

EFFECTIVENESS OF HUMAN RESOURCE MANAGEMENT PRACTICES ON QUALITY OF WORK LIFE OF THE EMPLOYEES IN MSME SECTOR IN COIMBATORE DISTRICT, TAMIL NADU, INDIA

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KEYWORDS

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ABSTRACT

Quality of work life (QWL) of employees is necessary in MSME sector because it is significantly influencing performance, competitiveness, profitability and reputation of MSMEs and it is affected significantly by working conditions, fulfillment of personal requirements of the employees, security of job, better compensation, proper training and development, performance and satisfaction in their jobs and balancing personal and work life in MSME sector. Meanwhile, efficient implementation of HRM practices is providing better QWL to the employees working in MSMEs. The findings reveal that significant difference is found in HRM practices in MSME sector amidst profile of the employees. Significant difference is also prevailed in QWL in MSME sector amidst profile of the employees. Besides, recruitment and selection, performance appraisal, compensation and career planning are significantly and positively affecting QWL of the employees in MSME sector. Further, interaction between training and development and career planning and interaction between performance appraisal and career planning are also positively and significantly affecting QWL of the employees in MSME sector. Thus, it is also concluded that career planning moderates the relation between training and development and QWL and performance appraisal and career planning and QWL of the employees in MSME sector. Therefore, all the hypotheses are proved by the findings. Therefore, all the hypotheses are proved by the findings and limitation of the study is also presented.

1. INTRODUCTION

Human resources are extremely central and elite asset of all type of organizations. The management of human resources is competently heady, exciting and tricky activity, especially in the globalization era (Martins et al 2017). The deficiency of skilled employees and continuously mounting their expectancy in the present era has elevated the complexity of their actions (Boxall and Purcell, 2000). Effective practices for management of human beings are relying on work culture and it is looking for various processes for them which are connected with attraction, encouragement and molding them for attaining competitive advantage among organizations (Sabir et al 2016).

In recent years, practices for management of human resources have extraordinarily changed because of advancements and transformations in technologies, practices competition and well being of human resources in the organizations (Iqbal et al 2013). Effectual human resource management practices are very crucial for management of other vital resources and reaching and maintaining the very success of organizations (Juhdi et al 2011) and their core objectives are to enhance state of employees and escalating their contribution to growth and success of organizations. Human resource management practices (HRM) are mainly consisting of job design, planning, selection, recruitment, trainings, compensation, recognition, communication performance evaluation, training and development and inter personal relation in the organization (Hussain and Rehman, 2013).

Besides, management practices relating to human resources are a cluster of organizational activities that are adopted for managing and improving human resources and they are used professionally to accomplish organizational targets (Wright and Boswell, 2002). The execution of

effective HRM practices has capability to influence performance of organizations effectively (Pillai and Abraham, 2016). HRM practices are helpful for enhancement of skills, encouragement and commitment of employees towards organizations and it is also increasing their competitive advantages (Cheng and Mohd, 2017). HRM practices are also promoting better relation among employees and employer that encourages them to do their jobs more efficiently (Sandhyanaair, 2013).

Organizations put efforts to reach higher degree of quality of work life (QWL) among employee by adopting appropriate and efficient human resource management practices as employee are necessary for survival and sustainable performance of organizations (Chitraa and Mahalakshmi, 2012) and it is highly important and crucial for employees and it is largely useful for high productivity, engagement and commitment towards their works (Amin, 2013).

QWL is referring to procedures, methods and approaches which are adopted to enhance working atmosphere and satisfaction of employees and organizational effectiveness and it stands for creating conducive atmosphere by organization which makes their employees satisfied by means of minimum security for their jobs, rewards, empowerment and autonomy in their jobs and chances for career improvement and it is also generating a good relation amidst personal life and work (Bagtatos, 2011). It is the degree of quality that makes working circumstance conducive and it is increasing work efficiency and happiness of employees (Sivaramakrishna and Rao, 2018) and it is also building trust and relation, cooperation and mutual respect among them. In addition, it is the manifestation of personal experience, relation with others, work setting and efficacy and well being of employees (Wyatt and Wah, 2001).

