

PROBLEMS IN HUMAN RESOURCE MANAGEMENT THAT IMPACT ORGANIZATIONAL PERFORMANCE

Deepika Khanijo*

Open Scholar, Department of Commerce, Jind, Haryana, India

Email ID: khanijod@gmail.com

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Abstract

In the beginning of the 20th century, it was widely acknowledged that it was extremely important to evaluate the efficiency of formal organisations. As a consequence of this, theorists of organisations like as Weber and Taylor devoted special attention to the elements that affect the functioning of an organisation. In spite of this, the pioneering theorists of the time were primarily concerned with constructing conceptual frameworks or a set of prescriptive rules that, if followed to the letter, would assure the highest possible level of organisational efficacy. Because of the fast growth of empirical procedures in the social sciences and the extensive prevalence of formal organisations, the topic of organisational effectiveness has been investigated using a wide range of different approaches. Theoretical pluralism can be seen as a distinguishing feature of the existing literature on organisational efficiency, however this is a somewhat roundabout way of putting it. After the conclusion of WWII, a staggering number of diverse models of organisational success have emerged. When it comes to making things happen, a successful company recognises that its people are its most valuable asset and does everything it can to keep them inspired. The study's overarching goal was to delve at how HCM

struggles to boost productivity inside organisations. Human resources are essential to a company's success since they serve as ambassadors for the brand in all facets of operations, while management is accountable for fostering organisational productivity and the growth of employees.

Paper Identification



*Corresponding Author

Introduction

This research will include medium and big businesses. Indian services will be the focus. Research papers have an introduction, theoretical framework, research technique, empirical component, discussion, and conclusion. The first chapter will include the research problem, aims, questions, importance, constraints, and study organisation. India is better at management, but human interactions inside and across enterprises are more important. Organizations prioritise intra- and inter-relationships. If a company manages its intra- and inter-relationships successfully, it may achieve its goals and objectives efficiently.

Objectives of the study

At least for the past decade, the future of human resources management responsibilities in businesses has been a central theme in virtually every book, essay, and lecture on the topic. Almost everyone agrees that HR departments can and should do more to boost profits. When it comes to the success of the organisation, no one can shirk their primary job of giving ideas, recommendations, guidance, and action. For this reason, doing this study is crucial:

If we want to know if human resource management really does experience difficulties,

- Understanding the functions of HRM
- To learn the secrets of successful businesses
- To identify the reasons that prevent human resource from carrying out its responsibilities effectively
- Identify the factors influencing the state of human resources
- To offer advice on how to face the difficulties
- To suggest changes in light of the research results.

Review of Literature

In this study, we'll take a close look at the primary factors limiting human resource management's contribution to an organization's efficiency, and we'll offer suggestions on how different businesses in India might increase their chances of success. It begins with a look at how various scholars have defined HRM's central concepts; it then moves on to process theories, or the various types of model selected to provide an Deep Knowledge of the Process (“Traditional Human Resource Management Model; Soft and Hard Models of HRM; The Matching Model of HRM; The Harvard Model of HRM; The Guest Model; The Contextual Model; The Warwick Model”); and it concludes with a look at some practical applications of HRM.

Traditional Human Resource Management Model

Without necessarily saying so, most managers operate under this human resource management tenet. Managers can only use the model presented above to make decisions, but this model is neutral with respect to employee worth and organisational theory. With this distinct conventional worldview, leaders may better protect their organization's values and goals. The company's image is not represented; rather, the managers' pictures are. Most discussions of HRM will reference the soft and hard paradigms. Performance management and an instrumental approach to managing employees are emphasised in the hard model, whereas people, dedication, self-direction, trust, and ethical behaviour are highlighted in the soft model (Catherine Truss, 1999). The theoretical foundation will be reviewed, and the points of contention between and within soft and hard models will be explored. Some scholars have concluded that HRM is "soft," but its actuality is far more "hard," with the interests of the corporation and manager having much more weight than those of the employee. Some scholars have concluded that HRM's language is "soft," while the reality is unquestionably "hard."

