

HRM Practices and Employee Performance - A Study of IT Sectors in Odisha

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Abstract

In the Information Technology (IT) sector in Odisha, India, the study intends to investigate the relationship between employee performance and HRM practices with a focus on recruitment & selection, training methods, and performance evaluation. Structural equation modelling has been used to provide a clear explanation of the relationship. The study's findings indicate that performance management practices, training, and selection processes are positively correlated with employee performance. These results suggest that organizational performance in the Indian IT industry, particularly in Odisha, is enhanced by robust training & selection protocols and effective performance evaluation systems. By using this information, businesses can have a better understanding of how crucial it is to implement sound HRM procedures in order to improve their competitiveness. The IT industry in India is well known for its significant economic impact as well as its high employee engagement rates. Assessing the impact of HRM practices on employee performance within this specific context can provide valuable insights to the scholars.

Keywords: HRM practices, organizational performance, IT sector, Odisha

Introduction

HR practises exert a notable influence on employee behaviour, satisfaction, and engagement metrics. Employee performance and HR practises have a dynamic and mutually beneficial interaction. This complex relationship can have a significant impact on an organization's overall performance landscape if HR professionals handle it effectively (Jiang et al., 2012). Another important component of this mutually beneficial partnership is the continuous training and development process that HR coordinates. By offering opportunities for continuous learning, HR not only enhances employees' skill sets but also cultivates a culture of innovation and adaptability. Because of their dedication to professional growth, employees are better equipped to manage the demands of their work and respond swiftly to shifting market conditions (Davies et al. 2001). Performance management, a cornerstone of HR practices, strengthens the connection even further. By clearly establishing performance targets, offering regular feedback, and assisting team members in developing goals, HR creates a framework that helps employees understand their duties. This clarity sets the stage for a culture of continuous development and provides direction, raising the bar for both individual and group performance (Cardy and Dobbins 1994).

HR practices have been widely acknowledged as influential factors in shaping employee performance. Numerous studies emphasize the critical role that HR practices play in fostering a conducive work environment (Becker & Huselid, 1998; Huselid, 1995). The impact of HR practices on employee performance is further underscored by ongoing training and development initiatives. Studies by Noe (2013) and Tannenbaum & Yukl (1992) emphasize that these programs not only enhance skills but also contribute to increased employee adaptability, directly influencing overall performance. The nexus between HR practices and performance management is extensively explored in the works of Aguinis (2009) and. They contend that the establishment of clear expectations, regular feedback, and goal-setting positively impacts employee understanding of roles and responsibilities, consequently influencing performance outcomes. Human Resources (HR), which include a range of regulations, and initiatives, are centered on the management of an organization's most valuable resource: its workforce. Organizations need to have outstanding HR competencies in order to succeed in the fiercely competitive world (Khandekar & Sharma, 2005). The favorable relationship between HRM practices and employee performance has been the subject of numerous studies (Guest, 2017; Jiang et al., 2012). Human resources are no longer only seen as a supporting role but also as priceless, distinctive, and flexible resources that greatly

influence an organization's ability to succeed. Companies can better leverage their human resources and gain a competitive advantage in the market by prioritizing and developing high-quality HR competencies (Lengnick-Hall, 2002). According to Rubel, Rimi, and Walters (2017), companies that want to succeed in a cutthroat market must prioritize developing a highly dedicated workforce.

HR procedures and the performance of the employees are related in ways that go beyond simple operational management. Organisations can enhance their organizational capacities and ensure survival and success by enlightening a sense of loyalty among their employees which fosters the implementation of effective plans and practices. Therefore, a well-designed HR strategy becomes essential to the quest of organisational excellence, driving individual and group accomplishments to previously unheard-of levels. With this backdrop, the research study aims to explore and understand the relationship between employee performance and Human Resource Management (HRM) practices, specifically focusing on three critical areas: recruitment and selection, training methods, and performance evaluation.

This study begins with an introduction and moves on to a thorough assessment of the literature with a particular focus on employee performance and selected HR practices. The objectives and the structure supporting the suggested model for testing are covered in the section that follows. The research technique is then provided, and the findings are analyzed using structural equation modeling (SEM). In-depth discussion of the findings, limitations, and practical implications for managers are included in the study.