QWL is also representing competitive salary and benefits, healthy and safe working place, efficient use of skills and competencies, better growth of career, integration with others and good balance of life and work and these are achieved by applying efficient practices for managing employees. Employees having better quality of work life are largely responsible, trustful and contributing significantly to the growth and competitiveness of organizations (Sinha, 2012). It is consisting of working atmosphere, workload, length of working hours, work efficiency, sense of belongingness, safety, satisfaction, security for job, competitiveness, personal and professional development and well being of the employees. Further, they are essential for the employees because they are helping to generate positive working atmosphere which is supporting their requirements and welfare.

QWL of employees is necessary in MSME sector because it is significantly influencing performance, competitiveness, profitability and reputation of MSMEs and it is affected significantly by working condition, fulfillment of personal requirements of employees, security of job, better compensation, proper training and development, security for job, performance and satisfaction in their jobs and balancing personal and work life in MSME sector. Meanwhile, efficient implementation of different management practices for human resources is providing better quality of work life to employees working in MSMEs. Besides, they are highly and closely connected with each other and favourable working conditions, good salary and other benefits, adequate training and opportunities for development of career for employees are significantly affecting QWL of employees in MSME sector.

Meanwhile, there is also no study done pertaining to effectiveness of HRM practices on QWL of the employees in MSME sector in the Indian contest. The introduction of career planning as moderator among them in MSME sector is the novelty in this research. Hence, it is also motivated to do this kind of research in Coimbatore district of Tamil Nadu, India because it is the main MSME hub in Tamil Nadu state to address a research gap.

2. REVIEW OF RELATED LITERATURE

Martin (2011) found that management practices to human resources were significantly and positively influencing engagement, satisfaction and intention to leave of employees in industrial organizations.

Goyal and Shrivastava (2012) concluded that practices for management of human resources were significantly impacting satisfaction of employees in their jobs and it had significant impact on their commitment for organizations.

Hartog et al. (2013) revealed that practices pertaining to management of employees had positive and significant linkage with performance, satisfaction and commitment of employees in their jobs.

Boon and Kalshoven (2014) indicated that practices for managing human resources had direct influence on engagement and commitment of employees and task proficiency had mediating relation among them.

Albrecht et al (2015) showed that selection, performance, socialization, trainings and compensation were positively and significantly influencing employee engagement in work and organization and it led to competitive advantage of organization.

David et al (2016) found that compensation, training, assessment of performance, support of supervisor and progress in career had significantly impacted QWL of employees.

Esch et al (2017) concluded that management practices relating to employees were significantly and positively influencing performance of firms and climate for creativity and competencies of employees had mediating role among them.

Chukwuka and Nwakoby (2018) revealed that practices for managing human resources had positively and significantly affected retention of employees, while, performance had mediated relation between among them.

Manzoor et al (2019) indicated that selection, participation, training, job performance and appraisal had significant and positive relation with employee empowerment.

Opele et al (2020) showed that management practices adopted employees had significantly and positively affecting QWL among employees.

Widjaja et al (2021) found that management practices for human resources had positively and significantly influencing performance of employees in their jobs through information technology and organizational culture.

Wadhera (2022) concluded that practices and policies pertaining to management of employees had direct and positive impact on performance of employees and it was leading to retention of employees and it had also affected performance of firms.

Khan et al (2023) revealed that practices to manage human resources were positively and significantly impacting economic well being of employees in manufacturing companies.

Gdoura and Trabelsi (2024) indicated that quality of practices related to management of human resources had significantly and positively impacted QWL of employees and organizational justice had moderate relation among them.

3. HYPOTHESES OF THE STUDY

H₁: HRM practices are differing significantly amidst profile of employees.

H₂: QWL is differing significantly amidst profile of employees.

H₃: Recruitment and selection is positively influencing QWL of employees.

H₄: Training and development is positively influencing QWL of employees.

H₅: Performance appraisal is positively influencing QWL of employees.

H₆: Compensation is positively influencing QWL of employees.

H₇: Career planning is positively influencing quality of QWL.

H₈: Career planning moderates the relation between training and development and QWL of employees.

H₉: Career planning moderates the relation between performance appraisal and QWL of employees.