1. Soft and Hard Model of HRM

As management theories are sets of interactions aimed at understanding and achieving reality, this model goes against many of them. Traditional worldviews have an impact on people's bodies, minds, and wallets. Hard and soft HRM were contrasted by Storey (1989, 8). Storey continued, "The hard put weight on the quantitative, calculative, and business-strategic components of managing human resources in as 'rational' a fashion as for any other economic issue." The soft model, as advocated by the human-relations school, places an emphasis on dialogue, inspiration, and management. Soft and hard models of human resource management are complementary rather than competing, as Keenoy (1997: 838) put it. Research conducted by Truss et al. (1997) in the United

Kingdom found that "soft" and "hard" human resource management strategies are more similar than previously thought. The tough approach focuses on getting things done and treats individuals like machines and buildings, which doesn't exactly inspire devotion. Hard models involve planning, structure, and execution, while soft models prioritise people and relationships. Strategic human resource management is an approach to managing people that helps businesses achieve their objectives by maximising the potential of their employees in terms of innovation, morale, output, and efficiency..

2. SOFT Human Resource Management

Soft HRM emphasises employee devotion and regards people as the company's most significant resource and competitive advantage. Employee needs, orientation, training, development, commitment, engagement, incentive, workforce flexibility, quality, and integration are crucial. Soft HRM features:

- Long-term workforce strategy
- Effective communication
- Performance-related awards
- Transfer of power
- Employee development and assessment system
- Democratic leadership

Table 1 Advantages and disadvantages of soft model

Advantages of Soft Model of HRM	Disadvantages of Soft Model of HRM
Efficient use of skills	Prolong decision making
Useful when workers are experienced	Costly Model
Brings innovation and creativity	Unhealthy competition

This paradigm views personnel as resources like machines and buildings and is task-oriented and

low-commitment. Performance management, strategy for corporate goals, cost control, recruiting, moving, and firing complement the classic human resource management paradigm. The key features of hard model of human resource management are:

- Short-term workforce planning
- Short-term workforce planning
- Limited distribution of responsibility
- Judgmental focus on people
- Autocratic leadership
- Organizational superiority over staff

Table 2 Advantages and disadvantages of hard model

Advantages of Hard HRM	Disadvantages of Hard HRM
Useful in crisis	Faulty employee relation
Important when management have expertise	Impact on motivation
Faster decision making	Aggressive style

1. The Matching Model

The "matching model" by Fombrun et al. (1984) recommended matching company strategy with human resource system. They added, "Analytical management links the formal structure and human resource processes to advance the strategic objectives of the organisation" (ibid: 37). This boosts HR and organisational performance. The 1984 model emphasises four interdependent roles. Evaluation, progress, and incentives. Organizational performance is thought to be affected by these four HRM factors.

Many writers stated that the matching model is insufficient since it only covers four human resource management functions and overlooks the environment and other factors that may impact them.

The Harvard Model HRM

Harvard framework (1984). The Harvard framework outperforms the Matching Model on six key HRM criteria. Human resource management includes all employer-employee choices.

The model includes interests, situational conditions, HRM policy decisions, HR outcomes, long-term effects, stakeholders, and feedback. Outputs bypass stakeholders and the enterprise.



Figure 1. The Harvard framework concept

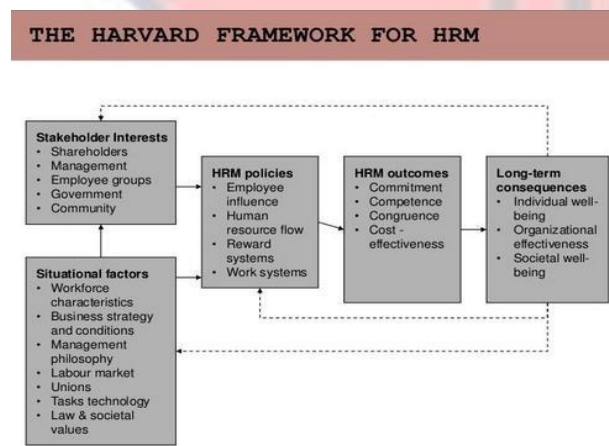


Figure 2 The process of the Harvard framework of HRM

Beer et al. stated that 'In the corporate world of today, there are lots of conflicts that are demanding a larger, more complete and more strategic viewpoint with

regard to the company's human resources' (ibid: 4). It also emphasises "a longer-term view in managing people and evaluation of people as a potential asset rather than just a changeable expense" (ibid: 6). It minimises expense and achieves goals.

Beer and colleagues originally concluded that line managers should handle human resources. Line managers are generally the lowest-ranking supervisors. They recommended two human resource traits in their meetings: Line managers must also align competitive strategy with human resource policy.

