

# **IMPACT OF HRM PRACTICE ON EMPLOYEE PROFESSIONAL CONDUCT**

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## **ABSTRACT**

HR practices has been described as an increase in employee professional conduct . This study aims at identifying at various HR practices that impact the employee professional conduct . four major practices have been selected for this study which includes providing compensation benefits to the employees , taking care of employee welfare , managing performance appraisal and training and development for the employees . This research paper concludes that all the variables has an impact on employee's professional conduct . Therefore , the IT Sector has been advised to adopt these HR practices to measure the impact on employee's professional conduct .

Keywords : employee compensation , employee welfare , performance appraisal , training and development , employee professional conduct

## **1: INTRODUCTION**

The notions of the organizational efficiency in additional to human-resource bonds (HR) are becoming more critical. activities, which affect organizational performance in any sector are generally referred to as 'high efficiency,' 'high engagement' or 'high involvement' activities. There are plans to enhance operational performance by workers behaving on behalf of the client or employees professional conduct, in other words, by working harder, smarter, and taking greater responsibilities. This

statement is consistent with Barney's (1995) argument that HR activities provide organizations with a reliable source of competitive advantage. When 'socially complex devices' are available, this advantage is considered more pronounced. These components of the development process, including trust, cooperation and coordination, are hard to reproduce. It is fair to assume that there was an emphasis on best practice at a time when the employment partnership faced major challenges, partly because of organizational consolidation, reduced size and pressure to provide more reliable and efficient services.

### **1.1. HR practices**

Confidence in the workplace is increasingly recognized as a significant factor in enhancing organizational performance, and the employee's professional conduct. Typically, strongly engaged in HR activities will remind employees about how much organizations they respect. It is therefore surprising that the orthodox HRM models produce no distinct individual findings of trust. Purcell (1999:29) recognizes this as the connection between the HR package and the performance measure "taken for granted" is all too well-established in the mechanism linked. However, the importance of professional conduct as a mediating factor between HR practices and results is indiscriminately captured in many studies investigating shifting psychological contract status. To assess the relationship between HR activities, employee's professional conduct and other principal outcomes, further research is needed if the contribution of these studies is taken into account.

### **1.2. Public v/s private organisations**

The relation between HR practice and employees professional conduct was mainly explored by US private sector businesses. More recently, evidence has been found in the UK, but in compliance with the

US study latest, the private sector remained a dominant component of these studies. The lack of study in organizations in the public sector appears to suggest that improved operational productivity is not seen as strategic in public organizations. This can represent, in part, the image of public sector organizations as ineffective and ineffective service providers that are not limited to the UK. However, the public sector entities were subject to stricter financial controls, increased market competitiveness and close monitoring of corporate results. Many of the standard management features were challenged by these systems. Furthermore, new legislation in the UK is constantly pressurizing local governments to ensure efficient and effective service delivery. The service delivery will be passed on to other organizations, although this is not done. It, therefore, appears to be an especially appropriate time to analyze how much public sector HR operation increases individual and corporate performance.

### **1.3. Employees professional conduct**

The HRM theory Legge (1995) states that many private sector businesses are building employees professional conduct, and trust cultures through the introduction of HR policies designed to enhance the faith between employees and employers. High-Engagement HR systems shape employee actions and attitudes, according to Arthur(1994) et al. by 'psychological ties' between the goals of the company and employees. Arthur argues that managers who use techniques of 'high engagement' clearly try to 'develop workers professional conduct, whose capacity to perform jobs is trustworthy and in a way compatible with organizational goals'. HRM models are based on the concept of 'high engagement' and provide an intermediate correlation between HR activity groups and organizational performance. These models help to explain the effects of HR activities on organizational performance, by

emphasizing their impact on employee attitudes (job satisfaction and dedication) and actions (exercise on behalf of the organization, intent to leave the organization). However, it remains uncertain if the 'High Commitment' kit contains the meaning and types of activities. However, as Pfeffer(1877) has influenced many of the best practice studies, MarcHington points out his research as the basis on which creative human resources strategies are centred.

