

STUDY ON THE EMPLOYEE'S FEEDBACK IN EVALUATION OF HUMAN RESOURCE MANAGEMENT

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Abstract: Human Resources play an important role in achieving the highest level of organizational success and creating a competitive edge in the market. The study's main objective is to discover the evolution of Human Resource Management (HRM) and its impact on organizational success. With the increasing recognition of employees as valuable assets, their perspectives have gained prominence in evaluating HRM practices. This study highlighted the critical role of employee feedback in assessing the effectiveness of human resource management (HRM) practices within organizations. The research adopts a mixed-methods approach, combining quantitative and qualitative methods to capture comprehensive insights. Findings from both quantitative and qualitative analyses are integrated to provide a comprehensive understanding of employee feedback in the evaluation of HRM. It was concluded that a majority of employees feel that the recruitment process carried out in the company is satisfactory. Management is also satisfied with the process of recruitment to some extent. Most of the employees feel that the HR department is good. About 58 percent of the managers said that they prefer both internal as well as external sources for recruitment and selection. Almost all the employees were satisfied with the training activities conducted in the organization and 68 percent of the employees have achieved their training objectives. Practical implications and recommendations are offered for organizations to leverage employee feedback as a strategic tool for continuous improvement in HRM practices, thereby fostering employee engagement, satisfaction, and organizational performance.

Key words: Human Resource Management (HRM), Training, Employee Perception

Introduction

In today's dynamic and competitive business landscape, driving performance, productivity, and sustainability organizations recognize the pivotal role of human resource management (HRM). Effective HRM adopted various functions, including recruitment, training, performance appraisal, compensation, and relations with the employees, that aimed to attract, retain, and develop a talented workforce. However, the success of these practices largely depends on employees' needs, expectations, and experiences. Employee feedback plays an important role and it serves as a valuable source of insight into the efficiency of HRM strategies. The HRM framework of the organization can be improved by gaining a deeper understanding of the strengths, weaknesses, and areas for improvement by incorporating employee feedback. For enhancing the effectiveness of the organization including employees in the evaluation process and decision-making process can foster a sense of ownership, empowerment, and commitment. HR functions can vary from organization to organization and it merely depends upon the industry, size of the business size, and type of the worker. The primary objectives are to motivate, acquire, and cultivate talent and improve communication and cooperation among employees. Human resource management functions also include job analysis, operation of the workforce, measurement of performance, providing incentives, and professional development programs organized for them from time to time. Human resource management involves coordinating, managing, and allocating human resources and capital to achieve the organization's goal. HRM primarily focuses on investing and ensuring the safety of the employees and managing all stages of recruitment from hiring to compensation and development.

Human resource management (HRM) is the process of employing people, training them, compensating them, and developing policies and strategies for their upliftment. HRM meant Processing payroll, sending birthday gifts to employees, arranging company outings, and making sure forms were filled out correctly. In other words, an administrative role is more required than a strategic role crucial for the organization's success. HRM managers are required to keep up to date with changes in the technologies and innovations in the market that may impact their employees. Human resource management is a process of bringing people and organizations together so that the goals of each other are met. The role of HR manager is shifting from that of a protector and screener to the role of a planner and change agent. Personnel directors are the new corporate heroes. The name of the game today in business is personnel. Nowadays it is not possible to show a good financial or operating report unless your personnel relations are in order. HRM is the process of aligning the individual and the organizational goals. HRM is all about procuring the best possible employees for an organization and it does not end here. After recruiting them, it ensures taking good care of them so that they feel motivated to stay and give their best to their jobs. There is no single set of practices that represents a superior approach to managing people (Chandler & McEvoy, 2000). Some certain HRM practices are adopted by different organizations which are used separately or may be in a combination for improving organizational performance. HR is primarily concerned with how people are managed within organizations, focusing on policies and systems (Collings & Wood, 2009).

HR analytics has emerged as a contemporary trend that differentiates it from traditional performance monitoring methods (Isson & Harriott, 2016; Pan et al., 2022). Both public and private organizations have implemented HR analytics to assess the effectiveness of their current HR practices (Qamar & Samad, 2021), such as recruitment and training programs, and determine if they are contributing to the organization's goals (Coulthart & Riccucci,

2022; Momin & Mishra, 2015). For example, a study found that 79 percent of large organizations with over 10,000 employees have data analytics roles in the HR department (Margherita, 2021). Further, in the Global Human Capital Trends survey, HR analytics ranked second among emerging HR trends (Tursunbayeva et al., 2021). Common features of HR analytics include advanced technologies for data analysis, the use of various (big) data sources, and the support of strategic decision making.