The Contextual Model of HRM

This model emphasises environmental aspects by taking into account social, institutional, and political factors that other models ignore. The latter considers context a fortuity variable. Importantly, the contextual approach integrates the human resource management system with its surroundings. 'Context both conditions and is conditioned by the human resource management approach' (Martin-Alcazar et al., 2005, 635; 8). Using a "multiple stakeholder approach," Sculler and Jackson (2000, 229) develop and execute human resource strategies. Stakeholders, whether internal or external, impact and are influenced by strategic decisions.'

The Guest Model

In 1997, David Guest presented a model of his own creation that claims to be superior to all existing models. In the guest model, the HR manager sets out with a certain plan in mind, one that requires certain actions and, if taken, will lead to preset outcomes. Financial incentives, in addition to those based on behaviour and performance, are included below. The Guest Model relied heavily on the sequential placement of its six main parts, therefore understanding this is crucial. Human resource (HR) elements include strategy, practises, outcomes (both in terms of HR and employee behaviour), results (in terms of both performance and finances), and financial ramifications. When all factors are considered, financial results are contingent on worker performance,

which is the end result of employees' taking initiative. Once again, HR rules affect behavioural outcomes through shaping employee dedication, quality, and adaptability. Again, the results of employees' dedication, quality, and adaptability can be seen in their behaviours. Human resource management practises must correspond with the human resource management strategy, which in turn will quickly align with the organization's plans. This model more accurately depicts the field of human resource management and its inputs and outputs, therefore it's fair to say that David Guest was onto something when he called it an improvement over the previous model. This is why it's a step up from the traditional approach to HRM. The Guest model, or any other model for that matter, will have a very hard time gaining significant control over the dynamics of managing people because these dynamics are so complicated.

The Warwick Model

These academics, Hendry and Pettigrew of the University of Warwick, are responsible for the development of this model, which is why it was given the moniker the Warwick model (in the early 1990s). The Warwick model argument, similar to that of various other models, focuses on five significant aspects:

- External factors (major changes in the environment)
- Personal history, circumstances, and microclimate
- Articles on business strategies
- HRM content
- HRM context.

The Warwick model, like the David Guest model, recognises company strategy and human resources practises, the external and internal context (unlike the Guest model), and the process through which changes

become reality, including context and content communication. The Warwick model's strength is identifying and classifying environmental impacts on human resource management. It examined how external and environmental variables affect human resources management. Hence, organisational effectiveness and growth need minimal alignment between external and internal settings.

Table 3 Strengths and weaknesses of Warwick model

Strengths	Weaknesses
Outlined the connection between the inner and outer context	Internal HR practices links with business outputs and hinders performance
Adapts to changes in context	Change is never free
Originate business strategy	Originate strategy can cause confusion
Organizational learning	
Alignment of internal and external contexts for performance	

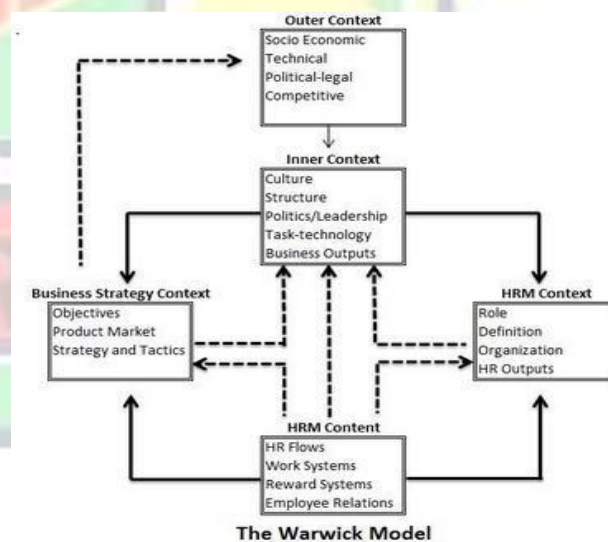


Figure 4 The framework of Warwick model

Importance of Human Resources Management Towards Organizational Effectiveness

Underestimating human resources management can be a fatal mistake for a corporation. Since it focuses on the firm's work force, most company executives think their people are their most valuable asset. Every firm should strive to improve employee experience, which

boosts productivity and employee satisfaction. Organizational effectiveness is different from human resources management. It informs managers at every level, from the top to the supervisors, to maximise worker productivity and motivation.

Human resources must teach staff to maintain corporate effectiveness. Work will be safe and efficient. Questions like:

- How can I evaluate my performance?
- When I get my paycheck, why are amounts taken out that aren't taxes?
- Tell me about my health insurance.
- Does what I do contribute to the organization's larger goals?
- Do I Get Results With insurance also valid for my family?

