

STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES ENHANCING QUALITY OF WORK LIFE IN PERFORMANCE ORGANIZATIONS

Dr. Priti Raje
Associate Professor
Osmaniya University

DECLARATION: I AS AN AUTHOR OF THIS PAPER /ARTICLE, HERE BY DECLARE THAT THE PAPER SUBMITTED BY ME FOR PUBLICATION IN THE JOURNAL IS COMPLETELY MY OWN GENUINE PAPER. IF ANY ISSUE REGARDING COPYRIGHT/PATENT/OTHER REAL AUTHOR ARISES, THE PUBLISHER WILL NOT BE LEGALLY RESPONSIBLE. IF ANY OF SUCH MATTERS OCCUR PUBLISHER MAY REMOVE MY CONTENT FROM THE JOURNAL WEBSITE. FOR THE REASON OF CONTENT AMENDMENT /OR ANY TECHNICAL ISSUE WITH NO VISIBILITY ON WEBSITE /UPDATES, I HAVE RESUBMITTED THIS PAPER FOR THE PUBLICATION.FOR ANY PUBLICATION MATTERS OR ANY INFORMATION INTENTIONALLY HIDDEN BY ME OR OTHERWISE, I SHALL BE LEGALLY RESPONSIBLE. (COMPLETE DECLARATION OF THE AUTHOR AT THE LAST PAGE OF THIS PAPER/ARTICLE

Abstract

In contemporary work environments, this study investigates how Strategic Human Resource Management (SHRM) techniques might improve Organizational Performance and Quality of Work Life (QWL). It explores a number of SHRM activities, highlighting their significance in creating a good work environment and coordinating workforce skills with organizational objectives. These drives incorporate performance management, preparing and advancement, pay and advantages, and representative relations. The research provides insights into how customized SHRM approaches can successfully support employee satisfaction, productivity, and overall organizational success in dynamic business environments by analyzing the interaction between HRM strategies and performance indicators. The present study adds a great deal to the body of knowledge from a scientific and practical standpoint, and it provides valuable recommendations for enhancing HRM and SHRM management, which will ultimately improve the organization's overall performance.

Keywords: *Practices, Quality of Work Life, Human Resource Management, Strategies, Performance Organizations.*

1. INTRODUCTION

The possibility that different circles of individual time, family care, and work are safeguarded and incorporated with minimal measure of job struggle is known as Quality of Work Life. Since industrialization, however, organizations have been concerned about their workers, as evidenced by the numerous welfare regulations that many businesses adopted, including those pertaining to a safe and secure workplace. The post-World War II era witnessed a rise in government-mandated benefits provided to workers, counting wellbeing and life protection, government backed retirement through benefits plans and inability assurance through workers' remuneration for sicknesses and mishaps. This solidified the idea that employers had a duty to provide security for their employees' families.

Quality of Work Life has emerged as a major concern for both companies and employees in light of the workplace's changing demographics. According to a poll, women's participation in the labour force increased by 18 to 26% in India. As a result, there is a growing conflict between work and life due to the dual earner population. Male employees also sense a need for these WLB policies; they are no longer exclusive to the female workforce. The greater part of ladies and almost 33% of men revealed that work/family stress impacted their capacity to gather at work, as indicated by a concentrate by Francene Sussner Rodgers with an example of representatives from 20 Fortune 500 organizations. Of the example, 28% of men and 53% of ladies said that work/family stress impacted their capacity to gather at work. The firm is under serious strain to foster strategies that help representatives in finding some kind of harmony among work and non-work commitments because of the developing interest for Quality of Work Life. A rising number of administrations related organizations (NASSCOM Newslines, 2008a) are exhibiting natural movements by expecting workers to place in longer hours, speak with clients habitually, and work across time regions. The qualification among work and family has been eradicated accordingly. Accordingly, most of the organization's advantage plans and pay bundles currently incorporate elements like adaptable work plans, substitute work courses of action, leave approaches, benefits in lieu of family care commitments, and representative assistance programs. In the writing, these kinds of strategies, practices, and advantage plans are regularly alluded to as "work-life advantages and practices" (WLBP) or "family-accommodating approaches".