#### **1.4. HR practices and employees professional conduct**

HR practices have been argued for and described as an increase in employee professional conduct, their well-being and improvement in productivity. In particular, researchers suggest that HR practices – whether they have defined high performance or high-commitment HR practices – contribute to increased performance through increased versatility and enhanced motivation and capacity (professional conduct). HR actions also lead to employee's healthy attitudes and reciprocal action (Guest 2002). The social interaction (Blau, 1964) and signalling theories reinforce this line of thought and show that HR-activities have an impact on workers by influencing them or acting as 'signals' to their intentions. In this context, It is a widely held idea that the human resources operations are viewed by individual workers as private interest, a contribution to them and an acknowledgement of their engagement, reciprocated with positive attitudes towards the organisation. Well-being was designed in various ways by examining the correlations among human resources practices, the health of employees, their professional conduct, and productivity. According to Danna and Griffin (1999), the well-being of the staff takes into account the whole employee. Similarly, (Guest 2002) define wellness and conduct of the employees as the consistency of the overall work experience of an

employee. Workers' well-being also refers to the cumulative experience or affects both the job and the organisation.

## **2: LITERATURE REVIEW**

Maurer et al. (2003) found that managers still have negative views on older workers, which can lead to partial decisions in promotion or training and thus affect the relationship between HR activities and organizational justice. Finally, while the research shows that employee performance does not generally decline by age (Ng and Feltman, 2008), the performance and conduct of the workers dependent on the HR practices (Maurer et al., 2003). Consequently, employee success in this study is a significant finding, operational as an individual job success (Guest, 1999). In the past four decades, due to globalization, privatization/reform, competition and technological development, human resources (HR) and other management practices have dramatically changed. These turbulent environmental trends have driven organizations to adopt new, progressive organizational policies/HR practices. In recent years, both practitioners and scientists have taken these approaches into account. Fortune 1,000 firms use such practices or structures as high-quality management activities (also referred to in similar literature as strategic HR strategies, job commitment processes, high-performance processes, high-performance organisations), and this study has designed high-performance activities. HPHRPs ( High Performance Human Resource Practice ) deliver many big benefits to businesses facing many problems in terms of sustainability and profitability. Since these practices help businesses achieve 'higher productivity, improved product quality and better results while staying cost-competitive, making them work harder and making use of their

employees' skills, improving their professional conduct, and knowledge by making decision-makers more open to those with information. Huselid(1995) also noted that several HR processes (known as high-performance labour systems) contribute to production, accounting profits, professional conduct, and corporate market value. It was also proposed that HPHRPs benefit not only employers but also workers by increasing their work satisfaction, and professional conduct.

