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ROLE OF HR PARTNERSHIP IN AN ORGANIZATION

Navdeep Astt Prof

Dept of Management, Kalinga University, Raipur

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Abstract:

This paper provides some insight into the impact of Organizational Culture on the performance of the organization, and to discuss the challenges and some ideas for embedding the desired organizational culture. The paper also discusses the role of HR as a business partner who in addition to providing many other services, also provides the services that enables line managers to understand the impact of people on business performance and how to use this understanding to coach employees to consistently perform at their best. HR partnership should enable line managers to develop the skills and capabilities required to get the best out of employees.

Business environment has become very dynamic, competition continues to intensify, and customers are increasingly sophisticated in their needs so much that to continue to be successful, businesses have to be able to see around the corner and be fleet of foot in order to be able to meet customer needs and most importantly to retain customers. This requires a strong organisational culture to underpin the business strategy; this is the ways in which employees behave and the ways in which they work. Line managers have the responsibility to influence employee attitude and behaviour in order to build this culture and thereby impact employee performance; and HR impact on the business must be to partner line managers to acquire the skills and capabilities required to perform this role effectively.

Key words: *Employee Performance, Job Satisfaction, Attitude, Motivation*

INTRODUCTION

All organizational processes are ultimately human processes, being the outcome of human interactions. The strength of any

organization is its people. People may be treated as resources available for the organization and these resources are dynamic. Organizational excellence can be achieved by aligning individual objectives to the organizational objectives and organizational performance can be improved by developing the performance of individuals.

Performance is often defined simply in output terms – the achievement of quantified objectives. But performance is a matter not only of what people achieve but how they achieve it. High performance results from appropriate behaviors, especially discretionary behaviors, and the effective use of the required knowledge, skills and competencies.

In an organization employee performance can be defined as behavior associated with the accomplishment of expected or formal role requirements on the part of individual organizational members.

In most cases, performance is not one dimensional. Most jobs have multiple performance dimensions. But, all performance dimensions are not of equal weight. To complicate the issue, different



managers/supervisors place different importance (weight) on each of these performance dimensions. The conceptualization and measurement of employee performance becomes further complex as, within performance dimensions there are often multiple outcomes desired. These outcomes are often expressed in terms of evaluative criteria.

Individuals cannot achieve perfection on all performance dimensions and/or evaluative criteria. Ultimately, the choice of which performance dimension should carry the greatest weight, or which evaluative criteria should be viewed as the most important, should be made on the basis of the competitive strategy of the Organization. Job Performance is a central construct in industrial/organizational psychology. It refers to scalable actions, behaviors and outcomes that employees engage in or bring about, that are linked with and contribute to organizational goals.

Organizations value attitude among their employees because it is typically assumed to reduce withdrawal behaviour, such as lateness, absenteeism and turnover. Hence, there is no doubt that these values appear to have potentially serious consequences for

overall organizational performance. The study of employee attitude is important because employees with sense of employee attitude are less likely to engage in withdrawal behaviour and more willing to accept change. Hence, there is no doubt that these values appear to have potentially serious consequences for a core of committed individuals who are the source of organizational life;

(b). Employees who become less committed to an organization, will route their attitude in other directions; thus, it is important to know how to develop the right type and level of employee attitude to ensure that the better employees are retained;

(c). Employees who develop a high level of employee attitude tend to be highly satisfied and are fulfilled by their jobs;

(d). In the current global economic scenario, organizational change is a continuous process that requires support of all employees in the hierarchical structure.

Most organizations have realized that the performance of their employees plays a vital role in determining the success of the organization. As such, it is important for



employers and managers alike to know how to get the best of their employees. One of the antecedent determinants of employees' performance is believed to be employee attitude.

As such, it is important for employers and managers alike to know how to get the best of their employees. Employee attitude has become one of the most popular work attitudes studied by practitioners and researchers.

Literature Review

According to Akintayo (2010) employee attitude can be defined as the degree to which the employee feels devoted to their organization.

Ongori (2007) described employee attitude as an effective response to the whole organization and the degree of attachment or loyalty employees feel towards the organization.

Zheng (2010) describes employee attitude as simply employees' attitude to organization. This definition of employee attitude is broad in the sense that employees' attitude encompasses various components.

Employee attitude seems to be a crucial factor in achieving organizational success. Individuals with low levels of attitude will do only enough to work by. They do not put their hearts into the work and mission of the organization. They seem to be more concerned with personal success than with the success of the organization as a whole. People who are less committed are also more likely to look at themselves as outsiders and not as long – term members of the organization. An attractive job offer elsewhere is very likely to result in their departure. By contrast, employees with high attitude to an organization see themselves as an integral part of the organization. Anything that threatens the organization is an imminent danger to them as well. Such employees become creatively involved in the organizations mission and values, and constantly think about ways to do their jobs better. In essence, committed employees work for the organization as if the organization belongs to them.

The relationship between employee attitude and employees' performance has been studied under various disguise. Khan, (2010) investigated the impact of employee attitude (Affective attitude, Continuance attitude and



Normative attitude) on employee job performance from a sample of 153 public and private and public sector employees of oil and gas sector in Pakistan. The results revealed a positive relationship between employee attitude and employees' job performance. Therefore, job performance emerged as a determinant of employee attitude.

