Development of Human Resources to Increase Policy Capacity in Public Sector

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Abstract

This research paper is based on the correlation between HRM practice and organizational performances. The influence of HRM practices on organizational performance has significant effects. The main objective of this paper is to explore the general practice of HRM programs and establish the influences of properly managing the human resources for better development of selected organizations. This study had surveyed four leading organizations with 300 total respondents, in which 80 workers are working on top managerial positions and the remaining 220 staff members are working on the core non-managerial position. The response rate was 97.98% that signifies the interest rate of staff in the development of effective HRM policies in their organizations.

Targeted and convenience sampling techniques are used to drive the results for this study. The results of the survey showed that in those organizations where human resource management practices are poorly planned and implemented and managed by non-experts so called managers, programs and policies of these organizations are perceived poorly by their employees. The study also showed that the enormous benefits of sound human resource management which were highly appreciated by their employees. It was proposed that the organizations should devote a proper human resources management department through which competitive advantages could be created.

This paper emphases the development of human resources to increase the capability of policy in the public sector. Therefor the main attention together with to encounter the challenges which are the great hurdles in the communal development and develop a mechanism for the improvement the public sector staff's competency throughout the policy cycle. Psychological

treatments and different physical training segments are adopted in three stages for improvement of staff's competency. The first one is focusing on the individual's competency development policy, and that people-oriented approach is crucial factor for achieving successful reforms. In the second stage, conventional means i.e. customary orthodox trainings and development methodologies are adopted for the development of staff's competency in the ever changing environments.

Keywords: Human resources Development, Staff competencies, Staff development issues, Organizational performance

1. Introduction

In the last few decades, particularly in, Asia organizations have been affected by the undeniable fact that creating a competitive advantage lies in people. Organizations are increasingly recognizing the potential of their people to be a source of competitive advantage. Not so long ago, called human resources functions was to maintain the "Personnel Managers", whose task was to recruit and select, evaluate, promote and degrade. These surface functions could be performed by any director, so it never seemed necessary to hire a specialist in the form of a human resources manager, much less create an entire section dedicated to human resources management (Johnason, 2009). No special attention was paid to human resources management and the impact on organizational performance. Emphasis on traditions and socio-cultural issues introduces an element of subjectivity into "staff manager functions," such as recruitment and selection, performance evaluation, promotion, attrition, and damages.

In competitive and rapidly changing business world, today's organizations, especially in the services sector, must ensure the maximum use of their resources to their benefit for necessity for the survival of the organization. Studies have shown that organizations can create and maintain a competitive position through the management of non-replaceable, rare resources, gemstones and purely internal (Barney, 1991). Human resource management outpaced dust-picking practices that produce results. Human resource management practices have the potential to create smarter, more flexible and capable organizations of their competitors by implementing policies and practices that focus on recruitment, selection, training of specialists and payment of their best efforts to cooperate in the resources of the beam agency (Paauwe & Boon, 2009). Potentially this can consolidate the organization's performance and create a competitive advantage as a result of the historical sensitivity of human resources and society's policies and practices that opponents may not be able to imitate or replicate diversity and depth.

Lately, organizations focus on achieving superior performance through the optimal utilization of talented human resources as a strategic advantage. Human resource management strategies or strategies should now be aligned with business strategies for organizational success. Regardless of the size of technology and mechanization developed, human resource remains the most important resource of any successful organization (Klerck, 2009). After all, successful companies rely on the strengths of extraordinary people (Klerck, 2009). The management of human resources has acquired academic and business importance and therefore cannot be relegated to the background or remain in the hands of non-specific.

Attention should be paid to human resources organizations have spent considerable time and resources to choose (Griffin, 2007).

In order to achieve better business performance, organizations requires the successful, efficient and effective use of the resources and it is the ability of the organization to create and maintain a competitive position at the local and global level (Merkle, 1980). Several HRM policies for selection, training and development, performance evaluation, compensation, promotion, motivation, work design, participation, participation, communication, job security, etc. should be developed and implemented by the HRM professionals (Griffin, 2007). With the support of streak administrators the following results might be achieved by the organizations: capability, collaboration with organization, collaboration between workers, enthusiasm, obligation, gratification, manifestation, anticipations etc (Mark, 2014).

There are two models of human resource management (all in one hand centralized, and top-down), which are very destructive to the development of public sector policies. Although these models have a clear organizational goal but could be very intense all the pressure exerted on lower staff rather than personal education in the most mournful cases this technique can cause morbid competition among employees and destroy vows and organizations of the public sector ethical values (Mayo, 1945). In addition, once in training and education life is not enough workers often initially the teaching function is inaccessible possession and the first that will struggle economic scratches when inadequate official community robberies. Second, the relationship between administrative preparation and presentation is undefined (History of HR and the CIPD, 2016). Third, a collective critique by the elders of the community is that a developer from magnifying exercises and related categories daily achievements and light constant importance with the management utility. Therefore, the apparent approach to the HRM capacity-building policy has ended up with income and consumes a pre-conceived, inclusive and multicultural (on approaches or approaches will reappear) methodology (About Cornell ILR, 2010).