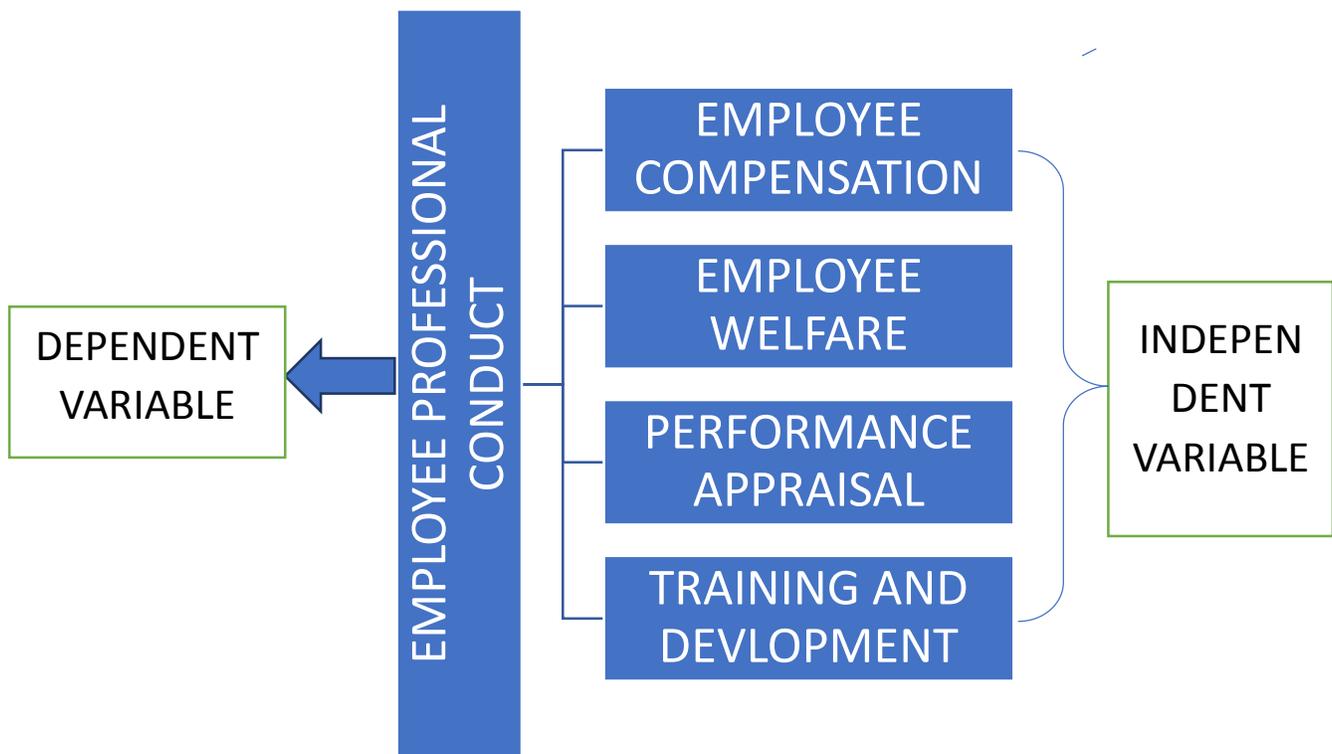
The manufacturing markets are the pioneers in the creation of "best practices" which are generally known as HPHRPs ( High Performance Human Resource Practice ). According to Doeringer and Piore(1971) the internal labour market is not controlled by external powers, but by a set of institutional rules. They maintained that the internal labour market in the organization needs unique company expertise, experience and preparation. Since more efficient employees with more advanced skills & professional conduct and labour market internalization would reduce employee turnover and retain jobs. Over time, scholars have developed the definition of best practices in the management of the human resource. Best practice has two main features: 1) increased operational performance and 2) widespread. Some HRM activities are better than others and therefore should be identified and enforced by organizations. In other words, if companies adopt best practices, their organizational performance will increase. Those include internal career growth, formal training, results-based evaluations and job safety. Many studies show that good HR practices and organizational effectiveness correlate in several settings, including steel mills, automotive industry, manufacturing companies, the services sector, big companies and government-owned enterprises in all major industries. HR professionals affect business performance Employee in

the organization are managed and control by hr managers, therefore, we can say that hr is one of the important aspect of the organization the major functions of hr deals in recruitment and training, record keeping and tax compliance, payroll and benefits, professional conduct, employer and employee relations and employee performance improvement plans. It has been researched In the last 15 years (from 1997 to 2012), the percentage of males in HR Profession has dropped from 70 per- cent to 38 percent, and females increased from 30 percent to 62 percent. Thus, the feminism of the profession increases the hr profession tends to be highly educated in today's market over the number of years the economy expect from hr to do more with less the growth of HR profession has significantly increased and also the female gender is more participative in this profession as compare to males it has divided the role of hr in different areas this profession needed a competency model in 1996 the need for HR training and development has been identified by ( Mc lagan , 1996).

According to Huselid(1995), Jackson and Schuler(1995) the HR practices "collect methods and processes internally regularly to ensure that an organization's human professional conduct and capital contributes towards the achievement of its organizational objectives. The term HPHRPs refers to an organization with more integrated organisation, for example, flat organizational structures, rotation of employees, self-dependent teams and multi-tasking, greater involvement in decision-making by low-level staff, horizontal communication networks and work processes that facilitate progress than the tailor-made task structure. HPHRPs ( High Performance Human Resource Practice ) also advocate contingent compensation arrangements such as work share, profit sharing, performance bonuses rather than traditional pay systems

based on a job title, position or seniority. In organizations, significant attention has been paid to the effect of HPHRPs on the performance of companies in recent years. In this theoretical debate, HPHRPs have essential elements from traditional workplaces, instead of hierarchical, horizontal management styles are used for these processes or structures. Individuals have very large discretionary power to make decisions; rather than procedures, they concentrate on consumer service and efficiency. It rotates and hires workers across a comparatively wide variety of activities, rather than limiting the number of activities performed by individual employees.

