



## HR ROLE EXPECTATION PROCESS OF BUILDING A DESIRABLE WORK CULTURE IN TEXTILE INDUSTRY, COIMBATORE

Umashankar K\*

Dr. Barani G\*\*

\*Research Scholar, Management Studies, Anna University Chennai, India.

\*\*Professor, Anna University, Regional Centre Coimbatore, India.

### Abstract

Although research has shown that the use of high-performance work systems is associated with employee outcomes, our knowledge of the meanings employees attach to systems and how these shape employee outcomes is still limited. This study examines the signaling impact of enacted on HR well being and HR performance attributions, and how these influence happiness- and health related outcomes. In addition, HR well being attributions was associated with higher levels of commitment and lower levels of job strain. HR performance attributions were associated with higher levels of job wrench. The findings of this study highlight the importance of taking into account how employees attach meaning to enact HR Role expectation in order to predict employee outcomes.

**Key Words:** HR Attributions, Organisational Commitment, Expectation Process and Work Culture.

### Introduction

To fulfill their basic role and achieve their goals, HRM professionals and departments engage in a variety of activities in order to execute their human resource plans. HRM implementation activities fall into four functional groups, each of which includes related legal responsibilities: acquisition, development, compensation, and maintenance. Acquisition: Acquisition duties consist of human resource planning for employees, which includes activities related to analyzing employment needs, determining the necessary skills for positions, identifying job and industry trends, and forecasting future employment levels and skill requirements. These tasks may be accomplished using such tools and techniques as questionnaires, interviews, statistical analysis, building skill inventories, and designing career path charts. Four specific goals of effective human resource planning are: Sustaining stable workforce levels during ups and downs in output, which can reduce unnecessary employment costs and liabilities and increase employee morale that would otherwise suffer in the event of lay-offs. Reducing problems associated with replacing key decision makers in the event of an unexpected absence. The acquisition function also encompasses activities related to recruiting workers, such as designing evaluation tests and interview methods. Ideally, the chief goal is to hire the most-qualified candidates without encroaching on federal regulations or allowing decision makers to be influenced by unrelated stereotypes. HRM departments at some companies may choose to administer honesty or personality tests, or to test potential candidates for drug use. Recruitment responsibilities also include ensuring that the people in the organization are honest and adhere to strict government regulations pertaining to discrimination and privacy. To that end, human resource managers establish and document detailed recruiting and hiring procedures that protect applicants and diminish the risk of lawsuits.

Development: The second major HRM function, human resource development, refers to performance appraisal and training activities. The basic goal of appraisal is to provide feedback to employees concerning their performance. This feedback allows them to evaluate the appropriateness of their behavior in the eyes of their coworkers and managers, correct weaknesses, and improve their contribution. HRM professionals must devise uniform appraisal standards, develop review techniques, train managers to administer the appraisals, and then evaluate and follow up on the effectiveness of performance reviews. Training and development activities include the determination, design, execution, and analysis of educational programs. Orientation programs, for example, are usually necessary to acclimate new hires to the company. The HRM training and education role may encompass a wide variety of tasks, depending on the type and extent of different programs. In any case, the HRM professional ideally is aware of the fundamentals of learning and motivation, and must carefully design effective training and development programs that benefit the overall organization as well as the individual. Training initiatives may include apprenticeship, internship, job rotation, mentoring, and new skills programs. Compensation: the third major HRM function refers to HRM duties related to paying employees and providing incentives for them. HRM professionals are typically charged with developing wage and salary systems that accomplish specific organizational objectives, such as employee retention, quality, satisfaction, and motivation. Ultimately, their aim is to establish wage and salary levels that maximize the company's investment in relation to its goals. This is often successfully accomplished with performance based incentives. In particular, HRM managers must learn how to create compensation equity within the organization that doesn't hamper morale and that provides sufficient financial motivation. Besides financial compensation and fringe benefits, effective HRM managers also design programs that reward employees by meeting their emotional needs, such as recognition for good work.



**Maintenance:** The fourth principal HRM function, maintenance of human resources, encompasses HRM activities related to employee benefits, safety and health, and worker-management relations. Employee benefits are non-incentive-oriented compensation, such as health insurance and free parking, and are often used to transfer nontaxed compensation to employees. The three major categories of benefits managed by HRM managers are: employee services, such as purchasing plans, recreational activities, and legal services; vacations, holidays, and other allowed absences; and insurance, retirement, and health benefits. To successfully administer a benefits program, HRM professionals need to understand tax incentives, retirement investment plans, and purchasing power derived from a large base of employees. Human resource maintenance activities related to safety and health usually entail compliance with federal laws that protect employees from hazards in the workplace.