Human resource management systems could be accompanied by formal commitments authorized by professional's administrators and improved policy and capabilities. These commitments are necessary to adapt the administrative structure for the management of cultural policy according to the needs of the desired objectives of the professional sector (History of HR and the CIPD, 2016). These formal arrangements reinforce the responsibility of the person responsible for the development of the policy so as not to discourage any kind of innovation and experimentation to achieve the required objectives associated with the policy. Therefore, there is a need for development that requires the system to punish errors. It suggests aggression against the limits taken from the customs and principles of organization and their presence with talent to achieve confrontation modification (About Cornell ILR, 2010). The main concern of the public servant is the competitiveness policy according to new trends and requirements management skills. This could be useful for creating a motivation and incentive policy for staff. Commitments of the organization require the following criteria for the development of the policy cycle (Mayo, 1945). The resolution of this research work in the direction of concluding and determining the influence of HRM performs on managerial practices of indicated 4 organizations.

1.1 Problem Statement

HRM has made significant progress in the Asian business world. It is common to see large organizations in the formation of Asia that the whole service exclusively for the purpose of managing human resources and recruiting experts in the field that are charged with the management of human resources. The enormous benefits of sound management of human resources management resources cannot be overestimated. However, most organizations have national policies of inefficient HRM and consultants are attributed to inadequate HRM policies and services. This research creates a very positive relationship between organizational performance and performance. Many organizations do not understand the impact of appropriate human resources efforts; therefore, important policies remain in the hands of non-professional managers and the Board of Directors who are not specialists to manage the human resources, so there are no one's able to implement and enforce effective policies Strategic ways (Collins & Druten, 2003).

Human Resource Management is very important for the social services industry, especially for business development. Modern management of people and risk management are the two main challenges faced by organizations. The way you manage people and how to manage risks determines your success in the corporate sector. Efficient risk management cannot be possible without an efficient and skilled workforce. Human Resource Management is extremely important for social service industry especially for business development. In the modern day's management of people and management of risk are two key challenges facing by the organizations. How you manage the people and how you manage the risks determines your success in the corporate sector. Efficient risk management may not be possible without efficient and skilled manpower (About Cornell ILR, 2010).

The organizations are always has a specific repute in the market of competitiveness, as the employees always have valid reasons to selects and stay with a particular company or organization. Therefore every organization must try to discriminate themselves through forming the niches and goals in the transparent situations for all workers with the high level of attractiveness and competitiveness. In the coming years only those organizations will survive which would be deal with consumer satisfaction and have better environment of prosperous with job security to his employee. Those who do not fulfill these conditions will find their survival difficult (About Cornell ILR, 2010). Organizations must be articulated and emphasizing on the essential values to attract the confidents of their clients, this can only be achieved as they are work on their set policy related to HRM. Values such as "innovative" sound, "trustworthy", "close", "socially responsible". They should be highlighted through concrete actions on the ground and it will be the company's human resource to deliver this practices.

Human resources management has been in limbo for more companies in the Asia region and it is time that the organization saw the role and impact of human resources management results and worked for the proper management of their human Resources (About Cornell ILR, 2010). It is against this existing rule that the researcher wants to determine the impact of human resource management on the performance of the organization and how rural banks can

improve performance through an appropriate assessment of management practices (Mark, 2014).

The competency certification system will promote the continuous learning of staff and develop such environment to establish a standardized professional way for evaluating the crises and competency of policy development (History of HR and the CIPD, 2016). The task is to ensure the standards and competency of various types of development techniques. In this situation it is the moral duty of every single employee that he must perform adequate role for the development of community progress.

2. Overall Purposes/Objectives

1)   The overall objective and scope of this research is to exploring the effective roll of HRM in the progressive organizations and evaluate the performance.

2)   Inspect the general HR practices, policies and programmed agenda for the successive organization or community.

3)   Assessment the perception of public servants/employees on HRD practices, policy capability and judge their potentials.

4)   Evaluate the levels of productivity in the selected set of rules of policy.

5)   Establish and examine the impacts of properly managed HRM on the performance of organization.

2.1 Research's Questions

1)   What should be the general HRM policies and their scope for community/organization development?

2)   What are the perceptions of civil servants/employees as well as managers about HRM practices and policy for the selected organization/community.

3)   To what extent do these policy competency impacts to achieve the desired goals?

4)   What kind of steps should be taken to ensure the proper development of public policy by using HRM and its influences in the competent market?

3. Method of study

The basic purpose of this study is to examine the impact of HRM on effectively development of policy for established for the specific society or community. The initial study conducted on more than 300 people is revealed the compatibility of policy and its impacts on organization and community. There are two main sources for generating the information one of them is named as primary source and the second one is known as secondary source. The primary data is obtained and analyzed through the consensus done by researcher's interpretation of data obtained from questionnaires and interviews (About SHRM, 2009). While, the secondary data is collected through other sources or persons through field survey rather than researchers (About SHRM, 2009). The source of secondary data may include employment policies,

annual report, public opinions, and media analysis. Quantitative and qualitative investigation methodologies are used to set the criteria for the development of policy (Flick, 2006). The intensification of appropriate information for this study has two sets of questionnaire that were designed and administered personally for organization's employees and managers. It is due to the diverse opinions of both employees and managers on HRM issues were what the researcher required for. The questionnaire as an instrument was self-explanatory and consisted on only closed questions.