1.1.Management of Strategic Human Resources

The making of projects and strategies that help the field-tested strategy of the organization is the point of SHRM. Strategic human resources focus on how individuals might assist the organization with accomplishing its general objectives, while human resources are basically worried about the everyday organization of faculty. This intends that to foster projects and approaches that advance the organization's objectives, SHRM should initially understand its business targets.

Programs and policies for strategic human resource management (SHRM) are crucial for managing human capital in an efficient manner and maximizing organizational performance. Performance management systems are among the important activities that help firms define clear goals, give feedback, and match individual performance to overall corporate objectives. Employee capacities and preparedness for changing issues are improved through training and development initiatives that detect and close skill gaps. Strategies for pay and benefits make ensuring that workers receive competitive pay, which draws and keeps talent while encouraging drive and excellence. Strong employee relations procedures also foster a healthy work environment by providing channels of communication, resolving conflicts, and providing support. When combined, these SHRM techniques foster a supportive and effective work environment that promotes long-term organizational success.

1.2.Objectives of the Study

- To explore SHRM's impact on organizational performance and QWL.
- To investigate SHRM's role in aligning with business strategy.
- To examine perceptions of HRM policies among financial executives using ANOVA.

2. LITERATURE REVIEW

Tariq, A. (2012) exhibited that, in the ongoing unique organizational conditions, work-life balance is basic for both the organization and its workers. It gives the organization an upper hand by upgrading resolve, efficiency, effectiveness, and intensity. Along these lines, work-life balance endeavors benefit representatives by supporting their drive to work, working on their degree of bliss, giving them more impact, and at last expanding their unwaveringness to the organization. To confront the difficulties of the twenty-first century, organizations prioritize higher employee

income, a competitive workforce, and employee dedication to attaining strategic goals. But in this age of intense competition, workers' work-life balance has been greatly impacted at all managerial levels. This exploratory study discusses work-life balance in brief, its significance for organizations, and the numerous new projects and practices that are related to it. The current study adds to the substantial body of knowledge regarding work-life balance theories and practices gleaned from a thorough meta-analysis of the literature.

Al Adresi, A. (2017) analyzed the association between organizational responsibility (OC) and strategic human resource management (SHRM) systems. The speculation was made with seven significant SHRM practices and OC as a primary concern. Information from 52 Libyan oil and gas organizations were then utilized for testing. Underlying condition demonstrating results showed that when workers get the best SHRM, they become more given to the organization. Pay for performance, inside vocation stepping stools, and hands on preparing were the principal SHRM practices displayed to affect representatives' steadfastness to the organization. Furthermore, it was exhibited that workers are more stressed over a unique work climate and employer stability. Workers will actually want to further develop OC with the guide of organizational help. Attributable to the broad utilization of human resource management (HRM), the organization has found it challenging to deal with outside disturbances like conflict or changes in legislative arrangement. Along these lines, the HRM division is fundamental to overseeing both the organization's government assistance and its workforce.

Eneh, S. I. (2016) studied the theoretical underpinnings of organizational growth and strategic human resource management practices (SHRMPs). The main goal was to demonstrate how SHRMPs and organizational expansion are related. The study employed a qualitative research methodology to investigate the potential correlation between SHRMPs and organizational growth. Reviews were done on relevant titles written by various authors. It is often possible to conclude from the results that SHRMPs significantly and favorably affect organizational growth. According to the report, in order to reduce waste, firms must make good use of their human resources. Moreover, SHRMPs can only provide a business a long-term competitive edge if Human Resource (HR) managers support the talents or resources that add value. The study concluded that, given the increased focus on HR practices, it is crucial that HR professionals comprehend the critical nature

and paramount significance of every SHRMP, including recruitment, selection, training, planning, reward, and promotion, in terms of generating value for the company.