If the aforementioned concerns or others like them go unaddressed, workplace morale will suffer. When employee motivation drops below average, it may be disastrous for the bottom line, since the cost of recruiting, employing, and training new employees is significantly more than the cost of keeping the ones you already have. Studies have shown that a lack of employee motivation can have a negative impact on the quality of service provided to customers. As a consequence of this, one may argue that it is essential to have an effective human resource management team that works towards reducing this rate.

Research Methodology

The techniques that are followed to choose, reveal, process, and evaluate information or results relevant to a project or topic are referred to as the research methodology. After finishing this section, the reader will be able to conduct an analytical evaluation or think critically about the general validity and reliability of the information. Also, an analysis and discussion of the study methodology will be included in this section of the report. In addition to the research methods that were selected for the execution of the responsibilities

connected with this project, the many various research techniques that may be utilised will be explored in minute depth. It is essential to point out that this section will throw light on the reliability and validity of the study, as well as the sample size, the source of the data, and the validity of the research. It will also offer light on the dependability of the research.

2.1 Definition of Research

In its most fundamental sense, research may be seen as the pursuit of knowledge and comprehension. One further definition of literature review describes it as “a scholarly and methodical search for information about a particular subject or situation.” Research has been interpreted in a variety of ways by a large number of social scientists.

2.2 Method Used

This study will employ qualitative research methods to collect data. The term “qualitative research technique” refers to an approach to gathering knowledge about a topic that is premeditated, systematic, and carried out by a competent team of experts (Shank 2002). Chetty Stangl (2010) argues that qualitative research is an effective strategy for learning about the inner workings of a company. As most respondents are unlikely to answer questions including “why,” “what,” and “how” when simply a quantitative approach is used, qualitative research is essential to this project. Top-level executives, such as the managers or human resources representatives of different firms, are interviewed as part of qualitative studies in order to glean insider information, perspectives, and insights on the study topic at hand. In order to provide an accurate picture of the respondents' ideas and opinions, qualitative research methodologies were used extensively throughout this study. The question at hand is what approach the firm should take or put into effect to maximise production and bring about the results it aims for. Finally, the data will be assessed and discussed, and a conclusion and set of

recommendations will be derived from the study and the results.

2.3 Sample size

In order to gain a comprehensive and trustworthy understanding of this study's topic, a case firm is utilised. Case study research, as argued by Borch and Authur (1995), is useful for investigating a vast and complicated issue, since it allows researchers to examine a wide range of situations in their natural habitat. This approach is helpful for the Study since it allows for laser-like concentration on the problem at hand. In this study, we focus on Famkro's Industrial Company, a Vaasa, India-based firm that operates mostly in the semi-finished sector (i.e., the painting, restoring, polishing, blushing, washing, etc.) of the manufacturing sector. This organisation is used in the study because it provides an in-depth look at the topic (Salmi, 2001). The number of participants in the research was limited to three, and those participants were the managing director of the firm, who also held the position of marketing manager, and two other workers. The key reason for analysing these three interviews was to ensure that there was a level playing field in terms of data analysis and to make comparisons in order to reach an outstanding conclusion.

2.4 Data gathering

Primary data, which is collected directly from sources, and secondary data, which is compiled from previously collected data, are the two fundamental types of data gathering methods. The term "primary data" is defined as "information obtained or seen directly from firsthand experience and utilised to address a topic under inquiry". There is no need for a middleman, and the result is a direct response to the inquiry at hand. Primary sources, which are collected firsthand and directly from the source, are often considered more trustworthy and consistent. Nonetheless, in-person interviews and questionnaires served as the major means of data collection for this study. Secondary data,

on the other hand, is information that was originally gathered for another reason but is now being utilised for the original purpose for which it was originally obtained. Books, periodicals, magazines, newspapers, websites, and yearly reports are all potential examples. Primary data requires more time and effort to collect, analyse, and interpret, while secondary data requires less of both. Primary data, collected in-person through interviews, will be used throughout this study.

Interviews

Interviewees from the case company were given a semi-structured interview guide to follow. The interviewers' insights into the "how and why" were informed by their own experience, encounter, understanding, and expertise. The researcher conducted the interview, and semi-structured interviews were used as the primary method of data collecting. Semi-structured interviews, as described by Janina (2009), enable respondents the freedom to share their thoughts and feelings while still answering research questions. The interviews, which run anywhere from 40 to 60 minutes and include an open-ended questionnaire, shed light on the literature-adapted model's variables. No predetermined answers were presented to the interviewees, therefore their responses were more genuine. Interviews were held in December of 2018.