The survey have three segments; the segment A consisted on the personal details of the respondents, segment B had different questions on seven HRM dimensions of Human Resource Management systems like as recruitment and selection, reimbursement and benefits, training and development, recital management and evaluation, worker participation, occupational safety, Profession planning; dual HRM result specifically for non-management workers. The last section, Part C, discussed employee performance and organization. There were, in the 70 figures for the workers questionnaire and 63 managers. (See Appendix)

In addition, the program has developed semi-structured interviews with managers to only manage a combination of closed and open questions about human resources, policies, programs and practices, and perceptual results that affect organizational performance strategies.

3.2 Exploration Strategy

Research planning includes the methodologies and techniques used to conduct scientific research. The plan determines the type of study; and data assortment techniques and arithmetical exploration strategy. This study carried out a designed research, nevertheless, asks to see the influence of HRM rehearses on administrative recitation. This is the case for the research project, which uses a selected number of human resource management rehearses to obtain experimental data on human resource management rehearses and how they will influence the performance of the organization [1]. The search strategy used in the research approach to research to collect quantitative data was analyzed using descriptive statistical tools. Research can be used to generalize using results generated by the sample size that represents the entire population.

3.3 Resources for Collection of Data/Basis of Data

The statistics for this research work is drained from two core sources; that are primary and secondary data sources.

3.4 Primary Data

The main data sources were that primary information collected and analyzed by the researcher from the field. The respondents were mainly selected from respondents in separate questionnaires, semi-structured interviews and participatory observation records.

3.5 Secondary Data

Secondary data sources related to individual researchers or other user information collected

data. The previous collection of this information is not specific to the case, but may be related to the problem of research. This study is largely dependent on the information on the use of information from other factual information in the area of human resources management in the area of the Ashanti region.

3.6 Targeted Area of Population of Study

In the academic sense a research program is always require, for investigating, a problem that is almost certain to require a research program in the academic sense of the term (Mayo, 1945). Therefore, investigators are generally interested in specific clusters of societies or objects which are known as the population of research study. Population refers to the whole number of participants of a distinct class of populaces, stuffs, places or selected events because they are related to the inquiry into their questions. In this research work, the targeted population is the set of elements for which exploration data could be castoff is to draw conclusions or generalizations are managers and non-management staff of the various organizations.

Give a report; the strength of the staff of selected organizations, investigator attained the initial data from nine (9) head administrative center and twenty (20) branches. The figure for the head office is made up of five (5) management staff, four (4) superintendents for different departments, eleven (11) junior staff. At the branch level are one (1) branch manager, one (1) operations officer, two (2) two (2) receptionists, one (1) customer service personnel, two (2) store and record keepers, one (1) relationship officer and two (2) accountant's officers. These members of the target population had characteristics and experiences that were capable of producing the responses the researcher needed.

3.7 Illustration and Scrutinizing Procedures

The scrutinizing procedure illustration is a selection of a group of people or people's events to find specific facts about the sample that will be faithful to the people. This is necessary because the entire population cannot be studied because of the size of inaccessibility, time and economic constraints. This study had a population size estimated at three hundred (300) people. Therefore, a sample of two hundred (240) forty respondents, representing 80% of the population, was selected as a true reflection of the population for study. Depending on the probabilistic sampling procedure, the sampling techniques or deliberate decision and the convenience of the court were used to select respondents for management and non-executive employees, respectively. The ultimate objective of sampling technique is constructed taking into account a predetermined group. The topics are manually selected on the accessible population and the same as the sampling criteria. This means that people whose opinions are useful for the study have been selected for collecting researcher data. Here, sampling for proportionality is not the main concern; Rather than the judgment of the experimenter in the sampling experts relevant to the study is important.

The purposive sampling technique was chosen in sampling for managerial employees because they had to meet a criterion of belonging to the predefined group of top level managers. Again, the convenience sampling technique was used so that any non-managerial

employee could participate as a respondent. The suitability sampling technique suited the non-managerial employees better due to their relative ease of access and the fact that any employee be appropriate to this group is a prospective defendant. The three weeks duration period is permitted for defendants to attend the questionnaires and collection was done after the three week period. Out of the sample size of 300, eighty (80) were top management staff of managers and supervisors, and the remainder of 220 respondents were a combination of non-managerial members constituting middle and lower level employees.

Table 1. Population and sample figures of organizations

Organizations	Managerial Staff	Non-Managerial Staff/Employees
A.B.C company Pvt. ltd.	15	43
AXD group of industries	22	56
AAJK & Co	18	54
CDE Autos	25	67
Total	80	220

Field survey of researcher.

4. Mechanisms of Data Gathering

As the part of the research data collection instruments are the tools used to collect information. The rationality and dependability of data gathering mechanism is having extreme significance for any sample assessment. It is consequently indispensable to appropriately design data assortment mechanisms so as to grasp steadfast and effective suppositions.