In today's environment the organizations can achieve competitive advantages by hiring valuable workforce. Organizations can compete in better manner if those try to enhance HR by adding real, measurable or value able human capital that augments firms' capacity of production. Increased centrality of people in organizations plays powerful role for the evaluation of HRM for organizational success. Therefore, the emergence of resources place acute importance on intellectual and social capital. The second factor is the focus on whole system and integrated as organizations compete globally for products, they have to compete for HR talent in 21st century. The future talent means highly educated youth seeking huge benefits and monetary rewards for meeting their materialist desires. That generation would search the companies in which they could work with loyalty and commitments as long as the organization keeps them satisfied or try to satisfy the employees according to the term agreed. Powerful changes in global economy have reshaped the whole strategies of HRM and compose those into new form. Due to the dynamic environment, the relationship of employee and employer is also being reshaped and it made the organization change the way how to manage and motivate the employees. For organizational effectiveness, there is need to get creativity and innovation by using workforce while providing them training for their skill improvement, adaptability and responsiveness and expanding the way of thinking.

### **Reviews of Literature**

Andrej Kohont and Chris Brewster, (2014) the authors found that the complexity of HR managers' roles, and expectations of their competencies, increases with an increasing level of internationalization of companies. Orientation to people and conflict resolution are seen as elementary competencies needed in all stages of internationalization. The key competence is seen to be strategic thinking that, according to CEOs and expatriates, goes hand in hand with cultural sensitivity, openness to change and a comprehensive understanding of the international environment and business processes. Results can potentially be used for assessing the HRM roles and competencies in different stages of company internationalization, especially MNCs operating in the ex-communist states of Europe, and will help HR managers to support expatriates, CEOs and other employees working in branches abroad more efficiently.

J. Avolio and Fred O. Walumbwa (2006) Exercising human resource (HR) leadership has always been difficult in challenging times, but the unique stressors facing organizations throughout the world today call for a new approach to HR leadership and its development. We propose a multifaceted model that redefines the role of strategic HR leadership and for understanding connections between authentic HR leadership and sustainable organizational performance. We argue that to build enduring organizations and motivate employees to provide superior customer service and create sustainable value for their organizations, we need HR leaders who know themselves, who lead with integrity and demand conformance to higher ethical values.

Cathy Sheehan et al (2016) The purpose of this paper is to consider the impact of human resource (HR) role overload and HR role conflict on the HR function's involvement in strategic decision making and to examine whether conditions of environmental dynamism moderate the impact of HR role conflict and HR role overload in that relationship. Results did not support hypothesized negative relationships between HR role management and involvement in strategic decision making but did establish the moderating effect of environmental dynamism, such that these associations were more negative at higher levels of dynamism. The cross sectional nature of the study precludes making inferences about causality and would need to be replicated with a longitudinal design before stronger inferences could be drawn with regard to the relationships between the variables. Strength of the study however is the use of two sources of data to address the issue of common method variance. The research has implications for the potential value that HR provides in dynamic environments and the risk that HR role conflict and overload pose to the contribution that HR can make during these periods.

Elina M. Antila and Anne Kakkonen, (2008) The purpose of this paper is to explore the reasons behind human resource (HR) managers' participation in the international mergers and acquisitions (IM&A) process building on the general discussion of the factors explaining the roles of HR in organisations. Six sets of factors can be found to affect the roles of HR managers in general: the orientation of top management to people management; the skills, abilities and competencies



of HR managers themselves; the HR function and its characteristics; the expectations that line managers have of HR; external factors; and internal factors. This review forms the basis for subsequent data analysis in the context of IM&As. The factors that contribute to HR managers' participation are studied from HR and other management's perspectives. The results show that top management sees the participation of HR managers as being very important and agree that it should be a common policy. The factors explaining the roles in the case organisations focused on certain factor groups and were similar across the cases. This study has analysed the reasons related to the roles of HR managers in an IM&A context in general, not just the strategic role within. Based on the case studies it seems, however, that a seat on the management team and HR managers' business competencies as well as personal skills contribute to the strategic role.

Fiona Ellis, (2007) as HR becomes more strategic, there's a potential overlap in roles and skill sets with organizational development. Rather than compete, Fiona Ellis, a director of the Bath Consultancy Group, argues that the two should work in partnership. She draws on the experiences of OD and HR professionals in a range of organizations to explore the nature of this evolving relationship. Leda Panayiotopoulos et al (2007) this paper examines and discusses the development of e-HR use in Greece and the reasons for adoption of e-HR practices focusing on strategy, process and HRM issues. Findings show that e-HR facilitates the transformation of HRM role into a more strategic one. Driving forces and critical success factors of e-HR adoption and implementation are identified and discussed.