Review of Literatures

Enhancing employee performance is significantly impacted in a number of ways by the efficient use and synchronization of HRM practices with the aims and objectives of an organization. The efficacy and prosperity of an organization are significantly influenced by HRM protocols. According to Wright, Dunford, and Snell (2001), a corporation can create a durable competitive advantage by nurturing valuable and unique resources within the organization. When HRM approaches align with strategic objectives, they facilitate the development of organizational competencies and human capital. As a result, employee performance is enhanced.

High-Performance Work Systems are a group of connected HRM strategies designed to raise motivation, skills, and engagement levels among staff members (Boxall & Macky, 2009). Employers can increase their performance by implementing measures such as performance-based rewards, selective hiring, and intensive training. These tactics boost employee dedication and productivity. Nonetheless, for these practices to be successful there must be congruence between HRM techniques and the organizational environment (Delery & Doty, 1996). When applying HRM approaches, businesses need to take into account contextual aspects including industry characteristics and corporate culture. The success of various HRM practices may vary depending on the specific conditions. Businesses may improve their performance and obtain a competitive advantage in the market by taking these aspects into account and implementing HRM practices that align with organizational goals. High-Performance Work Systems are a set of related HRM strategies designed to boost workers' engagement, skills, and motivation (Boxall & Macky, 2009). Employers can improve employee performance by putting policies in place like selective hiring, performance-based rewards, and extensive training. These strategies increase worker commitment and output. However, alignment between HRM strategies and the organizational setting is necessary for these practices to succeed (Delery & Doty, 1996). Employing HRM techniques requires businesses to take into account contextual elements like company culture and industry characteristics. The success of various HRM practices may vary depending on the specific conditions. Organizations can improve their performance and gain a competitive advantage by taking these aspects into account and implementing HRM strategies that align with their objectives.

Good HRM practices have also been linked to greater rates of employee retention, which lowers the costs of hiring and training new employees and fosters organizational stability (Huselid, 1995). Higher-quality output and increased productivity have been associated with staff involvement and training (Combs, Liu, Hall, & Ketchen, 2006). HRM practices that enhance worker capabilities, motivation, and opportunity can lead to higher profitability. (Huselid et al., 1997). Research conducted by Davies et al. (2001) showed that training is crucial for enhancing employee performance among the HR practices examined. According to Waheed et al. (2019), implementing new HRM procedures fosters creative performance by creating an innovative behavior culture within the company. According to Haque (2021), there is a positive correlation between perceived organizational performance and strategic HRM.

Few studies explicitly address the Indian HRM context. Very little research has been done on the Indian IT industries, and there is a dearth of literature looking at this relationship. Therefore, further study is required to improve the corpus of already known information. This research project will close the knowledge gap on the relationship between HR practices and organizational performance in the Indian setting.

The study's goal is to investigate how recruitment and selection, performance appraisal, and training practices impact the employee performance of a sample of Odisha's IT enterprises. With the backing of leading IT companies, Odisha has grown in importance to the state's economy as one of the major centres for IT service outsourcing. The state has established itself as a prominent hub for IT outsourcing services, and the prosperity of the state's economy depends heavily on well-known IT companies. The IT sector in Odisha has grown significantly, attracting investments and establishing a strong foundation for outsourcing operations. The rationale behind selecting Odisha as the study region is its noteworthy position in the IT outsourcing domain and the possibility of yielding substantial insights that could advance the field of IT outsourcing studies.

Hypothesis Development

Performance Appraisal & Employee performance

Organizations can gain by identifying areas for improvement and strengths by utilizing the results of performance appraisals. It is commonly known that performance reviews have an impact on an organization's ability to succeed by increasing the performance of the employees (Schraeder, Becton, & Portis, 2007). Additionally, performance reviews provide insightful information for HR planning, such as succession planning, hiring decisions, and evaluating candidates for training programs (Monga, 1983). It also facilitates the identification of training needs, leadership development and facilitates succession planning in order to promote employee performance (Cascio, 1998). According to Tyler and York (2002), the performance appraisal process is essential to the effective achievement of corporate goals. Through the promotion of efficacy and efficiency, it plays a critical role in improving employee performance. Organizational performance is essentially improved by the application of performance appraisal procedures.