4.1 Opinion Poll Based Questionnaires

The questionnaires have good reward for obtaining the secure relevant information efficiently approximately singularities which is directly related to annotation. This technique is likewise an effectual and operative technique in accomplishment a superior cluster. To determine this purpose, in this research we designed a set of structured questionnaires consisting of 65 closed questions. The questionnaire is alienated into four sections to obtain the desired data from employees. The first part is consisting on five questions about personal information such as age, gender, education and marital status and years of work in the organization. Section 2 having aims to evaluate employees' sensitivities and familiarity in Human Resource Management practices (recruitment, training, development, compensation, occupational safety, performance appraisal, employee involvement and career planning) and the 2nd aim is verify the HRM results, such as occupation's satisfaction and enthusiasm, organizational preservation obligation of workers. A five point scale ranging from (1 - strongly agree to 5 – strongly disagree) is used in the last three segments to extent the impacts of HRM practices on HRM results and employee enactment. The other set of 55 questionnaires divided into

three sections designed for managers. The first part sought information about the organization, ask the second section for human resources practices, such as recruitment, training and development, compensation and reward, job security, evaluation and performance management, participation and career planning. The latter part examined the efficiency of the organization of the charged organizations. Wholly questions are closed-end declarations, followed by possible answers that expect respondents to be well-placed. (See Appendix)

4.2 Data Scrutiny Procedures

The collected data from the concluded questionnaires is first of all inspected, prepared, transmuted and organized into advantageous material for informal understanding. Subsequently the data is demonstrated into roundabout category for facilitating the investigation. The investigator, through the support of Statistical Package for Social Sciences (SPSS) and Microsoft excel is used to present the concluding data in tables and figures. The SPSS is castoff to obtain incidences and proportions of handy concluded retorts; and exposed concluded retorts were analyzed in a qualitative method. The dependability of the gauge was restrained using the Cronbach's Alpha SSPS measurements. The following tables show the reliability levels for the category of questions asked managers and employees.

5. Data Presentation, Analysis and Interpretation of Data

By presenting the information gathered raw data from the HRM questioned practice to specific organizations. The data was processed and presented in tables and statistical representations using SSPS (Mark, 2014). Explanation was the processed data collected in the field to ascertain the impact of human resource management practices on organizational performance.

5.1 Details of Managers and Employees of Selected Organizations

Table 2. Genders of managers and employees

Gender	Frequency	Percent
Male mangers	69	86.25
Female Managers	11	13.75
Total	80	100
Male Employees	174	79.09
Female Employees	46	20.91
Total	220	100.0

Field survey of researcher.

Table 2 represents the families of executive and non-executive employees of the organizations selected for this study. The above table shows that out of the 300 respondents, 243 male employees (69 male managers, i.e. 86.25% and 174 non-managerial duties, i.e.

79.09%), while the remaining staff consists of 57 female employees (11 managers and 46, That is, 13.75%, or 20.91% of non-executive workers, which clearly confirms that all organizations in man dominated all positions, whether it is a leading non-management position, can analyze working women rarely Get up and make offers and Are not supported and encouraged to act for leading roles.

Table 3(a). Age ranges of managers

Age ranges	Frequency	Percentage
30 – 39	16	20.0
40 – 49	24	30.0
50 – 59	40	50.0
Total Managers	80	100.0

Field survey of researcher.

Table 3(b). Age ranges of employees

Age ranges	Frequency	Percentage
25 – 34	115	52.28
35 – 44	60	27.27
45 – 54 and above	45	20.45
Total employees	220	100.0

Research's field survey of indicated organizations.

Table 3(a) and 3(b) presents the statistics concerning the age assortments of managers and general employees of the selected organizations. This indicates that at managerial posts organizations emphasis on mature and experienced staff members while in the case of non-managerial posts like general employees they have more young people to increase their capabilities and growth rate. This means that these organizations now a day preferring youthful and energetic people for achieving their goals and using the experience of past middle age managers to meet the modern challenges.

Table 4(a). Marital status of managers

Gender	Frequency	Marital status	Percentage
Male managers	69	Married	100.0
Female managers	11	Married	100.0

All 40 manager-defendants were married, giving a 100% representation. This may mean the managerial positions are more often than not occupied by the married since they come across as the 'responsible' and 'focused' type.

5.2 Marital Status of Non-managerial Employees

130 defendants representative 59.1% are single; whereas 80 defendants demonstrating 36.4% are married. 10 defendants are divorced demonstrating 4.5% of the total 220 replicates. According to some of the defendants, at organizational setup is conquered by the unmarried for the reason that they could work the long hours and on weekends with no marital responsibilities to attend to.

Table 5. Education levels of employees and managers

Education level	Frequency	Percentage
Master degree	70	23.33
Bachelor degree	160	53.33
Intermediate level	50	16.67
Others	20	6.67
Total	300	100.0

Field survey of the researcher.

Table 5, which represent the educational qualification of executive and non-executives of the selected organization. 23.33% corresponding to 70 represents the having master degree holders to the extent of the staff that was part of the main project in managerial positions. Better opportunity of the highest degree in rank and the other half to progress and business and encourages people who are not better than one. Representing 53.33% corresponding to 160 respondents are bachelor degree holder. 16.67% representations of corresponds to 50 respondents, and also to act as a lower-level receptionist or support technician caretakers. The 20 respondents are working as helpers or office boy and artwork presenting an assistant. From the above it follows that societies and I will give the utmost importance to those employees having the better qualifications and use of the statistics of education.

5.3 Human Resource Management Practices

Table 6. Does your organization have HRM department

Frequency	Replay	Percentage
197	NO	65.67
103	Yes	34.33
300	Total	100.0

Field survey of researcher.