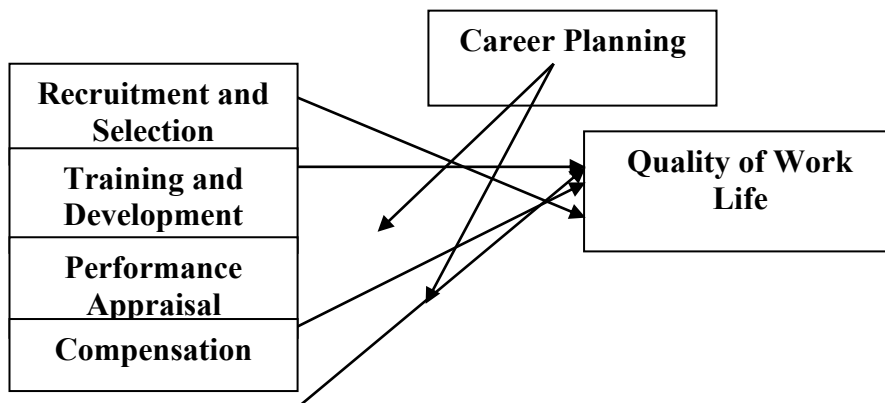
4. METHODOLOGY

Coimbatore district in Tamil Nadu, India had been chosen for conducting the present study. Random sampling method was adopted for selection of the employees working in MSME sector. Questionnaire method was constructed for collection of data from them. The structured questionnaire had been sent to 950 employees working in MSME sector in Coimbatore district of Tamil Nadu and after examining them, 320 questionnaires were chosen. Hence, the sample size for this research is 320 and data gathered from the employees had been used in the analysis.

5. MEASUREMENT OF SCALE

This study utilizes constructs developed and standardized by author (2024) and this research employs Likert scale in 5 point scale to assess the items in constructs, differing from "strongly agree" to "strongly disagree." Figure - 1 is exhibiting the research model for this study.

Figure – 1: Research Model



6. RESULTS

6.1. Profile of Employees in MSME Sector

Among a sample of 320 employees in MSME sector, 179 of them (55.94%) are males, whereas, 141 of them (44.06%) are females. Regarding to age, 119 of them (37.19%) are belonging to 36 – 45 years of age, while, 32 of them (10.00%) are belonging to 21 – 25 years of age. With respect to education, In terms of education, 129 of them (40.31%) are having higher secondary, whilst, 77 of them (24.06%) are having under graduation. As per designation is concerned, 172 of them (53.75%) are workers, but, 46 of them (14.38%) are managers. Concerning with working experience, 138 of them (43.12%) are holding 6 – 10 years of working experience, whereas, 38 of them (11.88%) are holding 16 – 20 years of working experience. As regards to marital status, 268 of them (83.75%) are married, whilst, 52 of them (16.25%) are married (Table - 1).

Table - 1: Profile of Employees in MSME Sector

Profile	Frequency	%
Gender		
Male	179	55.94
Female	141	44.06
Age		
21 – 25 Years	32	10.00
26 – 35 Years	107	33.44
36 – 45 Years	119	37.19
46 – 55 Years	62	19.37
Education		
Secondary	114	35.63
Higher Secondary	129	40.31
Under Graduation	77	24.06
Designation		
Manager	46	14.38
Supervisor	102	31.87
Worker	172	53.75
Working Experience		
1 – 5 Years	48	15.00
6 – 10 Years	138	43.12
11 – 15 Years	96	30.00
16 – 20 Years	38	11.88
Marital Status		
Married	268	83.75
Unmarried	52	16.25

6.2. Descriptive Statistics of Constructs

Mean value is varying from 3.72 for compensation to 4.02 for training and development. The coefficients of correlation disclose a positive and statistically significant relation among all the constructs in 1% level. There exists a strong and positive correlation ($r=0.62$) between compensation and QWL. The correlation coefficients are below 0.80 for all constructs, showing the absence of multicollinearity among the constructs (Table - 2).

Table - 2: Mean, SD and Correlation Coefficients

Constructs	M	SD	1	2	3	4	5	6
1. Recruitment and Selection	3.78	0.73	1					
2. Training and Development	4.02	0.56	0.31**	1				
3. Performance Appraisal	3.98	0.61	0.38**	0.37**	1			
4. Compensation	3.72	0.78	0.36**	0.40**	0.45**	1		
5. Career Planning	3.84	0.69	0.29**	0.42**	0.43**	0.55**	1	
6. Quality of Work Life	3.90	0.66	0.51**	0.56**	0.58**	0.62**	0.53**	1

** Significant in 1% level

6.3. Reliability and Validity

The reliability and validity for constructs are disclosed in Table - 3.