2.5 Method of Data Analysis

The results from the study are analysed descriptively, in a manner that is more logical and comprehensive. Because I was the one conducting the interview, I made sure to take notes on the interviewees' most compelling points and arguments. We evaluate our findings in light of those obtained by other researchers and by prior investigations, and we compare and contrast the two sets of data. Yet, it is essential to bear in mind that the study was analysed based on the responses of the people who participated in the survey, and that it is devoid of subjectivity because a logical sequence was followed throughout the process.

2.6 Validity and Reliability

The precision of an investigation may be measured in several ways, two of which are its dependability and validity. These are significant markers of the study's overall quality, and as such, empirical research will often take both into consideration. It is essential to acknowledge the value of the contributions made by the responders. Respondents are required to offer answers that are compatible with other research questions in order for researchers to evaluate whether or not their replies should be included in the study. The degree to which a group of measures is devoid of inaccuracies and, as a result, produces accurate results is referred to as the dependability of the findings (Thanasegaran 2009). Because of this, we understand that a study tool is trustworthy if it yields the same rate as other objects or people over time. The interviewee should not feel rushed to give answers, and neither the interviewer nor the interviewee should be under any time constraints. Because of this, you'll have a better chance of getting findings that are trustworthy and helpful to your cause. After that time, the study will have accomplished its primary aim (Thanasegaran, 2009). The interviewee from upper management was chosen with two other employees who have worked with the company for over ten years and have been instrumental to its growth. Since these people have been crucial to the development of the company, it is more likely that the findings will be reliable and valid. They have an inside and outsider's understanding of the company, which lends credibility to the feedback they provided.

Findings

The results of the interviews are presented and analysed here. Because of the transparency, every responses will be carefully considered and explained in depth. Knowing that respondents provided genuine feedback based on their knowledge, skills, and experience with the organisation is also crucial. It is important to note that the results and discussion will be tailored to the example company in question and not all

Indian industrial firms in general. Does human resource management have any difficulties?

Human resource management (HRM) does really confront difficulties. We have a hard time figuring out how to motivate our staff. There are other elements outside the control of the corporation that work to undermine its success. Further challenges that HRM must deal with include industrial and employee relations, a lack of a uniform work force, a lack of a clear succession plan, and a dearth of qualified candidates. The CEO stressed the importance of building trust among workers and giving them hope for the future at the organisation. In addition, he pointed out that industry regulation mandates that the organization's diversity be effectively maintained and that there be a systematic plan in place to do so. From what I've learned, seen, and done, the difficulties associated with HR administration are numerous. There have been many obstacles in our path; only a few of them are the result of competitive dynamics within an industry that necessitate a good response in order to maintain a competitive edge. When staffing a company, it is always a painful process to find the right people for the job, and keeping them around in today's fast-paced, uncertain environment is even more difficult. But, the employment market itself may be a formidable obstacle in the way of attracting and retaining the best and brightest minds. Many individuals apply for advertised jobs, but even those with the most impressive resumes may not turn out to be the most qualified hires. If, for instance, a hundred people apply for 10 positions and the HR department has to choose ten of the finest, it will have a monumental task on its hands due to the increased time and effort required to check the credentials of each candidate. Human resource management often faces difficulties in keeping the best employees around once the organisation has screened and hired them. The new hire will get monetary and in-kind resources for training and growth. So, it will be detrimental to the

company if they leave to work for a competitor. Human resource management has significant challenges in the area of workforce development since the methods for doing so are always evolving and many individuals are resistant to change. Human resource management (HRM) will be impacted by the fact that certain employees may struggle to adapt to new ways of working because of the inherent difficulty of change. To ensure that all workers are happy, contented, and physically and mentally up to the tasks at hand, HRM must keep meticulous data on each and every one of them. HRM faces a difficulty in determining the worth of the money utilised to generate or deliver a service. Each and every one of us in management would like to work for free. The management, however, are always looking for ways to cut back, whether it is on the number of hours workers put in each day or the amount of money spent on supplies and machinery. When there are open positions but not enough qualified applicants, some businesses may need to pay a premium to attract and retain personnel with the necessary expertise. Human resource management has been profoundly impacted by the globalisation of corporate processes, which have prioritised the integration of global operations and management above trade and investment. Another difficulty for HR is the increasing diversity of the workforce, which includes people of different races and ethnicities. Moreover, male workers tend to predominate in some occupations, while female workers do so in others. Meanwhile, the average age of the workforce is increasing as the population ages. Human resources will soon be faced with a huge hurdle as a large number of seasoned workers prepare to retire. In conclusion, technology development has altered HR management, posing a formidable opportunity for the business.