Teryima, S. J. (2016) examined how management effectiveness in business organizations is influenced by Quality of Work Life (QWL). Nigeria Breweries Plc Lagos was selected as the case study. The primary and secondary sources provided the majority of the data used in the study. A questionnaire with a five-point Likert rating scale was utilized to collect data from the participants. An analysis of variance test was used to formulate and test two hypotheses (ANOVA). The study's conclusions showed that Nigerian Breweries Plc's ability to achieve quality of work life (QWL) is being hampered by a number of difficult problems. These consist of, among other things, the work environment, career development and advancement prospects, nature of the work, employee attitude, stress, and employment problems. The study also shows that the company uses a number of tactics to raise managerial effectiveness by boosting quality of work life, or QWL. These include, among other things, the creation of self-managed teams, incentives, workforce awareness, work-life balance plans, and freedom of choice. In order to support managerial effectiveness, the study suggests implementing QWL programs like enrichment, social-technical redesign of tasks/works self-managed teams, employee participation in decision making, worker empowerment approaches, fair compensation, improved labor-management communication, and most importantly, adequate security for workers.

Agustina, R. (2024) established the relationship between work happiness and organizational commitment as intervening variables and the effect of Quality of Work Life (QWL) on employee performance. Purposive sampling was used in this study to choose the 72 respondents from PT. Bank X (Persero) who made up the sample. Primary data are used, and survey-based data gathering methods are employed (questionnaire). The data analysis tool in the SPSS 20 program was the linear regression analysis technique. Employee performance was significantly improved by the work environment, or Quality of Work Life, as per the findings. Partially moderating factors in the link between employee performance and the work environment (Quality of Work Life) are job satisfaction and organizational commitment. The primary resource assets of a business that are strategically important are its employees. If competent workers are available, the company's

objectives will be met. Employee performance is influenced by a number of factors, including organizational commitment, job satisfaction, and quality of work life (QWL).

Leitão, J. (2019) showed that the accompanying elements emphatically affect representatives' view of their capacity to add to the progress of the organization: feeling regarded both as people and as professionals; being coordinated into a good work climate; and detecting their managers' help through paying attention to their interests and accepting them. The discoveries are particularly relevant considering the developing significance of administrations in the work market and the developing computerization and digitization of accomplice jobs. The outcomes likewise add to the continuous conversation about the need to zero in less on remuneration as the essential variable helping organizational efficiency in light of teammates' commitments and favoring the conduct and emotional parts of purported brilliant and learning organizations. This is a historic report on the association between workers' view of their commitment to the outcome of the organization and the quality of their work life. It features the meaning of the social and abstract parts of work-life quality and what they mean for the improvement of every partner's very own inspiration to increment efficiency inside the organization.

3. RESEARCH METHODOLOGY

3.1.Data Collection

The study employed a cross-sectional research methodology to gather data at a particular moment in time, offering a peek of attitudes inside Hyderabad's commercial banks, development banks, and financial institutions. With five alternative answers on a Likert scale, participants were able to express their ideas and observations in great detail.

3.2.Sample Size

70 executives from these financial firms made up the target population. Fifty-five executives were chosen as the study's sample size due to time restrictions. 30 responses were obtained out of the 55 surveys that were delivered, yielding a 58% response rate. In order to examine how HRM policies affect organizational dynamics, this sample size was deemed sufficient.

3.3.Data Analysis

The study utilized Analysis of Variance (ANOVA) to compare means among several groups, with a particular emphasis on the differences in the executives' views and opinions regarding HRM policies and duties. A thorough analysis of the ways in which these policies affect organizational performance metrics was made possible by ANOVA.

3.4.Ethical Considerations

During the entire investigation, ethical considerations were strictly adhered to. All respondents gave their informed consent before to participation, guaranteeing that they did so voluntarily. Confidentiality and privacy protection were prioritized in order to preserve participant anonymity and adhere to ethical norms. These steps were essential to preserving the validity and integrity of the study's conclusions.

4. DATA ANALYSIS

Significant results about the influence of HRM roles and policies on both HRM-related performance metrics were obtained from the ANOVA analysis. The study revealed a statistically non-significant difference between the groups for HRM policies and roles ($F(2, 28) = 0.072, p = 0.795$). This implies that the outcomes examined were not substantially impacted by variations in HRM roles and practices. With a mean square of 0.469 within groups, the variability due to random variation or other causes was relatively considerable, adding to the overall sum of squares of 13.071 among the 30 respondents under investigation.

Similarly, there was no significant difference between the groups for performance variables that HRM influenced ($F(2, 28) = 0.703, p = 0.412$). This suggests that the variables under study had no discernible impact on the particular HRM-related performance KPIs. The mean square for each group was 0.278, which contributed to a total sum of squares of 7.727 among the 30 respondents in Table 1.