Table - 3: Reliability and Validity

Constructs	CR	AVE	DV
Recruitment and Selection	0.72	0.62	0.63
Training and Development	0.75	0.64	0.66
Performance Appraisal	0.77	0.67	0.69
Compensation	0.73	0.65	0.67
Career Planning	0.76	0.69	0.71
Quality of Work Life	0.79	0.70	0.72

The Composite Reliability (CR) values for the constructs are above 0.70. The values for Average Variance Extracted (AVE) are higher than 0.50 and the Discriminant Validity (DV) values are greater than 0.60. These findings imply that the constructs included in this study show convergent validity.

6.4. Profile of Employees and HRM Practices in MSME Sector

ANOVA and t-tests are employed to scrutinize difference amidst profile of employees and HRM practices in MSME sector and the outcomes are disclosed in Table - 4.

Table - 4: Profile of Employees and HRM Practices in MSME Sector

Particulars	t-Value (a) / F-Value (b)	Sig.
Gender and HRM Practices	4.515 ^a	.000
Age and HRM Practices	12.626 ^b	.000
Education and HRM Practices	10.369 ^b	.000
Designation and HRM Practices	14.240 ^b	.000
Working Experience and HRM Practices	17.485 ^b	.000
Marital Status and HRM Practices	4.430 ^a	.000

Significant difference is found in HRM practices in MSME sector amidst profile of employees as F and t values are significant in 1% level.

6.5. Profile of Employees and QWL in MSME Sector

ANOVA and t-tests are used to study difference amidst profile of employees and QWL in MSME sector and the outcomes are disclosed in Table - 5.

Table - 5: Profile of Employees and QWL in MSME Sector

Particulars	t-Value (a) / F-Value (b)	Sig.
Gender and QWL	3.301 ^a	.000
Age and QWL	9.696 ^b	.000
Education and QWL	17.284 ^b	.000
Designation and QWL	8.859 ^b	.000
Working Experience and QWL	11.492 ^b	.000
Marital Status and QWL	3.187 ^a	.000

Significant difference is prevailed in QWL in MSME sector amidst profile of employees since t and F values are significant in 1% level.

6.6. Effectiveness of HRM Practices on QWL of Employees in MSME sector with Moderating Effect of Career Planning

Hierarchical regression analysis is used to study effectiveness of HRM practices on QWL of employees in MSME sector with moderating effect of career planning and the outcomes are shown in Table - 6. In Model 1, gender, age, education, designation, working experience and marital status of employees are included as independent variables and QWL is considered as dependent variable since those independent variables are having effect on QWL of employees.

In Model 2, in addition to profile variables of employees, recruitment and selection, training and development, performance appraisal, compensation and career planning are included as independent variables and QWL is considered as dependent variable since in addition to profile variables, recruitment and selection, training and development, performance appraisal, compensation and career planning also have effect on QWL of employees.

In model 3, in addition to profile variables of employees, recruitment and selection, training and development, performance appraisal, compensation and career planning and interaction between training and development and career planning and interaction between performance appraisal and career planning are also included as independent variables and QWL is considered as dependent variable because in addition to profile variables of employees, recruitment and selection, training and development, performance appraisal, compensation and career planning and interaction between training and development and career planning and interaction between performance appraisal and career planning also have effect on QWL of employees. Meanwhile, career planning is the moderator variable between training and development and QWL and between performance appraisal and QWL of employees.

Table - 6: Outcomes of Hierarchical Regression Analysis

Particulars	Regression Co-efficient (Unstandardized) Model 1	Regression Co-efficient (Unstandardized) Model 2	Regression Co-efficient (Unstandardized) Model 3
Intercept	38.327**	37.522**	39.042**
Gender	.018	.129	.121
Age	.783**	.973**	1.074**
Education	1.222**	.939**	.943**
Designation	1.308**	.964**	.973**
Working Experience	.084	.108	.105
Marital Status	.019	.870	-.869
Recruitment and Selection	-	.207**	.217**
Training and Development	-	.094	.133
Performance Appraisal	-	.306**	.246**