5.1. How can human resource management contribute to the success of an organisation?

Some central issues were raised and discussed with the researcher over the course of this interview analysis. These considerations matter because they highlight the significance of HRM to the success of businesses. Human Resources is the most vital division at Famkro Oy, and HRM is held in the highest regard as a result. This is why we work hard to provide each employee a sense of belonging with the organisation. The people who work here have the power to either take the company to new heights or bring it crashing down. With the help of all of its employees, Famkro can achieve its financial and reputational objectives, as well as earn the trust of its customers and the respect of the general public. Famkro Oy does everything it can to maintain its employees for as long as possible since, after working together for a while, they form close bonds that make their duties easier. Famkro Oy's success hinges on the company's management style and its capacity to attract and retain talented employees. Human resource management's primary focus is on developing employees' skills and potential through training, evaluation, debate, mentoring, support, encouragement, inspiration, coaching, assignments, and technical advice. Human Resources Management (HRM) at Famkro Oy has embraced and implemented a wide range of initiatives, including but not limited to allowing for greater workplace flexibility, financial incentives, teamwork possibilities, and assistance with career development and planning. Performance management includes: Performance management is an integral part of Famkro Oy's methodical and strategic approaches to managing its human resources, and is given a great deal of importance. To assess a new hire's compatibility with the company's current structure, it's common practise to have them jump right into the group's daily operations as soon as possible. In order to determine the new hire's promotion, the company will use the feedback from the staff as a whole. Employees can be motivated to perform well and stay with a company by

a combination of performance-based pay and other benefits, as well as systematic evaluation and feedback on their work. Famkro Oy's upper management believes that without a reliable performance assessment system, the company's human resources system is doomed to falter and collapse. Knowledge administration: By offering the right incentive structure, we are able to collect reliable data on our employees and the way they approach their work thanks to the in-formation approach, which prioritises personal relationships and shared visions. Famkro takes great pains to staff appropriately, from hiring people with the right attitude and conduct to providing adequate training and making sure they have the right mix of skills for the job. The quality of a company's human resources is directly tied to its day-to-day success. Successful human resource management is essential to a company's growth and success, whereas ineffective HRM can lead to stagnation or even a decline in earnings. It is generally accepted that a company's people resources are its most valuable resource. As a result, human resource management's responsibilities for boosting an organisation's efficiency cannot be stressed enough. These positions cover everything from overseeing the hiring process to vetting potential employees for quality. Planned factors include the opportunity to incentivize hard work with monetary rewards and the promotion of healthy competition among employees. Human resource management also plays a role in the formulation of critical business choices, such as the scheduling of evaluations and promotions, the identification of personnel in need of additional training, and the identification of those who will be subject to disciplinary action. Human resource management (HRM), sometimes known as the management of a company's employees, is crucial to the achievement of organisational effectiveness. Human resource management's contributions to the company are also crucial to the success of the business as a whole. Profit

sharing plans, corporate share bonuses, paid work leave, and other similar concepts are ideas and roles that human resource management may play when a corporation wants to look beyond pay for operational responsibilities to contribute to the performance of an organisation. Human resource management (HRM) is concerned with fostering positive relationships at work and resolving any issues that may have a negative effect on office harmony. Every company that cares about its bottom line should make it a priority to keep its workers happy by listening to their concerns and fixing problems as they emerge. Human resource management (HRM) is an organisational strategy focused on fostering a positive work environment and maximising the potential of each individual employee. The ability to resolve conflicts without violence is another benefit. Human resource management's main objective is to boost productivity and profitability for the business. It will ensure that the organization's workers produce higher-quality results. A company's HRM department will have a competitive advantage if it has a unique approach to achieving its objectives.

5.2. What are the factors that hinder the success of human resources department when aiming to achieve organizational effectiveness?