In recent years, the function of HRM in corporations has changed immensely. HR is rapidly being recognized as a crucial strategic value for overall company success. HRM is an integral part of the company and must deal with the effects of the changing world of banks and business. Human Resources are very complex and unique resources that cannot be copied by competitors. Over the last three years, organizations navigated a global Corona pandemic, which brought many uncertainties- the switch to remote work, a hybrid model of work, and flexibility as the most praised workplace characteristics. This study seeks to address this gap by examining the dynamics of employee feedback in assessing HRM practices within organizations. By employing a mixed-methods research design, encompassing both quantitative surveys and qualitative interviews, the study aims to capture a holistic understanding of employee perspectives on various dimensions of HRM. Through rigorous data collection and analysis, the research endeavors to uncover the underlying factors shaping employee feedback and its implications for HRM effectiveness.

Objective of the Study

The present study has been undertaken to understand the employee satisfaction, work culture, and upskill opportunities present in the organization on a randomized basis in the present workforce. This will contribute to strategizing future framing of policies for effective implementation of Human Resource Management in an organization.

1. To analyze the employee tenure and working environment in the Company.
2. To analyze the various sources of recruitment and satisfaction level of employees for health, safety, and welfare facilities provided in the Company.
3. To analyze the satisfaction level of employees for the salary/ increment policy of the Company.
4. To analyze the training procedure adopted and feedback from employees about regular training provided by the Company.
5. To analyze the feedback from employees about the promotional policy adopted by the Company.

Methodology

1. This study will utilize a mixed-methods research design, incorporating quantitative data collection methods to explore employees' feedback.
2. Utilize surveys for quantitative data collection.
3. Employ stratified random sampling to ensure representation from different departments, job levels, and demographic groups within the two IT Companies.
4. Develop a structured questionnaire that includes 09 questions.
5. Quantitative analysis of the collected data and compare and contrast findings from the feedback collected through questionnaire from the employees.

Limitations

- All data collection is based on getting direct responses from the employees of the IT Company with special reference to Jaipur, Rajasthan only.
- The sample size taken is only 100 employees from lower-level to upper-level staff.
- The study is limited to a major part of secondary data.
- Most of the employees are not ready to share the information

Data Collection

The study is based on secondary data which is gathered directly from the employees of two different Information Technology sector companies.

Sampling Methods and Sample Size

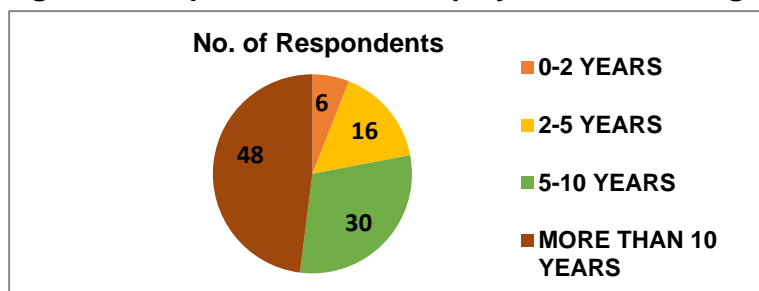
Sample Size: 100 Employees of different units of the Company

Sampling Method: Sampling was done based on Random sampling

Data Analysis and Interpretation

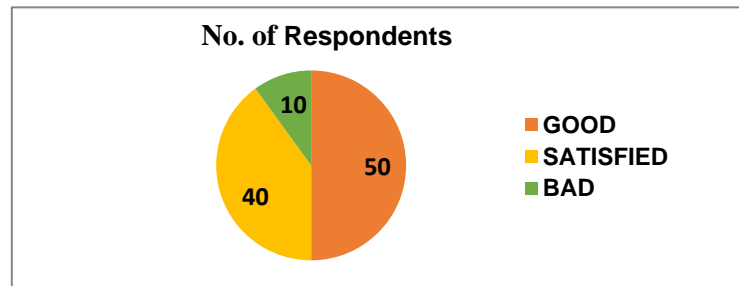
Nine questions were prepared for data collection on the sample size. The Questionnaire was prepared and given to the employees selected randomly to answer. Later the questionnaire was collected for further data analysis.

Figure 01: Experience of the Employees in Percentage



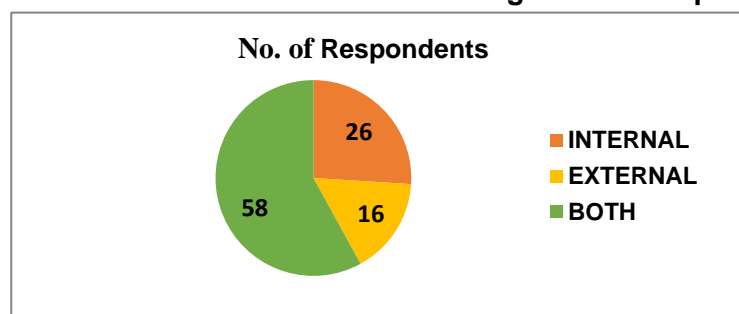
It is evident from Figure 01 that around 80 percent of the employees have been working in the same organization for a longer duration. Around 50 percent of employees have been working for more than 10 years and 30 percent of employees have been working for 5-10 years.