Table 1: One-way ANOVA's impacts

Variables	Sources of Variance	Sum of Squares (SS)	Df	Mean Square	F Value	Statistical Significance
HRM roles and policies	Among groups	3.928	2	3.930	0.072	0.795
	Within groups	13.071	28	0.469		
	Total	17.999	30	-	-	-
HRM's impact on performance metrics	Among groups	0.157	2	0.159	0.703	0.412
	Within groups	7.727	28	0.278		
	Total	7.884	30	-	-	-

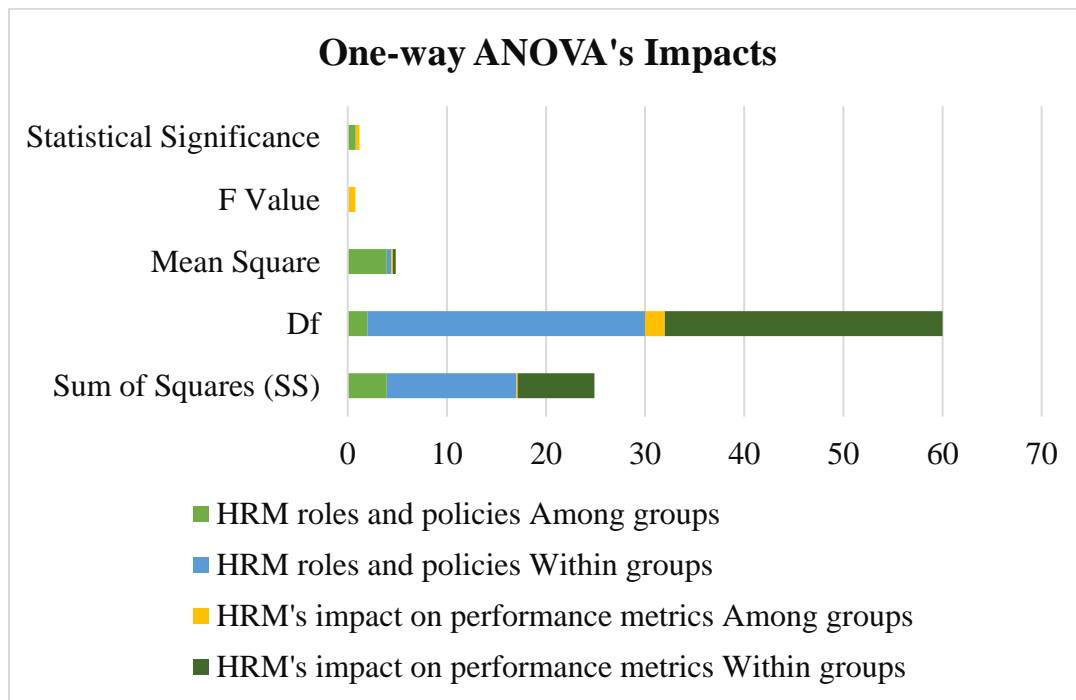


Figure 1: One-way ANOVA's impacts

The findings of an analysis of variance (ANOVA) looking at how HRM policies vary and how they affect performance metrics for various groups inside a business are displayed in the table 2. According to the analysis, there is a mean square of 0.8487 for HRM policies and roles among the groups examined, with a sum of squares (SS) of 1.697 and three degrees of freedom (DF). There isn't a statistically significant difference between these groups, according to the computed F value of 1.900 ($p = 0.172$). Group variability is suggested by the SS of 11.703, which adds to a total SS of 13.400. However, this variability is not significant enough to draw firm conclusions on group differences.

Among the groups under investigation, there is an SS of 1.115 with 3 DF, translating into a mean square of 0.5578 in terms of performance measures impacted by HRM. A borderline statistical significance ($p = 0.076$) is shown by the F value of 2.888, suggesting some heterogeneity in performance measures within HRM policy groups. The SS is 5.191 within groups, which adds to a total SS of 6.306, indicating group variability that could affect performance metrics.