A company's HRM is unlikely to be effective if it is plagued by problems including inadequate human factor management and a lack of focus. The management of Famkro Oy cares about their workers' mental health. Everyone at Famkro works as a team, and the mood of one individual might alter the disposition of the other workers; this accounts for the occasional bizarre appearance. It can be detrimental to morale and production if one worker is often on the phone while seeming to be otherwise occupied with their work. Employees' job satisfaction can suffer when they have doubts about their long-term prospects with the organisation. Everyone wants to know what is ahead so they can properly plan for it. If workers doubt management's ability to guide them through a crisis,

they are less likely to take appropriate action. It's helpful to have rules to go by, but there are times when breaking them is necessary. This will have a negative impact on the worker's disposition, which in turn will reduce their productivity. Take the scenario where an employee requests time off to attend to a family emergency, but their request is denied. Human resource management (HRM) encounters a variety of obstacles in its pursuit to boost an organization's productivity, and these obstacles require careful consideration. But the author has found that government interference in business is a major barrier. If the law, for instance, is taken into account throughout the employment process alongside other criteria like gender, religion, local content, etc., human resource management may find it more difficult to achieve its goals. In the long term, the organisation will suffer if competent people are turned away because they don't meet the standards. Lack of an effective means of communication between management and staff may also be damaging to the development of the organisation. When workers are dissatisfied with their workplace, it shows in their work, and when a business is unable to keep up with customer demand, it loses business.

Human resource management can cost a company a lot of money if they aren't prepared for change when it inevitably occurs. Despite the best efforts of the management team, unexpected events still need to be prepared for. Rather of handling human resources in-house, more companies are opting to outsource this function. However, this puts the organisation at risk and may cause upper management to lose control. While it's true that outsourcing can help your company save money, it also poses a security risk. Ineffectively handling employee expectations can have a chilling effect on output across the board.

5.3. Approaches to improving organisational performance through human resource management

When there is flexibility in management, employees are more likely to listen to management, and management is better able to comprehend people at times of crisis when there is flexibility in management.

Introduction: It is necessary to acquaint the new employee with each of the groups in order to choose the department in which they would function most effectively. Both the team and the new member of the team need to be pleased with the new addition, and the new member should feel comfortable joining the team. When management places a sufficient amount of faith in employees, it puts itself in a safer position overall, which contributes to the efficiency of the business. When employees are given a crystal clear picture of what the company's future has in store for them, they are more likely to put forth their best effort since they are aware that there is a chance for them to have a long-term career with the organisation.

Change: It is in everyone's best interest to be ready for a change in management, that is, for the departure of an essential member of the team. For instance, if a team leader left to pursue opportunities in a different field or firm, the management needs to be very certain about who they choose to step up and become the new team leader. The ability to adapt well in the face of change is one of the best ways to meet the difficulties of human resource management on the path to organisational performance.

Healthy competition: Having a healthy competition can boost the mood and attitude to work of the employees. Every organization must put in place healthy competition to the employees because they are in the front line of the business.

Open communication: The efficiency of an organisation may be increased to its full potential when there is a free flow of information across the company. The free exchange of information is one of the most important factors at a place of business. In order to have a productive organisation, both the management and the staff need to be able to communicate well with

one another. Anything is attainable when there is strong communication in place within a business. This indicates that all parties involved have come to an agreement over the outcome, and it also ensures that every worker has an equal opportunity to contribute to the success of the firm.

Involvement: Participation from both the company's management and its workforce is required for any business that aspires to attain high levels of organisational efficiency. The management runs the company, but the employees are the ones that interact directly with customers. For the business to be successful, the employees and management need to collaborate. The amount of human resource management that is outsourced need to be maintained to a minimum in order to maintain high quality and standards and to retain complete command of the company.

Expectations: The management should uphold their promises to the workers, and efficient communication will allow everyone to understand what is expected of them from their own vantage points. As a result, it will establish distinct objectives and foster respect for the management.

Motivation: Motivating employees is one of the most important ways to increase the effectiveness of a business. Every worker need presence, acknowledgment, compliments, and an emphasis on progress, in addition to tangible outcomes. When an organisation shows its employees that they appreciate them, it inspires those workers to go above and beyond what is required of them.

As part of the company's commitment to corporate social responsibility (CSR), management provides assistance for community projects. For example, providing a variety of garbage bins and working to reduce usage of fossil fuels are both excellent ways to let workers know about the effort.