Figure 02: Perception of the Employees in Percentage of Working Environment



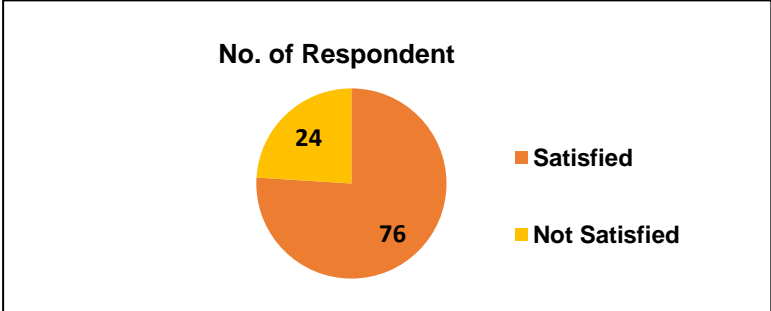
It is concluded from Figure 02 that around 50 percent of employees responded that the environment of the company was good. From the remaining 50 percent about 40 percent responded that there is a satisfactory job environment. Only about 10 percent feel a bad working environment in the company.

Figure 03: Source of recruitment in the organization in percentage



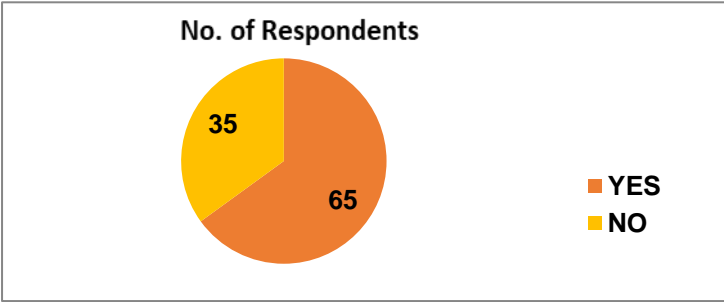
It is concluded from Figure 03 that about 58 percent of recruitment is through both internal and external sources. About 26 percent of recruitment is through internal sources and 16 percent of recruitment is through external sources.

Figure 04: Perception of the Employee towards Facilities provided in percentage



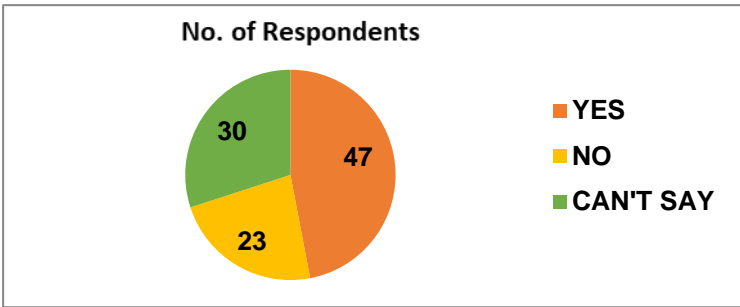
It is concluded from Figure 04 that 76 percent are satisfied and 24 percent are not satisfied with the facilities provided by the company. After further interviewing the respondents, it was inferred that the employees wanted better health facilities.

Figure 05: Perception of Employees towards Recruitment Process in Percentage



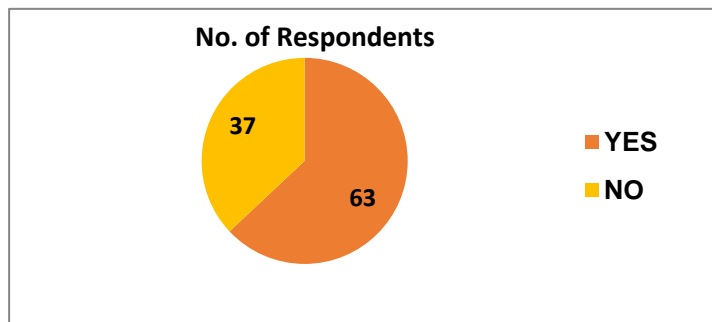
It is concluded from Figure 05 that about 65 percent of employees were satisfied with the recruitment process of the company and 35 percent were not satisfied with the recruitment process and suggested some changes. The current recruitment process of the organization requires approval of the candidates' resume from the manager followed by 2 rounds of interviews: technical and managerial interviews.

