

HCM As A Catalyst : Moderating Role And Enhancing Team Synergy

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Abstract- *In the era of dynamics, firm require talented pool of employees who constantly work towards organisational goals to achieve competitive advantage. Employees who are satisfied, work efficiently and contribute towards organisational innovation and excellence. The study attempts to explore the impact of satisfaction of job, superior satisfaction, pay satisfaction, training and development and job insecurity on human capital management.*

Keywords- organisational innovation, pay satisfaction, core competency.

I. INTRODUCTION

In the era of competition, firms and companies having talented and satisfied workforce excel. Companies strategically plan their human resource. Strategic hcm practices are adhered by companies to recruit, train, develop and manage satisfied work force. Employee satisfaction has a bearing on individual performance and organisational performance. The study attempts to identify the impact of satisfaction of job, superior satisfaction, pay satisfaction, training and development and job insecurity on human capital management.

II. REVIEW OF LITERATURE

Bontis N and Serenko A (2007) in the study — the moderating role of human capital management practices on employee capabilities, attempted to study the interaction between the proposed moderator HCM and mediators- job satisfaction, training and development, pay satisfaction, superior satisfaction and job insecurity. The study shows light into the fact mediators play a vital role in HCM. Pay satisfaction is the most impactful determinant of employee satisfaction

S. Rafiya Banu, M. Chandran(2019), in the study —Impact of human capital management on organisational performance – a study with reference to private sector banks, attempted to find out the factors affecting Human capital management and relationship between Human capital management and

organizational performance. The influence of HCM factors on organisational performance is measured through linear multiple regression analysis. It was found out that best service quality and satisfaction are available to customer by employees properly recruited, selected and have undergone rationalized performance evaluation.

Chuan lin, Christina yu-ping wang, Chen-yu wang, and Bih-shiaw jaw(2017) in the study —The role of HCM in organisational competitiveness, attempted to find out the association between human capital attraction and employee value, human capital retention and employee uniqueness, human capital enhancement and employee uniqueness. It was found out that human capital attraction, human capital deployment and development is positively associated with employee uniqueness, human capital uniqueness is associated with organisational competitiveness.

Jiří Bejtkovský in the study —The Current Generations: The Baby Boomers, X, Y and Z in the Context of Human Capital Management of the 21st Century in Selected Corporations in the Czech Republic, attempted to analyse the factors that motivate different generations. The generation x are able to work under minimal supervision, Gen Y possess high level of online skills and Gen Z shows a need for freedom, independence and strong individuality Generation.

Baron A (2011) in the study, Measuring human capital, attempted to find out and evaluate contribution of human capital to organisational value. The study points out that an important area of measurement is to convert human capital to intellectual capital which involves social capital.

Kacmar, K. M., Zivnuska, S., & White, C. D. (2007) in the study, Control and exchange: The impact of work environment on the work effort of low relationship quality employees, in Leadership Quarterly, concentrate in this investigation was on revealing which logical factors decidedly affected the degree of work exertion of representatives who experience a low association with their supervisors. The study states that employees under low-quality leadership does not have career development and does not contribute to organizational goals.

The consequences of our investigation demonstrate that administrator skill, incorporated basic leadership, and view of a political workplace all moderate the connection between pioneer part trade relationship quality and worker work exertion.

Drastic changes happening in business environment as a reflection of competition. Progression in work place and innovation may bring about a competitive edge. Work place assumes greater influence on job satisfaction. Regular pay is assumed to be a factor that impacts employees. As we delve into the reality it is evident that apart from pay, various factors of work place impacts the workers to work efficiently. In this examination, we are focusing on factors in work place that influence and motivate employees to work efficiently.

III. METHODOLOGY

The research design is descriptive in nature. Data is extensively collected using structured questionnaire. Both primary and secondary data are used for the study. Primary data is collected from 52 employees working in banking, finance and other sector. Secondary data is collected from books and research journals. Samples are drawn at random and analyzed using statistical tools

OBJECTIVES

- To identify the relationship between T&D and employee satisfaction
- To identify the impact of pay satisfaction on HCM
- TO Identify the impact of Superior satisfaction on HCM
- To identify the effect of Job security on employee satisfaction.

IV. ANALYSIS AND INTERPRETATION

	JS	TD
JS Pearson correlation Sig (2 - tailed) N	1 52	-.376* .006 52
TD Pearson correlation Sig (2 - tailed) N	-.376* .006 52	1 52

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

An attempt is made to understand the association between job satisfaction and training and development measures adopted. The analysis shows a correlation between job satisfaction and training and development. (r = -.376, p < .005)

CORRELATION

	JS	TD
PS Pearson correlation Sig (2 - tailed) N	1 52	.600** .000 52
TD Pearson correlation Sig (2 - tailed) N	.600** .000 52	1 52

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

Pay satisfaction is assumed to have a greater impact on job satisfaction as per previous literature. (r = .600, p < .005). the result shows that

	JS	TD
HCM Pearson correlation Sig (2 - tailed) N	1 52	-.180 .201 52
SS Pearson correlation Sig (2 - tailed) N	-.180 .201 52	1 52

Here relation between HCM and SS is analysed. The study shows that a negative relationship between superior satisfaction and effectiveness of HCM practices. (r = -.180, p > .005. the study shows that there exist no relationship between HCM and Superior satisfaction. In other words it shows that superior satisfaction is not affected by HCM practices.

JS Pearson correlation	1	.076
Sig (2 - tailed)		.594
N	52	52
HCM Pearson correlation	.076	1
Sig (2 - tailed)	.594	52
N		

Here association between job satisfaction and human capital management practices and analysed to know whether there exist any relationship between these variables. ($r = 0.594$, $p=0.76$) as the p value is less than .05, it shows that there exist no relationship between these variables

V. FINDINGS

The study was intended to identify the role of moderators and mediators to HCM. An attempt is made to understand the association between satisfaction of job, superior satisfaction, pay satisfaction, training and development and job insecurity on human capital job satisfaction and training are correlated , pay satisfaction leads to job satisfaction are associated, job satisfaction and human capital management practices and superior satisfaction and effectiveness of HCM practices, does not affect employees efficiency.

VI. CONCLUSION

As we are in the era of technological dynamics, it is inevitable for a firm to motivate and satisfy their work force. ApaTt from superior satisfaction, all other factors influence employees performance. Employers should take proper measures for motivating and satisfying the work force.

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