Rebecca R. Kehoe and Christopher J. Collins (2008), this chapter develops a theoretical model using the equifinality perspective to connect multiple systems of HR practices to alternative organizational structure types. They argue that firms following an exploitation strategy maintain competitive advantage through high levels of efficiency and reliability in production and delivery of existing products or services. Firms following an exploration strategy maintain a competitive advantage through continuous innovation and knowledge exchange and combination. Hence, organizations are more likely to successfully execute either strategy by implementing an HR system that would create the organizational structural characteristics that support the workforce requirements of the chosen strategy.

Robert "Jake" Jacobs, (2004) Strategic Commentary: Thought leaders share their views on the HR profession and its direction for the future. Robert "Jake" Jacobs offers five simple questions to help you gauge how strategic you really are and what to do if your score is disappointing. Sasmita Palo and Nayantara Padhi, (2005) he study finds out that the HR professionals helped out the top management in aligning HR and quality policies; formulating quality friendly policies, systems and procedures; crafting and communicating the TQM mission and vision; generating quality awareness among employees; get organized the organization as well as employees for TQM implementation; developing managerial support to quality action plans (QAPs); organizing quality workshops and TQM training programs; and shifting the conventional mind-set of employees, etc. in the sample organization. They act as internal consultants to other departments in quality matters. Implementation of TQM in the company has engendered a number of HR challenges for instance, motivating knowledge workers, mobilizing key managerial personnel, obtaining employees satisfaction, overcoming communication barriers, resolving problems associated with PSU trappings and vastness of the organization, etc.

Thomas O. Davenport, (2015) a key role of HR is ensuring that the organization has the right people performing well in leadership role sat all levels. This means HR must focus attention in five key areas: job architecture, incumbent assessment, performance definition, recognition for success and building leadership capacity. It is also up to HR to dispel the notion that "soft skills" should be subordinate to "hard skills", which are often seen as more important. In fact, soft skills are usually more difficult to master and, in our opinion, are more important they are what leaders need to maximize performance from others. Different observers assign a variety of roles to the HR function. These range from compliance enforcer and data administrator to strategic partner and culture creator. The author believes that HR's most important role may well be ensuring that the organization has an ample supply of leadership and management capability at every level of the enterprise. It is leaders, who envision the future and help people generate the motivation to go there, and managers, who see to it that systems, assets and processes serve their purposes efficiently, who enable the enterprise to make the most of each employee's contribution. In a world where technology evolution, demographic shifts and social change are rewriting the rules of the workplace, the author can expect that the role of the HR function will also continue to change. What should not change, however, is the contribution that HR makes toward building and preserving the organization's leadership and management capacity. In this article, the author makes the case that, despite the many shifts taking place in the business terrain, HR should remain focused on this fundamental goal, acting as ally, trusted advisor and coach.

Wolfgang Stehle and Ronel Erwee, (2007) Researchers still debate the relevance of using cultural frameworks and socio-economic differences between countries versus focusing on institutional differences when analysing issues affecting the transfer of Human Resource policies between countries. This paper first compares four countries from Europe and Asia on a macroeconomic level as well as on cultural dimensions. It then investigates perceived cultural differences between



managers on the transfer of human resource policies by contrasting the perceptions of German headquarters managers with those of their subsidiary managers in Singapore, Thailand and Indonesia. This exploratory study uses qualitative methodology to analyse twenty four in-depth interviews with Human Resource directors and line managers in German electrical, mechanical and chemical companies. The study confirms the importance of perceived cultural differences between managers at headquarters and in the subsidiaries and highlights the presence of misperceptions based on over generalisations emanating from the German headquarters as well as local subsidiaries. Convergence is confirmed on a HR policy level with cross vergence taking place on a process level. Based on the reviews were formulated the following objective; to assess the HR role and strategies as perceived by HR managers in textile industries. Specifically, the study is aimed at assessing the perception of HR managers about the challenges they face and the current strategies being adopted.