Discussion

Findings from the study suggest that human resource management does, in fact, confront obstacles that affect their ability to maximise the efficiency of their respective organisations. This is because of the complexities involved in dealing with human beings; having comprehensive control over humans has its own unique set of challenges. Despite the fact that human resource management is a difficulty, organisations must take action to solve the issue since their employees are both the face and the lifeblood of the company. Human resource management is crucial to a company's success or failure, thus it shouldn't be treated lightly. Organizational performance cannot be attained without investing in one's human capital. Every company needs a system in place to ensure that the correct people are hired and trained to achieve optimal productivity, and for senior management to monitor the success of this system on a regular basis. If workers are happy, feel appreciated, and are respected by management, the business will be more productive. Employee morale may be boosted and productivity increased by providing them with relevant technical training. The presence of upper management is crucial since they can keep tabs on everything going on and react quickly if any issues arise. According to the adage, "no relationship can exist without excellent communication," thus if a business can master the art of conversation with its customers, it will have a leg up on the competition. Famkro Oy has implemented the Guest and Soft models of human resource management, thus it's important to know this before into the interview. The firm takes a more relaxed stance and does not automatically presume that staff are working for financial advantage. Famkro, on the other hand, boosts staff loyalty by addressing their worries as a top priority. With the understanding that employees at Famkro come to work with the goal of contributing more to productivity and success, management there is more sympathetic, trusts the workers more, and similarly seeks opinion and takes it

on board. By emphasising individual employees' requirements over those of the whole workforce, Famkro has built its strength and adaptability via strategic management. Another significant finding is that employees do not view financial compensation as a vital factor in creating organisational performance. Organizational performance necessitates a focus on the future, trust, and adaptability. Innovation, a positive flow of energy, and fresh ideas may flourish in an environment where people are able to openly share their thoughts and ideas with one another. Workers want to know exactly where the firm is headed and what plans are in place to get it there. Maintaining a good work-life equilibrium is critical for both the well-being of employers and their workers. Management at the helm has to be able to inspire workers by treating them with respect, delegating meaningful tasks, and demanding ambitious outcomes. From a theoretical perspective, the soft model is preferable to the hard model since it allows for the growth of employees. According to employees working on the front lines of a business, an ideal model would define human resource management and highlight its value and impact. A positive and encouraging atmosphere created by upper management has a significant impact on employee output. A successful organisation, in my opinion, is one in which workers have a shared sense of purpose and direction, are aware of their roles and responsibilities, and are motivated by the knowledge that they are contributing to the company's overall success. The takeaway here is that any business in India has the potential to function at its highest degree of efficiency and effectiveness. With all factors considered, the best strategy is a model that provides assistance to both management and employees in fostering productive relationships and communication inside the organisation.

Conclusion

When upper management acknowledges that employees represent the company to the public, the aim of improving the organization's effectiveness becomes more attainable. With this level of self-awareness, it is possible to improve the effectiveness of an organisation. When you can look about at your organisation and see smiling, productive workers, you know you've made it. Even the mindset of just one person within the group can have a big effect on the amount of work that is produced by the firm. It is essential for the health of a company to foster healthy competition among its employees because this helps keep morale high. Because the study was able to answer the research question, "What roles does human resources management play in relation to organisational effectiveness?" and therefore achieve the primary objective of the study, which was to discover what makes an organisation effective, the findings are considered to be successful. It is possible to draw the following conclusion from the findings of this research: Human resources is the single most important aspect in the success of any given firm. This is because the department of human resources acts as a representation for the company in all elements of the day-to-day operations of the business. This contributes to the fact that this is the case. In addition, one of the functions of human resources management in terms of the efficiency of an organisation is to make certain that the company in question has a staff that is successful in both terms of productivity and advancement. A labour union is an organisation that represents its members, who do not share the same interests as the management of the firm. The management of the company does not have the same interests as the members of the labour union. The management of human resources is focused on striking a balance between the needs of the organisation and those of its employees, both in terms of the employees' existing requirements and the potential for future advancement held by the personnel. Each individual worker contributes in some way to the

overall success of the company, and that contribution should be recognised in order to properly give credit where credit is due. It is abundantly obvious from the replies provided by workers that when their beliefs are respected, not only are they inspired to work, but they also appreciate the management's efforts. The managing also emphasises that the management make sure that the employees are content and that the team members are happy with the group on a daily basis. This is because the management is responsible for ensuring that the employees and team members are content. The management is accountable for a significant portion of this task as well. In conclusion, it is conceivable that the findings do not provide an accurate portrayal of the whole facts relevant to the industry in India. Notwithstanding this, extra study can be undertaken, and additional findings can be gained.

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