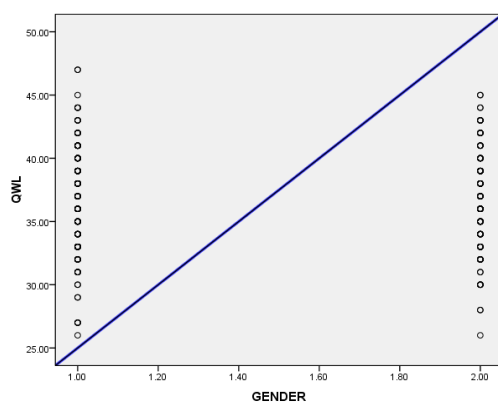
Compensation	-	.217**	.213**
Career Planning	-	.142**	.149**
Training and Development x Career Planning	-	-	.824**
Performance Appraisal x Career Planning	-	-	.710**
R ²	0.15	0.32	0.41
Adjusted R ²	0.13	0.29	0.39
F-Value (ANOVA Test)	6.736**	7.785**	8.557**

** Significant in 1 level

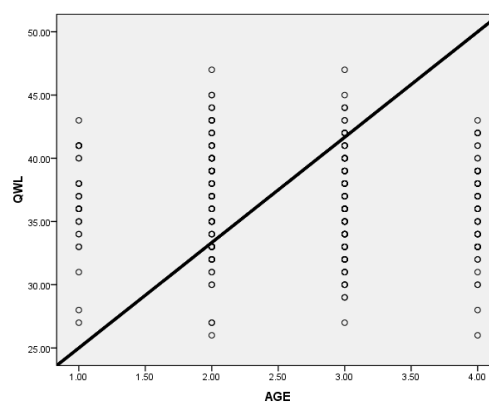
With respect to model 1, the regression coefficients of age ($\beta=0.783$), education ($\beta=1.222$) and designation ($\beta=1.308$) re significant in 1% level and the model 1 is significant in 1% level ($R^2=0.15$ Adjusted $R^2=0.13$ $F=6.736$) and it is demonstrating that 13% of variation in QWL of employees. It is inferred that age, education and designation are significantly and positively affecting QWL of employees in 1% level.

Regarding to model 2, the regression coefficient of recruitment and selection ($\beta=0.207$), performance appraisal ($\beta=0.306$), compensation ($\beta=0.217$) and career planning ($\beta=0.142$) are significant in 1% level. It is inferred that recruitment and selection, performance appraisal, compensation and career planning are significantly and positively affecting QWL of employees in 1% level. The model is significant in 1% level ($R^2=0.32$; Adjusted $R^2=0.29$; $F=7.785$) and it is clarifying that 29% of variation in QWL of employees.

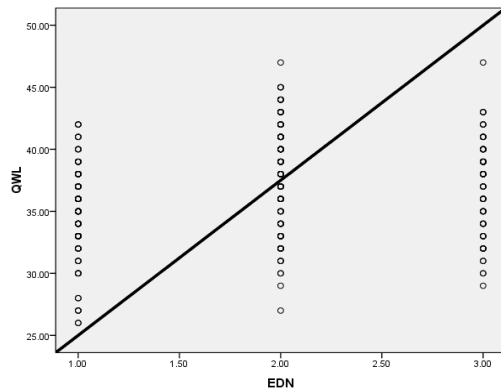
As model 3 is concerned, the regression coefficient of interaction between training and development and career planning is significant ($\beta=0.824$) in 1% level and it is supporting that interaction between training and development and career planning is also positively and significantly influencing QWL of employees. The regression coefficient of interaction between performance appraisal and career planning is also significant ($\beta=0.710$) in 1% level and it is supporting that interaction between performance appraisal and career planning is also positively and significantly affecting QWL of employees. It is inferred that career planning moderates the relation between training and development and QWL and performance appraisal and career planning and QWL of employees. The interaction model is also significant in 1% level ($R^2=0.41$; Adjusted $R^2=0.39$; $F=8.557$) and it explains that 39% of variation in QWL of employees. On the based on R^2 the model 3 is better as against remaining models. The scatter diagrams are depicted in Figure - 2.



