is supportive	600	4.276	0.819	0.033
Flexi work system can increase individual performance and hence productivity	600	4.738	0.493	0.020
Change management is sufficient	600	3.995	0.923	.0377

To test the third hypothesis, the researcher resorted to One-sample t-test.

It has been found from table 13 that Flexi work system can increase individual performance and hence productivity has highest mean of 4.738 and standard deviation 0.493; Frequent training programs (M=4.495, SD=0.557); consideration of employees' suggestions in the company for decision making (M=4.485, SD=0.666).

Table 14 shows the results of one sample t- test in terms of t-value and level of significance forSHRM practices in the organization. It has been found from the table that, t value for the 'Present appraisal methods of the company is effective' is 87.363 at the significance level 0.000, which is less than the 0.05. Similarly, 'Pay and performance are interrelated and interdependent in the organization' (t=90.229, p=0.000); 'Companies provides more facilities' (t=98.029, p=0.000); 'Employees suggestions are considered in the company for decision making' (t=164.900, p=0.000); 'Frequent training programs are conducted' (t=197.597, p=0.000); 'Workload management is effective' (t=66.343, p=0.000);

‘The communication pattern of the organization is supportive’ (M=127.862, p=0.000); ‘Flexi work system can increase individual performance and hence productivity’ (t=235.158, p=0.000) and ‘Change management is sufficient’ (t=105.950, p=0.000). The significance level of each factor is less than the 0.05, hence null hypothesis is accepted which implies that strategic role of SHRM activities are highly significant for organisational performance.

Table 14 One sample t-test

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2- tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Present appraisal methods of the company is effective	87.363	599	0.000	3.808	3.722	3.893
Pay and performance are interrelated and interdependent in the organization	90.229	599	0.000	3.736	3.655	3.818
Companies provides more facilities	98.029	599	0.000	3.970	3.890	4.049
Employees suggestions are considered in the company for decision making	164.900	599	0.000	4.485	4.431	4.538
Frequent training programs are conducted	197.597	599	0.000	4.495	4.450	4.539
Workload management is effective	66.343	599	0.000	3.523	3.419	3.627
The communication pattern of the organization is supportive	127.862	599	0.000	4.276	4.211	4.342
Flexi work system can increase individual performance and hence productivity	235.158	599	0.000	4.738	4.698	4.777
Change management is sufficient	105.950	599	0.000	3.995	3.920	4.069

Acceptability towards SHRM paradigms and association with top management and strategic role of HRM activities are highly significant for organizational performance of highly innovative IT-ITs.

9. CONCLUSION AND RECOMMENDATION

It is generally perceived that the Strategic Human Resource Management (SHRM) plays a pivotal role in organisational development and sustainability. Effective human resources necessitate the efficient. Because, SHRM practices affect the employees positively and thereby improves the organisation's operational efficiency. This obviously will have positive impact on the financial and market performance of the enterprise.

The present study attempted to make an enquiry whether the SHRM and performance do have relation and SHRM's impact on the organisational performance. The study formulated three hypotheses on the basis of the objectives of the study. The study made a brief analysis of innovative HRM practices, Performance appraisal system-its evaluation, efficiency of the supervisory functions over the performance appraisal, employee feed-back, and the impact of interpersonal skills. Analysis of the perception reveals the need of transparent and cooperative working culture in IT an ITEs for talent acquisition and retention, training and improving the confidence in the employees so that their sincere and hard work directly and positively affect the organisational productivity. One of the important observations of the study is that the increase in personal productivity of the employee reflects overall cumulative performance by the company. Keeping the effective pay package for the employees can be paramount significance. The study reveals that employees are made to understand the transparency in remuneration policy. However, it can be argued that it does not directly relate to the firm's performance. HR executives, in this study, are having sufficient technical knowledge and business understanding that helps them to keep updated and motivated to achieve higher productivity. The respondents perceive that HR managers are good communicators. SHRM involves future-oriented process and practice to find out the solution strategically and directly contribute to the long-term business goals. It is pertinent that the HR executives should tactically distribute the work as a part of work-load management on the basis of the level of competency and productivity potential. During this process, interaction

with the employees found to be utmost crucial. The study also focussed on the flexible working environment and its impact on the productivity.

The first hypothesis has been rejected which implies that there is a significant relation between talent acquisition and retention which helps promote growth of the firm. It can be argued that objectively designed and strategically recruited talents can be retained in the organisation. Failure to reject the second null hypothesis implies the close relation between corporate culture and productivity impact on the organisation. Further, the regression coefficients reveal the impact of effective corporate culture influences the productivity and results in higher performance. The companies, thus, design, develop, improve, and implement the strategic human resource management to achieve the goals of the ever changing and dynamic corporate organisations profitability for sustainable development. Innovation, in this journey of the IT and ITEs enterprises has been the key, not only in finance, business and taxation aspects, but also the core area of human resource management.

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