### **SCHEMATIC DIAGRAM**



### **3: RESEARCH METHODOLOGY**

### **3.1 PURPOSE OF THE STUDY**

This research aims to understand the impact of HR practice on employee professional conduct For this various HR practices and the employee professional conduct have been studied.

### **3.2 RESEARCH OBJECTIVE**

The study aims to understand

1. To identify the attributes of professional conduct
2. To study the impact of HR practices on employee performance

### **3.3 RESEARCH DESIGN**

The way in which an organization manages its HR practices greatly impacts employee commitment. To understand the relationship between HR practices and employee professional conduct, a descriptive study has been conducted. Both primary and secondary data has been used to support the claim made in the study.

For primary research, a questionnaire was framed. This questionnaire focused on the different HR practices (such as employee compensation, welfare, performance appraisal and training and development,) and employee professional conduct that can be observed in an organization. The questionnaire was then sent to employees (sample size- 100) of IT sector for data collection.

### **3.4 RESEARCH INSTRUMENTS**

A structured questionnaire with statements on independent variables (employee compensation, employee welfare, performance appraisal and training and development) and dependent variable (employee professional conduct ) have been included for better understanding of the impact of HR practice on employee professional conduct. Five-point Likert scale (1= strongly agree, 2= agree 3= neutral 4= disagree 5= strongly disagree) has been used to get the responses.

### **3.6 RESEARCH SAMPLE**

Purposive sampling (Convenience sampling) has been used to support the study.

### **3.7 DATA COLLECTION**

The target population for this study are employees of IT Sector.

### **3.8 RESEARCH TOOL**

The collection of primary data and its analysis has been conducted using MS-EXCEL SPREADSHEETS and SPSS 23.

## **4: RESULTS**

To measure the impact result is concluded on the basis of correlation and regression analysis.

### **4.1 CORRELATION AND REGRESSION ANALYSIS**

#### **Correlations**

[DataSet0]

Correlations						
		EmployeeCompensation	EmployeeWelfare	PerformanceAppraisal	TrainingandDevelopment	EmployeeProfessionalConduct
EmployeeCompensation	Pearson Correlation	1	.666**	.751**	.497**	.762**
	Sig. (2-tailed)		.000	.000	.001	.000
	N	46	46	45	42	40
EmployeeWelfare	Pearson Correlation	.666**	1	.861**	.708**	.921**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	46	49	48	45	43
PerformanceAppraisal	Pearson Correlation	.751**	.861**	1	.760**	.928**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	45	48	48	44	42
TrainingandDevelopment	Pearson Correlation	.497**	.708**	.760**	1	.741**
	Sig. (2-tailed)	.001	.000	.000		.000
	N	42	45	44	45	42
EmployeeProfessionalConduct	Pearson Correlation	.762**	.921**	.928**	.741**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	40	43	42	42	43

\*\* . Correlation is significant at the 0.01 level (2-tailed).

## **INTERPRETATION**

Ho: there is no significant relation between employee compensation and employee professional conduct.

Ha: there is a significant relation between employee compensation and employee professional conduct.

Since the sig. value (P value) is .000, which is less than the alpha value of 0.01. therefore, null hypothesis is rejected and alternate hypothesis is accepted. Therefore, there exist a significant relationship between employee compensation and employee professional conduct.

Ho: there is no significant relation between employee welfare and employee professional conduct.

Ha: there is a significant relation between employee welfare and employee professional conduct.

Since the sig. value (P value) is .000, which is less than the alpha value of 0.01. therefore, null hypothesis is rejected and alternate hypothesis is accepted. Therefore, there exist a significant relationship between employee welfare and employee professional conduct.

Ho: there is no significant relation between performance appraisal and employee professional conduct.

Ha: there is a significant relation between performance appraisal and employee professional conduct.