Table 2: Modification based on the work's format

Variables	Sources of Variance	Sum of Squares (SS)	Df	Mean Square	F Value	Statistical Significance
HRM roles and policies	Among groups	1.697	3	0.8487	1.900	0.172
	Within groups	11.703	27	0.4340		
	Total	13.400	30	-	-	-
HRM's impact on performance metrics	Among groups	1.115	3	0.5578	2.888	0.076
	Within groups	5.191	27	0.1925		
	Total	6.306	30	-	-	-

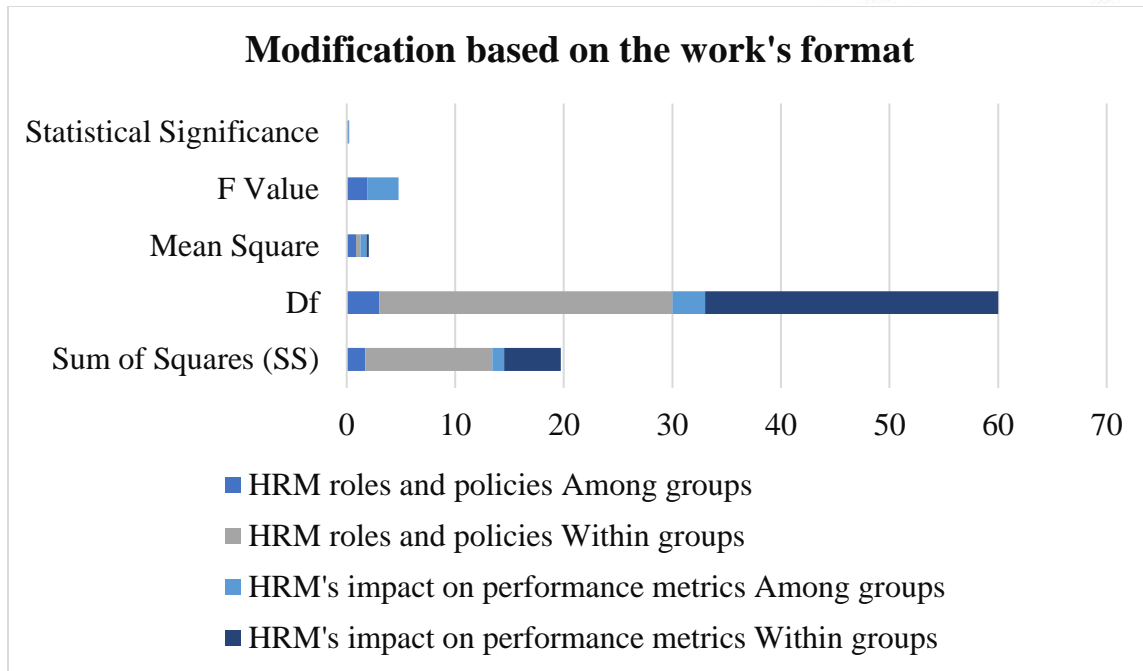


Figure 2: Modification based on the work's format

The findings of an analysis of variance (ANOVA) used to look at how HRM roles and policies affect performance metrics in an organizational setting are summarized in table 3. The analysis shows significant group variance for HRM policies and roles, with a mean square of 3.175 and a sum of squares (SS) of 12.710 and 6 degrees of freedom (DF). The computed F value of 17.776 is highly significant ($p = 0.000$), suggesting that there are notable variations in the HRM policies and their impact between the groups. The SS within groups is 4.292, which adds to the total SS of 16.998, indicating both significant group differences and variability.

With respect to the performance measures impacted by HRM, the groups under investigation had a mean square of 1.022 and an SS of 4.080 with 5 DF. The impact of each group on performance metrics is very significant ($p = 0.001$), as indicated by the F value of 6.440. The SS is 3.800 within groups, adding to a total SS of 7.884, highlighting group variability that could impact performance measures.