Table 6 shows the existence of the human resources department in the indicated organizations. 197 defendants, representative 65.67% of all employees, this indicated that their organization does not have the appropriate Human Resource Management department, while 103 defendants, demonstrating 37.33% respond that their organization has a Human Resource Management service, this Means that many organizations do not have the appropriate part of

Human Resource Management or the configuration and implementation of management of human resource management practices are in the hands of senior executives, Which did not leave HRM experience. Human Resources Development Departments are based on the Board of Directors, the Chief Executive Officer and some Chief Executive Officer performs HR management practices such as recruitment and selection, training and development, compensation and benefits, among others.

Table 7. Summary Item Statistics on recruitment and selection from the viewpoint of employees

Means of Statistical values	A.B.C company Pvt. ltd.	AXD group of industries	AAJK & Co	CDE Autos	Mean	Total staff members
Avg. Mean	3.213	3.764	3.120	2.970	3.267	58
Minimum	2.876	3.101	2.341	2.432	2.687	78
Maximum	3.321	3.710	3.995	3.522	3.578	72
Range	0.445	0.609	0.654	0.690	0.599	92
Std. Deviation	0.564	0.786	0.622	0.789	0.691	Total= 300

Field survey of researcher.

There is an official induction, orientation and training process, so that they understand new recruits understand the organization, I prefer this organization fills in vacancy internally instead of externally and "appointments in this organization centered on merit. These data indicate that the employees of these three issues with the area of finding and selecting staff. This means that employees have a neutral view of the practices of their organizations on recruitment and selection. I do not agree in other words, workers on average do not agree with the entries in this category. The minimum mean is 2.687 in relation to the object, which asks whether the monitors used by the agency for recruitment, proves that the staff could not be more specifically agree that their agencies to advertise to attract recruitment. The maximum mean is 3.578 which replicates that the article seeks to vacancy announced through advertisement, if employees prefer the organization, the space filled internally and not externally, proves that employees prefer that the vacancies are filled internally, so that strong agreement on this issue. There are five elements on this scale.

Table 8. Summary Item Statistics on compensation and rewards practices in connection to employees

Means of Statistical values	A.B.C company Pvt. ltd.	AXD group of industries	AAJK & Co	CDE Autos	Mean	Total staff members
Avg. Mean	2.565	2.671	2.566	2.977	2.695	58
Minimum	2.432	2.199	2.543	2.868	2.501	78
Maximum	3.561	3.777	3.782	3.545	3.666	72
Range	1.129	1.578	1.239	0.677	1.156	92
Std. Deviation	0.581	1.672	0.451	0.241	0.736	Total= 300

Field survey of researcher.

Table 8 shows the image of the figures was picked up by all of the items of recompense and recompenses. It follows from the above that there is no record of strong similarity of the goods. This means that employees do not agree with or disagree with any of the items on the scale. The implication is that workers are climbing agreement is not too strong, although neutrality is registered by the media. Although part of this organization, workers' wages are directly linked to performance, an average of 2.695 mean neutrality. It is more inseparable from the altercation. Obviously people do not agree with or disagree with the practice of reward and recognition, no matter how small their organizations. Although some would appreciate such practices; others would not. Would not the average 2.695 average consolidate their voices workers' organizations agree or disagree? They seem to stay neutral on the issues under consideration and remuneration.

Table 9. Summary Item Statistics on training and development of employees

Means of Statistical values	A.B.C company Pvt. ltd.	AXD group of industries	AAJK & Co	CDE Autos	Mean	Total staff members
Avg. Mean	2.651	2.482	2.977	2.462	2.643	58
Minimum	2.142	2.421	2.752	2.239	2.388	78
Maximum	3.656	3.866	3.367	3.572	3.615	72

Range	1.514	1.445	0.615	1.333	1.227	92
Std. Deviation	1.733	0.953	1.354	1.866	1.476	Total= 300

Field survey of researcher.

A look at the statistics from table, the researcher may come to the conclusion that it does not mean that the training and development of staff attract the strong descriptions of the stuffs puts a strong agreement or disagreement. Employees took a neutral phrase; and do not produce conflict with the institutions to develop the field of exercises, and without unanimity between them. On average, only half of the respondents for the large 2.643 shown have seen an average of elements that put practical training on development and customs. This shows that he is not willing to agree that he could not disagree with you, and the evidence for developing the discipline of self-employers' exercises. In addition, both the minimum and maximum average 2.388 and 3.615 items related to educational needs are determined by a fixed-rate official mechanism. I feel more appropriate to deal with unexpected events with dexterity and confidence, "register the neutrality in the classroom accordingly. And that's what they want, they do not seem to come to their aid, or in any other way to their use, or they deal with care and development. I do not agree with anything is not repulsive about them: However, there is no further to their employees to go, even to the point; That I feel she is obviously better than equipped to face the unexpected and closely related to trust.

Table 10. Summary Item Statistics on employment security

Means of Statistical values	**A.B.C company Pvt. ltd.**	**AXD group of industries**	**AAJK & Co**	**CDE Autos**	**Mean**	**Total staff members**
Avg. Mean	2.798	2.653	2.864	2.729	2.761	58
Minimum	2.652	2.562	1.979	2.243	2.359	78
Maximum	3.641	3.661	3.503	3.671	3.619	72
Range	0.989	1.099	1.524	1.428	1.260	92
Std. Deviation	0.986	0.971	0.876	0.968	0.950	Total= 300

Field survey of researcher.