Recruitment and Selection & Employee performance

The purpose of recruitment is to attract more possible employees so that the business can identify the best candidates (Gamage, 2014). Advanced recruiting and selection methods and employee performance have been found to be positively correlated (Syed and Jama, 2012; Rauf, 2007). Many studies have demonstrated that efficient hiring and selection practises improve organisational effectiveness. Research by Delany and Huselid (1996) provided evidence in favor of the theory that more effective hiring and selection procedures enhance organizational performance. Gbervbie (2010) stressed on the significance of employing appropriate techniques in employee performance, retention, and hiring in order to enhance organisational effectiveness. Terpstra & Rozell (1993) and Harel and Tzafrir (1996) suggested a significant and favourable relationship between employee performance and selection processes.

Training practices & Employee performance

Training is a systematic process intended to enhance employees' attitudes, knowledge, and skills so they can perform their jobs effectively (Tharenou, Saks, & Moore, 2007). Its primary objective is to provide employees with the tools they require for their jobs. Dessler (2003) stressed the importance of training in equipping workers with the skills they need to carry out their duties efficiently. According to the human capital approach, training is considered an investment in human capital (Luo, 2000). Torlak et al. (2018) demonstrated a substantial correlation between career management methods, job security, training, and organisational performance, indicating that these elements have a significant impact on the success of the organisation as a whole. Pattnaik and Sahoo (2020) found that training practices are the second important element influencing the performance of employees and the organization. Additionally, training helps workers develop a wider range of skills, which increases their adaptability and proficiency in carrying out a variety of jobs (Somaya, Williamson, & Lorinkova, 2008; Guerrazzi, 2016). Blair (2007) highlighted that investing in training efforts might provide significant benefits for the enterprises.

The following hypotheses are formulated based on previous researches.

H1: Recruitment & selection has significant effect on employee performance.

H2: Performance appraisal has significant effect on employee performance.

H3: Training practice has training practices have a strong beneficial relationship.

Research Methodology

The research focused on employees within IT firms based in Odisha, specifically Tech Mahindra, CSM Technology, Infosys, TCS, and Wipro. To collect primary data, a random sampling approach was employed. A 17-item questionnaire was formulated using insights from previous research endeavors, with item selection guided by a thorough examination of relevant academic literature. Constructs and variables were identified through empirical research, and the proposed questionnaire items underwent scrutiny by academic specialists for approval and finalization of the measuring scale. The survey instrument underwent minor revisions following a pilot test involving 40 respondents before its official deployment in the main survey. After the pilot phase, the questionnaire was finalized for use in the study. Prior to widespread distribution across the targeted firms, a series of informal interviews were conducted with middle- or upper-level HR department managers to assess the instrument's validity.

The primary objective of these interviews was to gather feedback and identify any instances of unclear or imprecise language, as well as unfamiliar phrases within the questionnaire. Officials were encouraged to highlight any areas that participants found ambiguous or confusing during these interviews and provide their insights. These valuable observations were carefully considered to enhance the questionnaire's readability and applicability. The suggested improvements were incorporated into the final version of the questionnaire. Seven hundred questionnaires were distributed at random in order to get primary data on how employees felt about HR procedures and the performance of the employees. Following a screening process, 660 of the disseminated questionnaires were deemed valid for inclusion in the final analysis. The determination of the response rate and sample size was guided by established criteria, as outlined in earlier research (Cochran, 1977). Recognizing the impracticality of reaching every worker in the IT industry, this study employed purposive sampling. Established scales, verified and empirically tested in previous research, were utilized to explore the proposed relationships. Specifically, modifications were made to assertions about HRM practices from sources such as Dessler (2002), Pattanaik (2020), Katou and Budhwar (2007), Saifalislam (2014), and 17 others.

To measure respondents' attitudes, a 5-point Likert scale was employed, with values ranging from 1 for "strongly disagree" to 5 for "strongly agree" for each statement. This standardized rating system provided a consistent and structured approach for participants to express their opinions on the various aspects under investigation.

Data-analysis procedures

In order to investigate multivariate relationships and produce thorough findings for theoretical model analysis, this study used structural equation modelling, or SEM. SEM provides a strong framework that enables the analysis of intricate interactions between variables in the theoretical model that is being studied. (Anderson and Gerbing, 1988; Byrne, 2010). To validate the suggested model, this research's SEM investigation was carried out in two phases. Initially, Confirmatory Factor Analysis (CFA) was utilised to evaluate the practicality of the suggested model. Utilising the measurement characteristics of the observed variables, CFA verifies the relationships and structure outlined in the theoretical model in first step. The relationships described in the theoretical model were then verified by building a model in the second step. The use of a two-stage strategy guarantees a stringent validation procedure and enhances the comprehension of the intricate relationships between the variables under investigation..