Since the sig. value (P value) is .000, which is less than the alpha value of 0.01. therefore, null hypothesis is rejected and alternate hypothesis is accepted. Therefore, there exist a significant relationship between performance appraisal and employee professional conduct.

## RELIABILITY ANALYSIS

VARIABLES	CRONBACH'S ALPHA	NO.OF ITEMS
Employee compensation	0.841	4
Employee welfare	0.859	4
Performance appraisal	.922	4
Training and devlopment	.809	4
Employee professional conduct	.959	7

From the above table , we can find that employee compensation , employee welfare , performance appraisal , training and devlopment ; and employee professional conduct are five potential variables with validity and relaibility.

## REGRESSION

[DataSet0]

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	TrainingandDevelopment, EmployeeCompensation, EmployeeWelfare, PerformanceAppraisal <sup>b</sup>	.	Enter

a. Dependent Variable:  
EmployeeProfessionalConduct

b. All requested variables entered.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.933 <sup>a</sup>	.870	.855	.28624

a. Predictors: (Constant), TrainingandDevelopment, EmployeeCompensation, EmployeeWelfare, PerformanceAppraisal

## INTREPRETATION

From the above data and tables we can infer that , the variables taken for the study are employee compensation , employee welfare, performance appraisal , training and development and employee professional conduct . In which employee professional conduct is and dependent variable rest all are independent variable .

From the model summary table, we can see that the value of **R** is **.933 or 93.3%** which indicates there exist a positive relationship between variables.

The **R square** value is **.870 or 8.70%** which means the independent variable re able to explain 91.3% of the model , which means that there are only certain (91.3%) other factors are variable which affect the employee professional conduct apart from these independent variables.

**Adjusted R square** value is **.855 or 85.5%** this means **85.5%** that of the variance in employee performance is explained by independent variables

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.153	4	4.538	55.390	.000 <sup>b</sup>
	Residual	2.704	33	.082		
	Total	20.857	37			

a. Dependent Variable: EmployeeProfessionalConduct

b. Predictors: (Constant), TrainingandDevelopement, EmployeeCompensation, EmployeeWelfare, PerformanceAppraisal

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.160	.460		-.348	.730
	EmployeeCompensation	.027	.150	.017	.181	.857
	EmployeeWelfare	.546	.140	.498	3.886	.000
	PerformanceAppraisal	.429	.143	.427	2.991	.005
	TrainingandDevelopement	.043	.111	.038	.385	.703

a. Dependent Variable: EmployeeProfessionalConduct

## INTREPRETATION

VARIABLES	Sig. value	Hypothesis testing at 95% interval at confidence	Interpretation
Employee compensation	.857	Null hypothesis Accepted (.857>0.5)	There is no significant impact on employee compensation. This is because the sig. value is more than 0.5
Employee welfare	.000	Null hypothesis rejected (.000<0.5)	There is a significant impact on employee welfare. This is because the sig. value is less than 0.5
Performance appraisal	.005	Null hypothesis Accepted (.005=0.5)	There is no significant impact on performance appraisal. This is because the sig. value is equal to 0.5

## 5: IMPLICATIONS OF THE STUDY

### 5.1 EMPLOYEE COMPENSATION

Let's start with the first independent variable that is employee compensation refers to the benefits that employee receives in exchange for the service they provide to their employer as per the questions asked related to this variable we can conclude that top management are supportive to welcome the suggestions of the employees regarding wages and salary administration . Compensation includes salary and wages and various other incentive benefits ( Bonus , Profit Sharing , Commissions etc ) motivates employees to take keen interest in their jobs . employees which keeps the high morale of the employees . Therefore , we can say adequate policy must be famed of employee compensation as it helps in increases efficiency and productivity in the organisation.

## **6.1 EMPLOYEE WELFARE**

The term employee welfare entails everything from services , facilities and benefits that are provided for the comfort of an employee In order to motivate employees and to raise the productivity levels The organization must make efforts to ensure that a management is concerned and cares for him/her by organising good recreational activities , celebrations of festivals respecting religion of one another in the organization , providing benefits like HRA allowance to the employee An employee who feels appreciated will sustain long in the organisation , Hence it will result in lower employee turnover.