### Methods

The survey targeted HR managers (and employees who combine the role of HR manager with other duties) in Textile industries, Coimbatore and was designed based on an extensive literature review and discussions among the research group. The research team used a combination of open- and close-ended questions to allow the HR managers to better document their viewpoints regarding challenges and strategies. Questions included educational background, qualifications, work experience, gender, and age. The survey also included questions about perceived challenges facing the human resources component at hospitals and key strategies to moderate these challenges. These were open ended questions so that respondents could freely describe the specific issues pertaining to each question. The survey also addressed other issues such as the categories of human resources with whom HR managers roles and expectation. Using the Likert scale from 1 for not satisfied at all to 5 for very satisfied. The data analysis for this study conducted through 'Statistical Package for Social Science' software / IBM SPSS version 20. The study also tested reliability of the instrument so that it enables to produce a robust and valid result.

### Results and Discussions

**Table 1: Reliability Analysis**

	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
Organizational Policy	0.62	0.84
Department Policy	0.53	0.85
Organizational Efficiency	0.43	0.86
Individual Performance	0.40	0.86
Technological Development	0.60	0.84
Competitive Organization	0.69	0.84
Management Commitment	0.38	0.86
Degree of Freedom	0.51	0.85
Efficient Organizational Development	0.54	0.85
Cultural Support	0.59	0.84
Efficient Conflict Management	0.62	0.84
Management Attitude	0.53	0.85

ANOVA		Sum of Squares	df	Mean Square	F	Sig
Between People		812.053	156	5.205	-	-
Within People	Between Items	65.242	11	5.931	8.075	0.000
	Residual	1260.342	1716	.734		
	Total	1325.583	1727	.768		
Total		2137.636	1883	1.135		
Grand Mean = 3.3986						



**Intraclass Correlation Coefficient**

	Intraclass Correlation <sup>b</sup>	95% Confidence Interval		F Test with True Value 0	Sig
		Lower Bound	Upper Bound	Value	
Single Measures	.337a	0.281	0.401	7.087	0.000
Average Measures	.859c	0.824	0.889	7.087	0.000
Two-way mixed effects model where people effects are random and measures effects are fixed.					
a The estimator is the same, whether the interaction effect is present or not.					
b Type C intraclass correlation coefficients using a consistency definition-the between-measure variance is excluded from the denominator variance.					
c This estimate is computed assuming the interaction effect is absent, because it is not estimable otherwise.					

**Table 2: Mean and SD of Independent Variables**

	Mean	SD	Skewness		Kurtosis	
			Statistic	Std. Error	Statistic	Std. Error
Organizational Policy	3.32	1.08	-0.53	0.19	-0.20	0.39
Department Policy	3.29	0.97	-0.83	0.19	-0.22	0.39
Organizational Efficiency	3.70	0.98	-0.95	0.19	1.08	0.39
Individual Performance	3.74	1.02	-0.74	0.19	0.43	0.39
Technological Development	3.28	1.07	-0.17	0.19	-0.59	0.39
Competitive Organization	3.60	1.14	-0.76	0.19	-0.33	0.39
Management Commitment	3.52	1.11	-0.76	0.19	0.20	0.39
Degree of Freedom	3.37	1.00	-0.91	0.19	0.46	0.39
Efficient Organizational Development	3.22	1.12	-0.80	0.19	-0.30	0.39
Cultural Support	3.13	1.07	-0.52	0.19	-0.49	0.39
Efficient Conflict Management	3.32	1.08	-0.53	0.19	-0.20	0.39
Management Attitude	3.29	0.97	-0.83	0.19	-0.22	0.39

**Table 3: Kruskal-Wallis Test**

Ranks	Experience	N	Mean Rank
Organizational Policy	Up to 4 Years	142	78.1
	5-10 Years	6	90.5
	> 10 Years	9	85.5
Department Policy	Up to 4 Years	142	78.13
	5-10 Years	6	83
	> 10 Years	9	90.11
Organizational Efficiency	Up to 4 Years	142	80.31
	5-10 Years	6	68.58
	> 10 Years	9	65.33
Individual Performance	Up to 4 Years	142	78.81
	5-10 Years	6	96.75
	> 10 Years	9	70.22
Technological Development	Up to 4 Years	142	79.05
	5-10 Years	6	78.92
	> 10 Years	9	78.22
Competitive Organization	Up to 4 Years	142	80.09
	5-10 Years	6	59.67
	> 10 Years	9	74.67
Management Commitment	Up to 4 Years	142	78.96