Figure 06: Perception of employees towards Salary Increment policy in percentage



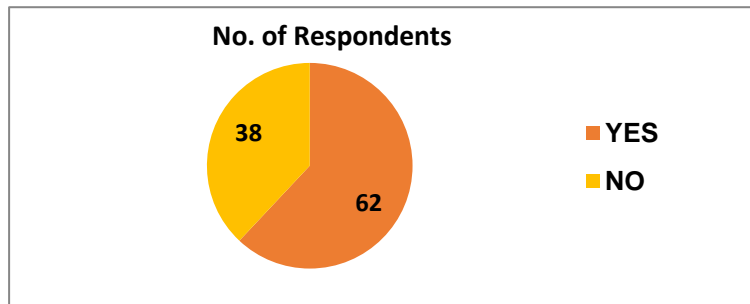
It is concluded from Figure 06 that a majority of 47 percent of employees were satisfied with the organization's current annual salary increment policy. While 23 percent of employees were not satisfied with the organization's salary increment policy and suggested some additional factors to be considered for the incremental process. Some employees also suggested conducting appraisal feedback bi-annually. 30 percent of the employees had no say in the company's increment policy.

Figure 07: Perception of Employee towards Training procedure in percentage



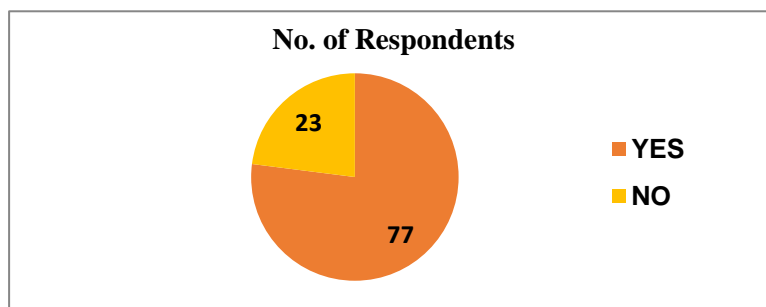
It is concluded from Figure 07 that about 63 percent of employees were satisfied with the current upskill tools available in the organization. 37 percent of the employees were not satisfied with the training procedure as they believed the recommended training was not according to the proficiency level of an employee.

Figure 08: Perception of the Employee towards Training provided in Percentage



It is concluded from Figure No. 08 that about 62 percent of employees said 'Yes' that the employees get regular training in the organization. 38 percent of employees said 'No' that they do not get regular training in the organization.

Figure 09: Perception of Employees towards Promotion in percentage



It is concluded from Figure No. 09 that about 77 percent of employees were satisfied with the promotion policy of the organization because the ranking method is used in the organization for the promotion activities and 23 percent of employees are NOT satisfied with the promotion policy of the organization. According to them ranking method is used for appraising the performance.

Results and Discussion

From the above study, it is observed that Seniors are very supportive and help their subordinates in achieving their objectives. The management has understood the importance of training programs and they are making every effort for proper implementation.

Majority of employees feel that the recruitment process carried out in the company is satisfactory. Management is also satisfied with the process of recruitment to some extent. Most of the employees feel that the HR department is good. Almost all the employees are satisfied with the training activities conducted in the organization. 68 percent of the employees achieved their training objectives. The training programs organized for the employees are good. About 58 percent of the managers say that they prefer both internal as well as external sources for recruitment and selection. The trainers are also very effective in making the employees understand the concept. Some employees were moderately or not very satisfied with the process of recruitment. Since the rules and regulations are very dynamic, most of the employees face difficulty in adjusting. Most of the candidates do not turn up when they are called up for the interview. Regional behavior and language influence is higher during training and even after delivering their language; the desired effects are not seen. Most of the employees slowly understand the importance of training programs.

Conclusion

From the above study it can be concluded that while recruitment and selection identify the acceptable candidate, the process continues with the induction program for the new employee. The company can further refine the fit between the candidate's qualities and the organization's requirements via behavioral training to further improve employee performance. This makes a positive impact on any organization, but it requires a lot of money, time, attention, and guidance. Employee motivation needs to be built up through constant attempts of the organization. The organization may adopt various methods for motivating the employees. It may be recreational activities such as tours, picnics, family outings, annual days, sports days, functions, and parties. The organization must consider its employee's work-life balance and must provide some profit-sharing policies such as increments in performance, rewards, bonuses, and shares. Without providing a good working environment and satisfaction level to its employees, the company cannot prosper and benefit. It can be concluded that employee feedback surveys provide a good reflection of an organization's HRM policies and performance and are an important part of any organization.

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