Table 3: Years of experience decide the exceptions

Variables	Sources of Variance	Sum of Squares (SS)	Df	Mean Square	F Value	Statistical Significance
HRM roles and policies	Among groups	12.710	6	3.175	17.776	0.000
	Within groups	4.292	24	0.180		
	Total	16.998	30	-	-	-
HRM's impact on performance metrics	Among groups	4.080	5	1.022	6.440	0.001
	Within groups	3.800	25	0.160		
	Total	7.884	30	-	-	-

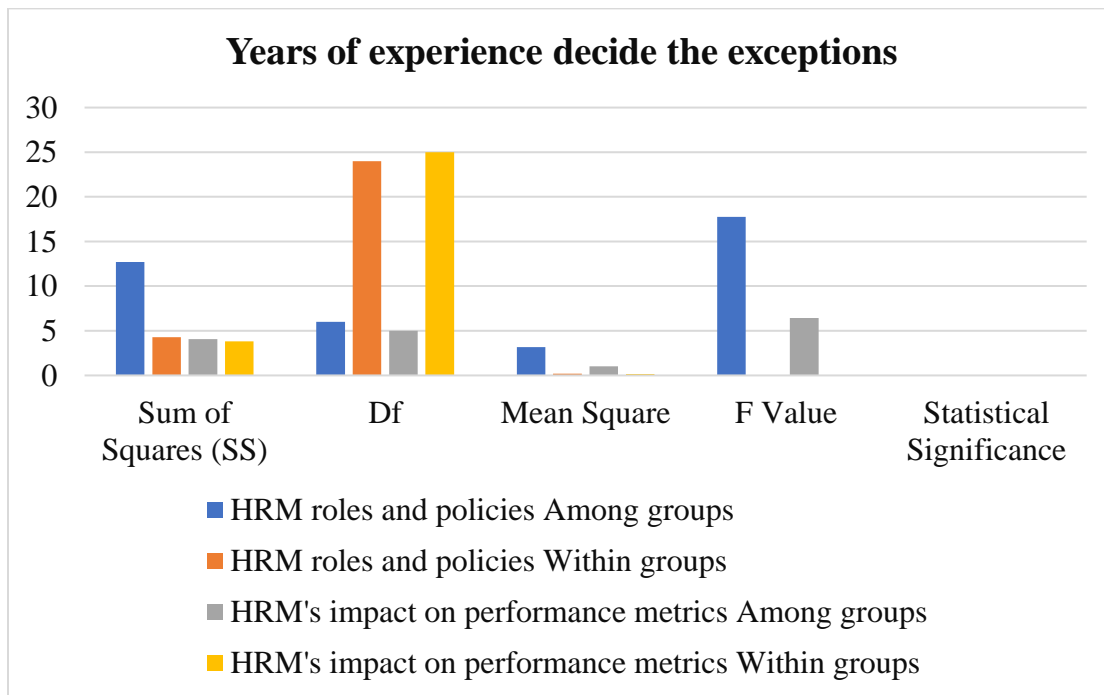


Figure 3: Years of experience decide the exceptions

5. CONCLUSION

The motivation behind the review was to examine how long stretches of involvement, work design (position), and HRM influence organizational performance. The aftereffects of the examination showed that there were no measurably critical varieties between the gatherings regarding HRM jobs, approaches, or their effect on performance measurements. Second, variables relating to HRM were not substantially impacted by the format of the task. Thirdly, nevertheless, years of experience had a statistically significant and meaningful influence on HRM roles and policies, as well as how they affected performance metrics. Findings imply that in order to maximize employees' impact on organizational success, HRM practices may need to be tailored or modified based on workers' level of skill. The findings emphasize how important it is to take experience into account when developing human resource management (HRM) strategies in order to boost organizational effectiveness. Future studies can examine the ways in which an employee's years of experience can influence HRM practices. Examine how certain HRM tactics might be adjusted to best support an organization's success while considering varying employee experience levels.

REFERNCES

1. Agustina, R., Yusuf, M., Sutiyan, O. S. J., Ardianto, R., & Norvadewi, N. (2024). *Employee Performance Mediated Quality Of Work Life Relationship Satisfaction On The Job And Organizational Commitment. Jurnal Darma Agung, 30(2), 589-605.*
2. Al Adresi, A., & Darun, M. R. (2017). *Determining relationship between strategic human resource management practices and organizational commitment. International Journal of Engineering Business Management, 9, 1847979017731669.*
3. Barik, P., & Pandey, B. (2016). *Work-life balance a strategic human resource policies and practices followed by Indian organizations. Social Sciences, 5(03), 2016.*
4. Beauregard, T. A., & Henry, L. C. (2009). *Making the link between work-life balance practices and organizational performance. Human resource management review, 19(1), 9-22.*