	5-10 Years	6	96.17
	> 10 Years	9	68.11
Degree of Freedom	Up to 4 Years	142	78.3
	5-10 Years	6	82.58
	> 10 Years	9	87.67
Efficient Organizational Development	Up to 4 Years	142	77.87
	5-10 Years	6	67.25
	> 10 Years	9	104.72
Cultural Support	Up to 4 Years	142	76.31
	5-10 Years	6	100.92
	> 10 Years	9	106.83
Efficient Conflict Management	Up to 4 Years	142	78.1
	5-10 Years	6	90.5
	> 10 Years	9	85.5
Management Attitude	Up to 4 Years	142	78.13
	5-10 Years	6	83
	> 10 Years	9	90.11

### Findings

The first specific aim which was to analyse the latest trends and developments in HR functions, highlighted the significant role that employees play in organisational performance, and conclude as a result of this growing significance, HR functions find themselves under pressure to redefine and reevaluate their contribution. Further analyses of the HR roles were required in order to meet the specific information needs of the key stakeholders who requested the evaluation. In practice it meant braking down the four HR roles into dimensions or actions that sufficiently described the operational purpose of each of the roles. The analyses resulted in an enhanced operational view of the HR roles that was more suited for effective evaluation. The HR transformation constructs were combined with the mentioned evaluation model to develop a theoretical evaluation model for the effectiveness of the HR function. Lastly, from analyses of the literature, the researcher concluded that an evaluation of the HR roles and other HR transformational constructs would only produce a one dimensional view of HR effectiveness and an additional three (3) dimensions, namely outcomes (goals), process and competence of HR professionals were added per HR role. This resulted in a multi-dimensional evaluation perspective of the effectiveness of the HR function.

### Conclusion

Aligning HR and organizational strategies for competitive advantage has become a necessity, more and more organizations considering the HR department a value-added business traitor. Strategic human resource management can be regarded as a necessary approach for the modern organizations which need to identify ways for assessing its impact on performance and the process that need to be undertaken for the maximum acquiesce. Human resources is an enabler that performs several functions vital to the desired operation of the enterprise that is why we need to learn how to better measure and manage overall HR capitulate and service, from hiring and staffing, to compensation and benefits, to training and development, to employee relations and retention programs and more by giving your company a competitive edge.

### References

1. Andrej Kohont , Chris Brewster , (2014) "The roles and competencies of HR managers in Slovenian multinational companies", *Baltic Journal of Management*, Vol. 9 Iss: 3, pp.294 – 313.
2. Bruce J. Avolio, Fred O. Walumbwa (2006), *Authentic Leadership: Moving HR Leaders to a Higher Level*, in Joseph J. Martocchio (ed.) *Research in Personnel and Human Resources Management (Research in Personnel and Human Resources Management, Volume 25)* Emerald Group Publishing Limited, pp.273 – 304.
3. Cathy Sheehan, Helen De Cieri , Brian Cooper , Tracey Shea , (2016) "Strategic implications of HR role management in a dynamic environment", *Personnel Review*, Vol. 45 Iss: 2, pp.353 – 373.
4. Elina M. Antila and Anne Kakkonen, (2008) "Factors affecting the role of HR managers in international mergers and acquisitions: A multiple case study", *Personnel Review*, Vol. 37 Iss: 3, pp.280 – 299.
5. Fiona Ellis, (2007) "The benefits of partnership for OD and HR: The changing roles of OD and HR create a new partnership dynamic", *Strategic HR Review*, Vol. 6 Iss: 4, pp.32 – 35.
6. Leda Panayotopoulou, Maria Vakola, Eleanna Galanaki, (2007) "E-HR adoption and the role of HRM: evidence from Greece", *Personnel Review*, Vol. 36 Iss: 2, pp.277 – 294.



7. Rebecca R. Kehoe and Christopher J. Collins (2008), Exploration and exploitation business strategies and the contingent fit of alternative HR systems, in Joseph J. Martocchio (ed.) *Research in Personnel and Human Resources Management (Research in Personnel and Human Resources Management, Volume 27)* Emerald Group Publishing Limited, pp.149 – 176).
8. Robert “Jake” Jacobs, (2004) "Strategic HR: Put yourself to the test", *Strategic HR Review*, Vol. 4 Iss: 1, pp.3 – 3.
9. Sasmita Palo, Nayantara Padhi, (2005) "How HR professionals drive TQM: a case study in an Indian organization", *The TQM Magazine*, Vol. 17 Iss: 5, pp.467 – 485.
10. Thomas O. Davenport, (2015) "How HR plays its role in leadership development", *Strategic HR Review*, Vol. 14 Iss: 3, pp.89 – 93.
11. Wolfgang Stehle and Ronel Erwee, (2007) "Cultural Differences Influencing German HR Policies in Asia", *Journal of Asia Business Studies*, Vol. 2 Iss: 1, pp.34 – 47.