The table above represents item statistics of employment security for employees. The table gives the mean figures produced from the aggregate responses of employees on this item. This means that employees believe that it is not difficult to dismiss an employee in the

indicated organizations. All other substances manufactured mean figures which indicate that employees on the average do not agree or disagree to the items discussed under employment security. The highest mean of 3.619 on the table is related to the item that seeks to know. It never works according to each employee who they are. Nor dissent to this question is not among the vestibule. According to my opinion, this policy lies between two poles. It is no more aligned to both are flanks.

Table 11. Summary Item Statistics on performance assessment and management of employees

Means of Statistical values	A.B.C company Pvt. ltd.	AXD group of industries	AAJK & Co	CDE Autos	Mean	Total staff members
Avg. Mean	2.468	2.765	2.862	2.561	2.664	58
Minimum	2.342	2.465	2.641	2.477	2.501	78
Maximum	3.518	3.275	3.697	3.498	3.495	72
Range	1.176	0.810	1.056	1.021	1.016	92
Std. Deviation	0.862	0.692	0.361	1.567	0.871	Total= 300

Field survey of researcher.

The average mean shown on the table providing precipitate items information for assessment of performance and administration applies. The average mean is 2. 664. This means that the normal the replies assumed by staffs do not fit into agree or disagree classification and therefore suggests that personnel maintain an unbiased grounded on the queries. The lowest mean of 2.501 delivered by the item; enactment assessment is fair in these association designates a detachment in the stand of workers. Nevertheless, this supports further in the direction of divergence by the personnel. The maximum mean is 3.495 that accredited to the detail on determining whether there is a recognized and printed performance assessment system for workforces and this conventional a regular stand too; workforces neither agreed nor disagreed. Conversely, there happens a gumshoe of arrangement in the mean for that item. All these mean the personnel do not take any resolute stance on any of the items troubled with presentation assessment and administration system.

Table 11. Summary Item Statistics on employee contribution

Means of Statistical values	A.B.C company Pvt. ltd.	AXD group of industries	AAJK & Co	CDE Autos	Mean	Total staff members
Avg. Mean	2.901	2.973	2.561	2.971	2.852	58
Minimum	2.386	2.463	2.871	2.557	2.569	78
Maximum	3.652	3.851	3.482	3.717	3.676	72
Range	1.266	1.388	0.611	1.160	1.106	92
Std. Deviation	0.975	0.364	0.156	1.014	0.627	Total= 300

Field survey of researcher.

This table reveals that the summary of the items regarding to the statistics of employee's response to the questionnaires. It uses the employee questions about the contribution of the table gives an overview of the data item and comments. 2.852 mean average showed an average reflection that offers all the answers to the impartiality of employees in this category. That average employees means there is no clear attitude that belongs to one of the parties to the agreement or disagreement of items of participation. Provide strong opposition to its employees and therefore it is not allowed to make many decisions in your organization man. Minimum mean on the other hand leads to the item with the least mean of 2.569 and it is linked to the item that seeks to establish whether employees are allowed to make many decisions. Employees provided a strong disagreement to this and therefore mans that they are not allowed to make many decisions in their organization. Relate to elements that mean a maximum of 3.676, with open communication with employee supervisor organization. Although this article is more in line does not mean it can still contract. This means that employees do not agree again and not the item.

Table 12. Summary Item Statistics on career planning

Means of Statistical values	A.B.C company Pvt. ltd.	AXD group of industries	AAJK & Co	CDE Autos	Mean	Total staff members
Avg. Mean	2.733	2.571	2.651	2.867	2.706	58
Minimum	2.576	2.842	2.198	2.730	2.587	78

Maximum	3.451	3.643	3.286	3.818	3.550	72
Range	0.875	0.801	1.088	1.088	0.963	92
Std. Deviation	1.067	1.451	0.978	1.843	1.335	Total= 300

Field survey of researcher.

Statistical summary for career planning observes are shown in table above. The mean average of 2.706 gives evidence that the replies to are assumed by the staffs to queries on occupation development do not take positive situations. On the average, employees neither express approval or disapproval of any of the practices of their organizations on career planning. The question; every employee is conscious about career path in their association conventional the minimum mean of 2.706 and this means that on the average, employees cannot state that is the case or not with their organizations. The maximum mean of 2.706 traced to the item; Employees have a clear career and responses to employees who cannot qualify or contract or disagree. The interesting thing is that the employees are clear career paths, but do not know the career, organizations should offer their employees. The statistical analysis, the organization is concerned with the promotion of staff, individual and organizational needs of the development potential of all staff positions and more familiar with the organization of a career. Dignity should be noted that, despite the fact that employees have a career path to the idea, they do not want; they do not know their organizations towards their career.

Table 13. Summary Item Statistics on motivation and job satisfaction of employees

Means of Statistical values	A.B.C company Pvt. ltd.	AXD group of industries	AAJK & Co	CDE Autos	Mean	Total staff members
Avg. Mean	2.528	2.644	2.562	2.942	2.669	58
Minimum	2.582	2.797	2.436	2.868	2.671	78
Maximum	3.162	3.566	3.734	3.286	3.437	72
Range	0.580	0.769	1.298	0.418	0.766	92
Std. Deviation	0.517	1.762	1.625	0.451	1.089	Total= 300

Field survey of researcher.