Scale Reliability

The reliability of the responses was assessed using Cronbach's alpha, a measure of internal consistency. The computed Cronbach's alpha values for the constructs employee performance, training practices, recruitment and selection and performance appraisal were found to be 0.959, 0.994, 0.986, and 0.950, respectively. These values exceed the suggested cutoff point of 0.7 (Nunnally, 1978), indicating satisfactory reliability.

Measurement Model (CFA)

The CFA model was estimated using AMOS-20, allowing for the investigation of relationships between the observable variables and their underlying components. The correlations between the independent variables (Performance Appraisal, Recruitment & Selection, and Training Practices) and the dependent variable (Employee Performance) were also

evaluated using path analysis. The goodness-of-fit indicators were assessed for every latent variable as a separate model. The CFA results revealed acceptable model fit indices as suggested by Schreiber et al. (2006).

Table No-2: Model fit

Fit Index	Value
CMIN/DF	2.877
GFI	0.948
AGFI	0.928
CFI	0.989
RMSEA	0.993
P-CLOSE	0.202

Source: Authors' Calculation

Convergent validity

Average Variance Explained (AVE) and Composite Reliability (CR) are used to establish validity. These numbers are higher than the suggested cutoff points (Hair, J.F., Tatham, R.L., Anderson, R.E., & Black, W.) of 0.7 for CR, 0.5 for AVE, and CR > AVE (2010). Table No. 3 presents the computed values of AVE and CR.

Table No- 3: Summary of CFA

Sub-variable		Construct	Estimate	AVE	CR
EP5	<---	Employee_Performance	0.991	0.81	0.95
EP4	<---	Employee_Performance	0.924		
EP3	<---	Employee_Performance	0.858		
EP2	<---	Employee_Performance	0.866		
EP1	<---	Employee_Performance	0.865		
RS1	<---	Recruitment_Selection	0.683	0.866	0.96
RS2	<---	Recruitment_Selection	0.999		
RS3	<---	Recruitment_Selection	1		
RS4	<---	Recruitment_Selection	1		
TR1	<---	Training_Practices	0.889	0.91	0.97
TR2	<---	Training_Practices	0.996		
TR3	<---	Training_Practices	0.971		
TR4	<---	Training_Practices	0.97		
PA1	<---	Performance_Appraisal	1	0.97	0.99
PA2	<---	Performance_Appraisal	0.999		
PA3	<---	Performance_Appraisal	1		
PA4	<---	Performance_Appraisal	0.953		

Source: Authors' Calculation

Structural Model

Path analysis was used to test the developed hypothesis (Figure 1). Table 5 displays the outcomes of the path analysis. The regression weights and critical ratio, which show how strongly the variables are correlated, are displayed in the table. It was shown that there was a significant effect of recruitment and selection, training practices and performance appraisal on employee performance with ($p < 0.05$). As a result, H1, H2 and H3 are accepted. (Table no. 4).

Table-4: Results

Path			Estimate	S.E	C.R	P
Employee_Performance	<---	Recruitment_Selection	0.135	0.05	2.695	0.007
Employee_Performance	<---	Training_Practices	0.157	0.041	3.805	***
Employee_Performance	<---	Performance_Appraisal	0.152	0.037	4.081	***