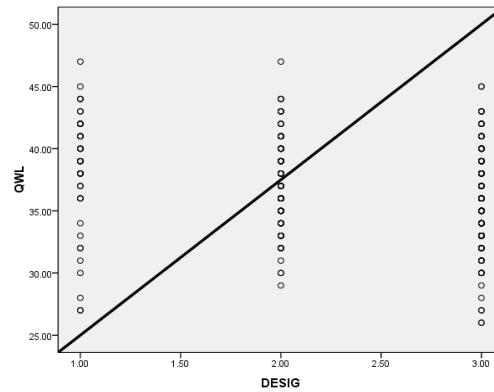
(a)



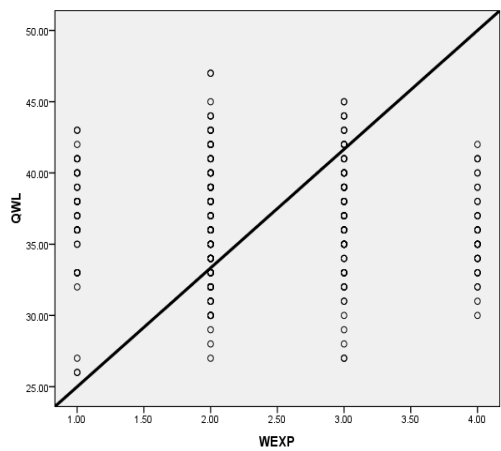
(b)



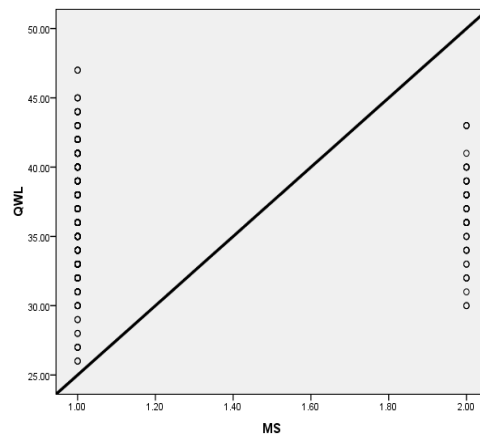
(c)



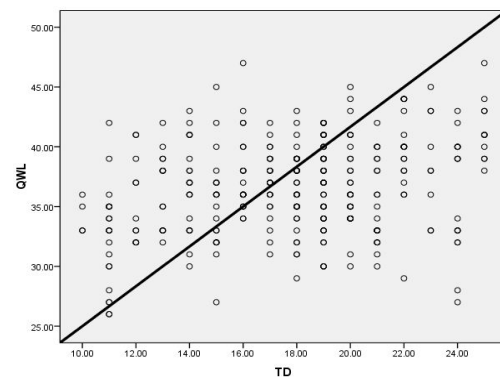
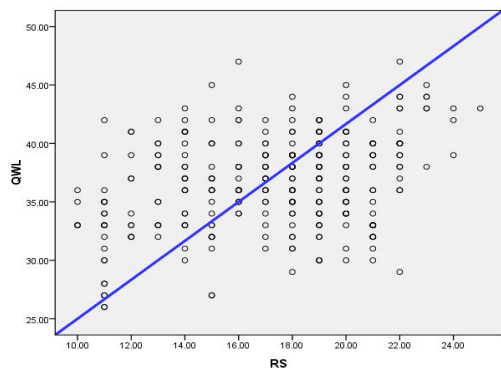
(d)