The table above summarizes the statistical data motivation and satisfaction in the viewpoint of the workforce organizations. The data table above will seek out the effectiveness management practices of human management results, as motivation and job satisfaction. The average means of 2.669 simply expose that collective reply from employees on the substances harvest and usual position. That is, employees neither agree to nor disagree to the issues raised under this category of questions. The minimum of 2.671 that related to the declaration, I am contented with the employment security at organization suggestions takes the path of detachment; connotation, workforces have average opinions that neither agree nor disagree on satisfaction with employment security.

Maximum mean 3.437 related to the item; when things go well with your job, your contribution is often recognized. This figure means that employees are not altogether satisfied or otherwise with the level of employment security their employers offer thus the average responses given. This table refers to employee motivation and satisfaction in terms of statistics. The elements mentioned above are HRM results of measurement of effectiveness practice, such as motivation and job satisfaction. When you enter the job well, your contribution is often recognized and I am motivated to work longer in order to achieve satisfaction. This means that workers are not allowed to make decisions on this issue and therefore remain neutral.

Table 14. Summary Item Statistics on organizational commitment

Means of Statistical values	A.B.C company Pvt. ltd.	AXD group of industries	AAJK & Co	CDE Autos	Mean	Total staff members
Avg. Mean	3.243	3.642	3.453	3.238	3.394	58
Minimum	2.462	2.764	2.173	2.952	2.588	78
Maximum	3.751	3.645	3.253	3.341	3.497	72
Range	1.289	0.881	1.080	0.389	0.910	92
Std. Deviation	1.324	0.547	1.622	0.876	1.092	Total= 300

Field survey of researcher.

Table 14 delivers instantaneous statistical elements on administrative obligation. This table gives an average mean of 3.394 demonstrating that workers though their answers continue a neutral position on the issues advanced under commitment towards the organizations in question. The average mean on the table also indicates on the average employees expressed

neither agreement nor disagreement to the items. The minimum mean of 2.588 is associated with the item. I feel very little loyalty to this organization and this means that employees have an average view of this statement. Not associated or not in agreement. The maximum average of 3.497 indicates an employee agreement with the first point to scale. I am ready to make great efforts to help this organization be successful. This obviously shows that workers are more willing to go the extra effort to achieve its goals.

Table 15. Summary Item Statistics on labor productivity

Means of Statistical values	A.B.C company Pvt. ltd.	AXD group of industries	AAJK & Co	CDE Autos	Mean	Total staff members
Avg. Mean	3.292	3.367	2.573	3.112	3.086	58
Minimum	2.462	2.761	2.554	2.987	2.691	78
Maximum	2.991	3.567	3.428	3.797	3.446	72
Range	0.529	0.806	0.874	0.810	0.755	92
Std. Deviation	0.725	1.546	0.655	0.879	0.951	Total= 300

Field survey of researcher.

This analysis represents statistical data on labor productivity as perceived by employees. This means that employees share the view that the above statements occur in organizations. I personally agree with the stated objectives of my work units and other work units that assist my work whenever assistance is requested. All other items presented in this category received answers on average equivalent to neutrality, but closer to an agreement, rather than disagreement. The table above shows the average employee labor productivity responses in indicated organization. The average 3.086 given above expose that the employees of the organization on average do not take a clear position in the questions presented in the measuring range of labor productivity. This means that the workers neither agree nor disagree with the questions. The table also gives the minimum mean of 2.691, which corresponds to the element. I have enough roles to make decisions about their work unit goals, which means that workers have little or no input to the selection of the objectives of the work unit. The maximum average 3.446 associated with the return. I have the information that I have to do a good job under which workers have the right to information to better succeed in their jobs.

6. The Correlation of Human Resource Management Practices to Achieve the Organization Goals

The correlation of the first two elements in each HRM practice and the influence or impact they have on the organization's ability to achieve its stated goals. This can be interpreted as a value-based appointment of workers has a positive impact on the organization's ability to achieve its objectives and therefore improving value-based appointment exercises will represent rural banks to achieve their declared goal of often. The element also has a very high level of significance. Candidates are fully informed of the qualifications required to perform the job before accepting an average correlation with the ability of banks to achieve the stated goals in a Pearson correlation. Therefore, we can say that applicants are acquainted with the skills required to work attracting skilled workers to the organization. The relationship is also important. From the above discussion, we can say that "training needs discussed with the employees" there is a strategy of education and training coherent programmers the employees can exercise independent thinking and action when carrying out the work has a positive relationship with the organization's ability To achieve its objectives. This, therefore, means that the number of organizations can improve the performance of these assets; the ability of the organization to achieve their goals will increase significantly.

7. Conclusion

This research has an overview and discussion of the organization's human resources management practices. He focused mainly on employee perceptions about human resources management practices, policies and developers, and the implications of such HR practices for organizational performance. The objective was to evaluate employees' perception of HRM practices critically and to determine the impact of good human resource management on organizational performance. Seven HR practices, policies and programs were brought to the executives and employees for the critical examination. This process has led to results showing that rural banks have had to pay much more attention to the proper management of their human resources to make full use of their potential and create a competitive advantage within them.