Source: Authors' Calculation

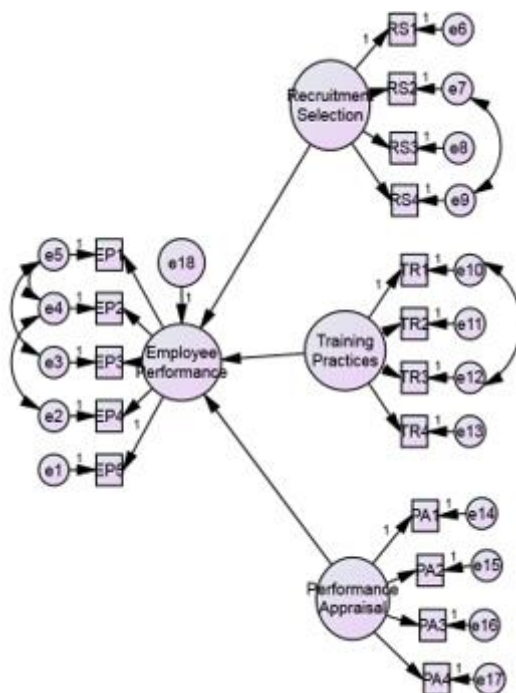


Fig-1: Path Diagram

Discussion

The findings of the study have validated the suggested theoretical model. Training practices, performance appraisals and recruitment and selection are three HR activities having positive impact on employee performance. In particular, the findings show that training practice is the best predictor and performance appraisal is the second best predictor of employee performance.

The performance of employees is significantly impacted by training procedures. Training programs that are effective act as stimulants to improve employees' talents, competencies, and knowledge, giving them the resources they need to succeed in their positions. Effective training programs help staff members become more capable, self-assured, and flexible, which has a direct impact on their work output. Training techniques are essential for developing a skilled and motivated workforce because they target individual developmental requirements and offer opportunity for continuous learning. The organization's overall success and competitiveness are enhanced by investing in the training and development of its employees, which also has a favorable impact on individual performance. The outcome is in line with other research (Wright & McMahan, 2011; Kim & Ployhart, 2014).

Our study demonstrated that performance appraisals had a major positive impact on employee performance, highlighting the vital role that appraisal systems play inside businesses. Assessments of performance have a big influence on how well employees work. Performance appraisals offer important insights that can greatly impact an employee's effectiveness through a methodical assessment of each worker's contributions, strengths, and areas for development. Positive reinforcement and constructive criticism provided throughout the appraisal process boost motivation and a feeling of achievement, which in turn encourages higher performance. Furthermore, identifying possibilities for improvement helps staff members improve their abilities and close performance gaps. Therefore, a well-run performance appraisal system is

an essential tool for encouraging continual development, coordinating individual efforts with corporate objectives, and eventually raising total employee performance. The result is line with previous studies (Cascio, 1998; Tyson & York, 2002; Sabiu et al. 2019).

Employee performance is also found to be significantly impacted by the selection procedures. In the employee lifecycle, these early phases not only define the quality of people joining the company, but also establish the standard for their future contributions. A properly implemented recruiting and selection process guarantees that the right people are recruited and brought into the organization, providing the groundwork for peak performance. By connecting the organization with individuals whose talents and traits align with its aims, these methods contribute greatly to building an atmosphere favorable to high employee performance. The result is line with previous studies (Gamage, 2014; and Rauf 2007; Syed and Jama 2012).

Hence, it is imperative to acknowledge that the processes of selection, performance evaluation, and training should be considered important HR practices inside an organization. These practices have a major effect on increasing worker performance, fostering growth, and enhancing engagement. In order to guarantee that employees receive the support, feedback, and chance for growth they need, businesses should focus heavily on implementing effective procedures for performance reviews and training.

Conclusion

Employee performance is significantly impacted by hiring and selection procedures, training methods, and performance review systems. These important aspects of organizational management are crucial in determining an employee's abilities, competencies, and general skill set. The correct people are brought into the company through efficient recruiting and selection, which lays a solid foundation for performance. Training procedures improve workers' abilities and expertise even more, which greatly improves their performance as a whole. A well-designed system for performance appraisals also offers insightful criticism and inspiration, encouraging ongoing development and coordinating individual efforts with company objectives. When put together, these components create a thorough framework that directly affects and improves worker performance in the context of the organization.

Limitations and future Research

It is vital to recognize the limits of this study and take steps to overcome them in further research, even though it presents insightful theoretical and managerial implications. Initially, it should be noted that this study only looked at three HRM procedures: performance evaluation, training procedures, and recruiting and selection. Future studies can examine and incorporate additional HRM activities like information sharing, remuneration policies, and career planning in order to widen the scope. A more thorough insight could be obtained by investigating the connection between these activities and commitment and satisfaction. To address the study's limitations and validate the suggested links, more research from various areas should be conducted. Future study can acquire a more thorough and rigorous knowledge of HRM practices and their effect on employee performance by addressing these shortcomings.

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