## **7.1 PERFORMANCE APPRAISAL**

Performance appraisal helps in keeping a regular review of an employee's job performance It is also known as "Annual Review" Companies use performance appraisal to give employees feedback on their work as per the statements asked under the variable of performance appraisal employee we can say it helps in self development , clarifies the employee's role and status in the organisation , also it provides a structured process of an employee to approach the management , identify the underperformers , helps in deciding about the promotions , transfers and rewards thus it is very beneficial from the organisation point of view.

## **8.1 TRAINING AND DEVELOPMENT**

Training and development is any attempt to improve current or future employees performance , it helps the employee to know their hidden talents , capabilities and potentials Also enhances the skills of the employee helps in maintaining proficiency in their current jobs. To Ensure the availability of human resources to meet present and future organizational needs. It is very important to provide training in tune to with the needs and requirements of the employee . It increases employee ability to perform through learning

## **9.1 EMPLOYEE PROFESSIONAL CONDUCT**

According to our Dependent Variable seven statements were framed regarding HR policies and procedure are important as they ensure compliance with employment legislation or professional conduct. Human Resource Management involves the process of employing people , training them , compensating them , framing policies relating to the workplace , building trust and confidence of the employee in the organisation , motivating them to do better , involving and welcoming their suggestions in decision making , Rewards and incentive are fairly distributed in the organisation . Employee made their choice accordingly some agree to certain statements as well some disagree to it . As we are aware of importance of HR practices for small as well as large workplace Every company should take a step forward to develop HR practices in order to handle a range of employment issues and to create a positive organization culture.

## **6. CONCLUSION**

From the findings , it could be seen that there were positive impact between the HR practices and employee professional conduct it can be concluded that the various HR activities had an effect on employee's performance ., it was found that there was no significant relationship between the employee gender and employee performance . However more research could be done further with the help of questionnaire the targeted employee provide evidence that training programs helps the employee to know of their hidden talents and capabilities or potentials Also , organisation takes care of an employee by keeping the promises made to him this help in building the trust between employee and employer .

The performance appraisal that takes place in their organisation makes the employees feels valuable most employee feel prioritize in their organisation by getting involve and contributing to its well being it helps in improving mental and physical health of the workforce .

This research study may reveal information that could be useful to the organization to understand the impact of HR practices on employee professional conduct

## **7: LIMITATIONS**

The main objective of this research was to measure the impact of hr practices on employee professional conduct. One of the major limitations faced during the research because of the covid-19 pandemic and lockdown worldwide responses were not collected in-person. So, there was no personal interaction with the respondents while collecting the survey due to which we were unable to know the state of mind of the respondent while filling the survey. The study is limited to a specific group of people due to the lockdown. Our study was totally based on perception of the respondents . Study of virtual training and development during covid-19 was difficult as it is ongoing pandemic. Some organizations recently started virtual training and development so they were neutral about their thoughts. This was the major constrain in the study. Study of virtual training and development during covid-19 was difficult as it is ongoing pandemic. Some organizations recently started virtual training and development so they were neutral about their thoughts. This was the major constrain in the study

## **8: SCOPE OF FURTHER RESEARCH**

As the topic says “**IMPACT OF HR PRACTICES ON EMPLOYEE PROFESSIONAL CONDUCT**” the significance of this present study was to measure the impact of hr practices on employee professional conduct with the changing scenario trained employees are highly competitive , satisfied employees are motivated to work to the best of their ability and performance appraisal assist the employees in seeing how his role in the organization contributes to the company’s overall success .

### **1, Whether the research deviated from its initial objectives?**

NO , the objective was to find variables of employee professional conduct as per the objective questionnaire was prepared and distributed among the employees

### **2.From where was the inspiration drawn?**

Being the student of HR I am interested in studying the various HR practices and their impact on employee’s performance . And this research helped me to gain my knowledge and allowed me find plenty of material fitted to my research paper.

### **3.What should be explored by others?**

The four HR practices that have included in this research are not only the practices of HRM . There are many other practices , so apart from these practices , research can be done on other various practices

### **4. What can be achieved from it?**

This research study may reveal information that could be useful to the organization to understand the impact of HR practices on employee professional conduct

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