5. Eneh, S. I., & Awara, N. F. (2016). *Strategic human resource management practices and organizational growth: A theoretical perspective. Global Journal of Social Sciences, 15(1), 27-37.*
6. Gayathiri, R., Ramakrishnan, L., Babatunde, S. A., Banerjee, A., & Islam, M. Z. (2013). *Quality of work life–Linkage with job satisfaction and performance. International Journal of Business and Management Invention, 2(1), 1-8.*
7. Knies, E., Boselie, P., Gould-Williams, J., & Vandenabeele, W. (2017). *Strategic human resource management and public sector performance: context matters. The International Journal of Human Resource Management, 1-13.*
8. Leitão, J., Pereira, D., & Gonçalves, Â. (2019). *Quality of work life and organizational performance: Workers' feelings of contributing, or not, to the organization's productivity. International journal of environmental research and public health, 16(20), 3803.*
9. Mitchell, R., Obeidat, S., & Bray, M. (2013). *The effect of strategic human resource management on organizational performance: The mediating role of high-performance human resource practices. Human Resource Management, 52(6), 899-921.*
10. Ng'ang'a, E. W. (2010). *Quality of work life practices among international non-governmental organizations in the health sector in Kenya (Doctoral dissertation, University of Nairobi, Kenya).*
11. Parvar, M. R. F., Allameh, S. M., & Ansari, R. (2013). *Effect of quality of work life on organizational commitment by SEM (case study: OICO company). International Journal of Academic Research in Business and Social Sciences, 3(10), 135.*
12. Sinha, C. (2012). *Factors affecting quality of work life: Empirical evidence from Indian organizations. Australian Journal of Business and Management Research, 1(11), 31-40.*

13. Tariq, A., Aslam, H. D., Siddique, A., & Tanveer, A. (2012). *Work-life balance as a best practice model of human resource management: A win-win situational tool for the employees and organizations. Mediterranean Journal of Social Sciences, 3(1), 577-585.*
14. Teryima, S. J., Faajir, A., & John, E. (2016). *Examining employee quality of work life (qwl) as a determinant of managerial effectiveness in business organizations: a study of Nigeria Breweries plc, Lagos. The Business & Management Review, 7(3), 268.*
15. Waiganjo, E. W., Mukulu, E., & Kahiri, J. (2012). *Relationship between strategic human resource management and firm performance of Kenya's corporate organizations. International Journal of Humanities and Social Science, 2(10), 62-70.*

Author's Declaration

I as an author of the above research paper/article, here by, declare that the content of this paper is prepared by me and if any person having copyright issue or patent or anything otherwise related to the content, I shall always be legally responsible for any issue. For the reason of invisibility of my research paper on the website /amendments /updates, I have resubmitted my paper for publication on the same date. If any data or information given by me is not correct, I shall always be legally responsible. With my whole responsibility legally and formally have intimated the publisher (Publisher) that my paper has been checked by my guide (if any) or expert to make it sure that paper is technically right and there is no unaccepted plagiarism and hentriacontane is genuinely mine. If any issue arises related to Plagiarism/ Guide Name/ Educational Qualification /Designation /Address of my university/ college/institution/ Structure or Formatting/ Resubmission /Submission /Copyright /Patent /Submission for any higher degree or Job/Primary Data/Secondary Data Issues. I will be solely/entirely responsible for any legal issues. I have been informed that the most of the data from the website is invisible or shuffled or vanished from the database due to some technical fault or hacking and therefore the process of resubmission is there for the scholars/students who finds trouble in getting their paper on the website. At the time of resubmission of my paper I take all the legal and formal responsibilities, If I hide or do not submit the copy of my original documents (Andhra/Driving License/Any Identity Proof and Photo) in spite of demand from the publisher then my paper maybe rejected or removed from the website anytime and may not be consider for verification. I accept the fact that as the content of this paper and the resubmission legal responsibilities and reasons are only mine then the Publisher (Airo International Journal/Airo National Research Journal) is never responsible. I also declare that if publisher finds Any complication or error or anything hidden or implemented otherwise, my paper maybe removed from the website or the watermark of remark/actuality maybe mentioned on my paper. Even if anything is found illegal publisher may also take legal action against me.

Dr. Priti Raje