The introduction of management methods under the umbrella of new HRM, saw a distinct change from traditional public administration on two levels; one being the change from a reliance on standardized processes to that of the importance of output and target driven results, and the other the rise in stature of the manager. Prior to new HRM system, managers held little or no autonomy and their actions were limited by adhering to centralized bureaucratic protocol system. We can see from Table One that the current delivery ethos of the Work Program affords managers and advisers the opportunity to use their own judgment to provide the best options for the end user.

HRM management should also ensure that the assessment standards of performance are taken seriously and policy accurately adhered to as these studies have found that there is a clear and strong relationship between performance and attention to the employee's performance management and assessment. The management should also be, ensure that training and development programs are relevant to the performance of the employee of the current and

future workplaces. Therefore, the training and development programs are planned strategically. In addition, the management needs ensure a balance between financial and non-financial rewards it in designing, reviewing and the application reward strategy.

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Appendix

Appendix 1. Survey Questionnaire

The basic meant of this survey is to obtained appropriate information from the selected staff/persons for the viewing the assessment and impacts of HRM on community/organization after imposing a policy. The required information is severely used for academic purpose. The provided information are treated as utmost confidential and only used for projected purpose. Yours truthful opinion is highly petitioned and highly anticipated by us if you could spare some mints to complete this questioner Performa.

Thank you.

Please answer to the questions below by ticking (√) the right option:

1. Gender: Male..............   Female...............

2. Age (in years): 20 – 30 [ ] 31 – 40[ ] 41 – 50 [ ] 51 – 60 [ ] 61 and above [ ]

3. Marital status: Single [ ] Married [ ] Divorced [ ]

5. How many employees are in your organization?

0-5 [ ] 6-29 [ ] 30-99 [ ] 100 and above [ ]

6. What type of organization /industry are you in? Public sector [ ] others [ ] specify: ....

7. Job title...

Section 2 – HRM Practices

1. Does your organization have a department dedicated to Human Resource? Yes ( ) No ( )

2. How does your organization execute and manage the following HR practices;

a. Centralized (C) OR b. executed and managed by line managers (LM)

i. Recruitment and selection (.....)

ii.   Training and development (.....)

iii.   Compensation (.....)

iv.   Performance Appraisal/Management (.....)

v.   Employee Participation (.....)

vi.   Career planning (.....)

Using the scale given below (1 – 5) please tick (√) the level of your satisfaction in each item regarding to the practice of HRM at your organization

1 Strongly Disagree (SD)	2 Disagree (D)	3 Neutral (N)	4 Agree (A)	5 Strongly Agree (SA)

Recruitment and Selection	SD	DA	N	A	SA
	1	2	3	4	5
Recruitment in your organization is on merit					
Flyers are used by your organization for hiring					
Applicants are fully informed about the required qualification and experience to perform desired task at organization					
Formal induction, orientation and acquaintance process are conducted to help the new recruits to understand the organization					
In your organization HR managers and Line managers participate in the selection process					
Higher level vacancies are fulfilled through internal employees at your organization					
Reimbursement and Rewarding System					
Employees are rewarded according to their performance					

Compensation packages and bonuses systems are presented for encouragement of employees to achieve the objectives of organization					
Promotion system is offered as reward on higher performance or extraordinary recital					
Job performance is an important factor in determining the incentive compensation of employees rather than any other act					
Trainings & Development System					
Training needs are discussed with employees					
Coherent training programs and training strategies are conducted according to schedule					
Every single employee go through various training programs					
Training includes for the interest of both organization and individual employee					
Budget is devoted for training programs					
Training needs identified are realistic, useful and based on the business strategy of the organization					
Employment Security					
Employees are assured of long term future with the organization					
There is a prescribed, unbiased and realistic procedure for solution of complaints and grumbles					
There are sanctions for employees who do not obey instructions yet achieve desired results					
If the organization were facing economic problems, employees would be the last					

to get downsized					
It is very difficult to dismiss an employee					

Performance Assessment and Management

In your organization, employees are provided performance based feedback and counseling					
The assessment data is used for decision making like promotion, job rotation, training, compensation, transfers and discharge					
There are corrective measures for under-performance					
Assessment system is well defined and growth oriented					
There is a well-defined performance management strategy					
Retraining, redeployment and employability take precedence over downsizing					
There is regular appraisal for promotion					

Involvement of Employee

Employee participation is encouraged on a wide range of issues					
Employees can exercise independent thought and action in executing their jobs					
Adherence to instructions with little room for empowerment					
You have regular staff meetings to encourage communication with peers and supervisors					

Career Forecasting and Counseling

Career development is the responsibility of the employee					
Employee's career aspirations within the organization are discussed with immediate supervisor					
Employees are clear about promotion possibilities					
The organization plans for the career and development of employees					
Your organization prefers an internal employee whenever a vacancy opens up					
Performance of the Organization towards its goals					
The organization is not able to meet the goals it sets					
The organization achieves its stated goals.					
Working in this organization is easy because laid down of it procedures					
Each section understands the role it plays in achieving organizational goals.					
The organization functions smoothly with a minimum of internal conflict					
Resources needed for proper functioning of the organization are always available.					
The organization is normally understaffed					
Financial supports needed are available for use.					
The organization has enough human capital to accomplish its goals					
The organization is able to satisfy the owners/stakeholders					
The expectations of owners are meet					

Most suppliers are happy to work with this organization					
Employees are motivated to stay happy with this organization					

Thanking for participation.

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