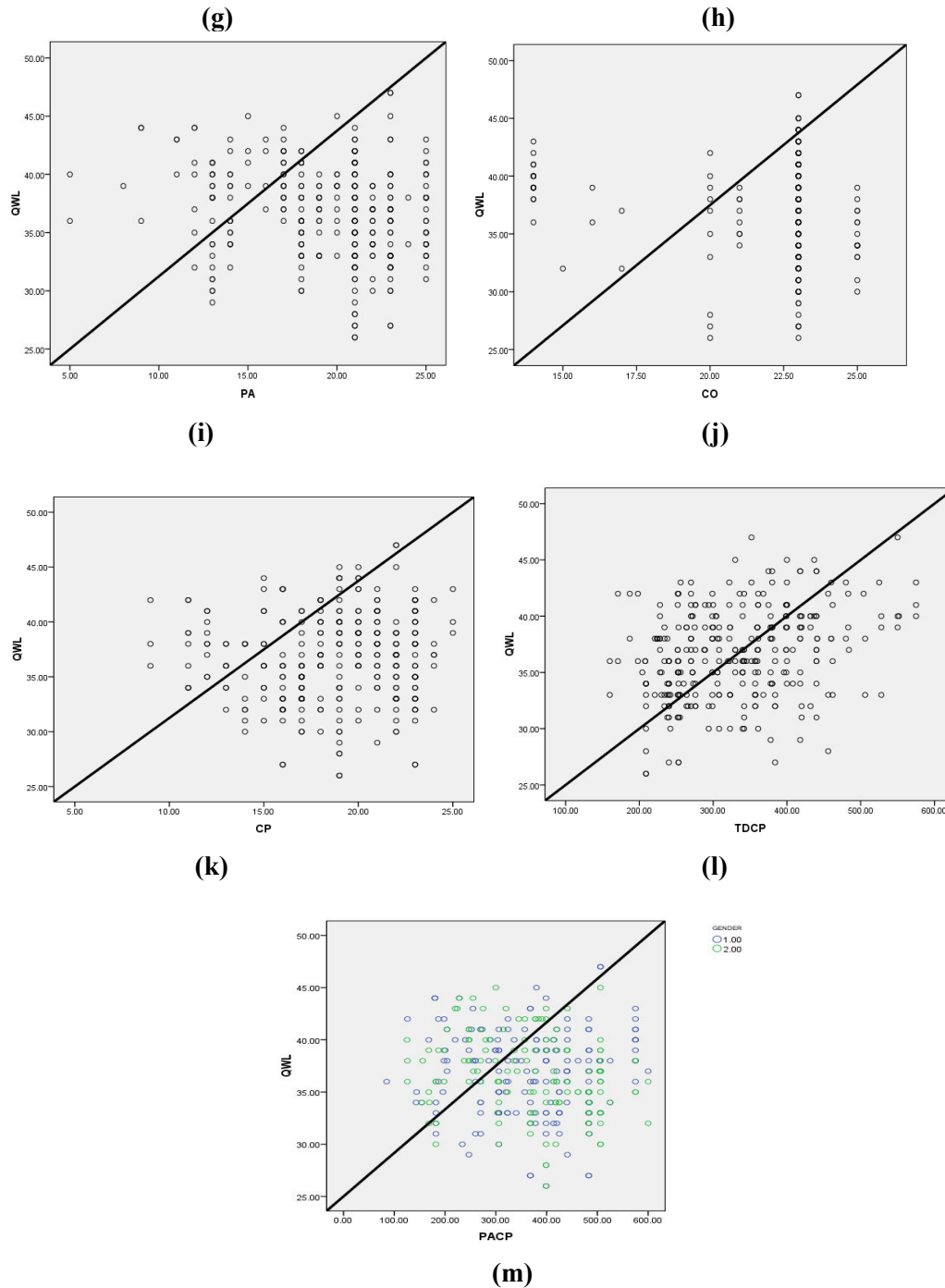


(e)



(f)





7. CONCLUSION

The present study is concluded that significant difference is found in HRM practices in MSME sector amidst profile of employees. Significant difference is also prevailed in QWL in MSME sector amidst profile of the employees. Besides, recruitment and selection, performance appraisal, compensation and career planning are significantly and positively affecting QWL of the employees in MSME sector. Further, interaction between training and development and career planning and interaction between performance appraisal and career planning are also positively and significantly affecting QWL of employees in MSME sector. Thus, it is also concluded that career planning moderates the relation between training and development and QWL and performance appraisal and career planning and QWL of employees in MSME sector. Therefore, all the hypotheses are proved by the findings.

8. LIMITATION AND AREA FOR RESEARCH IN FUTURE

The current study is limited to the employees working in MSME sector in Coimbatore district of Tamil Nadu, India and the sample size is also limited to 320 employees only and there is lack of previous studies relating to effectiveness of HRM practices on QWL of the employees in MSME sector in the Indian context. Most of the previous studies are used regression model to analyze influence HRM practice on engagement, satisfaction, empowerment, retention, commitment, economic well being and performance of employees and firms separately in different sectors, but, this study employs hierarchical regression model for studying objective and testing hypotheses. The influence of dimensions of QWL on loyalty of the employees in MSME sector with moderating effect of career planning may be carried out in future. The future research may also be taken on structural relation among elements of QWL, happiness and retention of employees in MSME sector in Tamil Nadu, and also in other regions of India and the nation as a whole.

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