Thus, Khan, (2010) advised managers to pay special attention to antecedents of employee attitude and all the factors which foster employee attitude so as to increased employee performance and subsequently increase organizational productivity.

Numerous factors have been found to inspire attitude. For instance, Ongori (2007) opines that the degree to which employees are committed or loyal to their organization depends largely on job enrichment, employee empowerment and compensation.

Camilleri (2012) investigated some of the major antecedents that contribute in making employees committed to an organisation using regression method and analysis of variance and found that education level, personality and position are significance that determine an individual's level of employee

attitude. His findings further revealed that education level and position are significantly stronger for the continuance and normative dimensions of employee attitude while personality is significantly stronger for the continuance and effective dimensions.

Dex and Smith (2011) applied OLS regression of the log attitude scale, a range of covariates using data from the 2008 Workplace Employee Relations Survey (WERS) conducted in British establishments from October 2007 to June 2008 to model the determinants of the extent of employees' normative or affective attitude to their employer and found that access to some family – friendly policies such as child care and working at home, improved employees' attitude in the private sector but not in the public sector. Their findings also showed that where employees, but not the employer, thought the organisation had a caring ethos is an important determinant of increased employee attitude. This implies that employees' attitude is largely determined by the organizational culture, especially towards their family welfare, of the company which they work for and not by the attitude of their employer or supervisor towards them.



Lo (2009) examined the relationship between leadership styles (focusing mainly on transformational and transactional leadership styles) and employees' employee attitude in Malaysia using regression analysis and found that transformational leaders are more able to bring in attitude in employees than transactional leaders. Their finding indicates that transformational leaders have a more significant and stronger relationship with employee attitude. This implies that the leaders who give advices, supports, and pay attention to the individual needs of followers will enhance the level of employee attitude of the employees.

Avolio (2014) examined the linkage between transformational leadership and employee attitude by focusing on psychological empowerment and structural distance using a sample of 520 staffs nurses employed by a large public hospital in Singapore. Their findings showed that there is a positive association between transformational leadership and employee attitude revealing that psychological empowerment mediated the relationship between transformational leadership and employee attitude.

Shastri (2010) examined the relationship between charismatic leadership and employee attitude in Indian organization with a sample of 147 employees from Eastern and Northern India and found that the two major antecedents (Charismatic leadership and job satisfaction) exert strong effect on employee attitude of the employees of Indian organization in the study sample. This finding indicates that people tend to be more satisfied if their leader displays charismatic behaviour which makes them to be more committed to their organization. Since it was found that leader's sensitivity to member's needs is related to employee attitude, then managers need to be clear about the goals and values of the organization so as to align them with the needs of the employees. This will help to reduce the high turnover rates being experienced in today's Industrial World.

Akintayo (2010) investigated the impact of work-family role conflict on employee attitude of Industrial Employees in Nigeria using linear regression analysis and t-test and found that there was a significant but negative contribution of work-family role conflict to employee attitude. Based on this finding, Akintayo(2010) recommended that



organizational support programme needs to be introduced and provided for all levels of employees in order to reduce the burden of work-family role conflict interface and virtually induced attitude to their jobs. He further stated that the level of family responsibilities of the employees need to be considered during recruitment, in assigning responsibilities and placement process in order to foster employee attitude.

OBJECTIVES OF THE STUDY

The objectives of the current research work are as follows:

1. To identify the relationship between employee attitude and organization performance.
2. To identify the relationship between job satisfaction and job performance employees.
3. To identify the relationship between organizational commitment and job performance employees.

HYPOTHESES OF THE STUDY

The hypotheses of the current research work are as follows:

1. There is no relationship between employee attitude and organization performance.
2. There is no relationship between job satisfaction and job performance employees.
3. There is no relationship between organizational commitment and job performance employees.

METHODOLOGY

Questionnaire is extracted. Four elements are used for each to measure attitudes of employees and leaders, job satisfaction, job commitment, training and motivation. Five elements are used to measure the employee performance. All questions are measured with five point likert scale (1= strongly Disagree and 5= Strongly Agree). Cronbach's alpha is 0.81 which is reliable.

Sampling: The study was conducted on textile industry in Punjab. The data was collected from 106 full time working employees of eighteen textile companies who were randomly selected. Eighty eight questionnaires were useable with response

rate of 83 percent which is suitable for analysis. The questionnaires were filled with personal administration.

RESULT AND DISCUSSION

For data analysis, descriptive statistics, Analysis of variance, correlation and regression techniques are used. This process is carried out in statistical package for social sciences 18.0 version for windows. Pearson correlations of variable i.e. attitude of employee and leaders, Job satisfaction, Job commitment, Training, Motivation and performance were used to measure the relationship among variables. It is mostly used method for investigating relationship among variables. For the missing response average method is used.

Table-1 shows the angriness from mean results. It means that attitude, job satisfaction, job commitment, training and motivation will increase the performance of the employees. It is clear from the results of descriptive statistics table that attitude increases the performance of the employees as the answer shows (4.2).

Job Satisfaction also increases the performance of the employees as the answer

is (4.07). Job commitment, Training and motivation also shows the positive impact



on Performance as their results shows (4.23, 4.01, 4.25) respectively.

Table 1: Descriptive Statistics

	N	Mean	Std. Deviation
Attitude of Employees and Leaders	88	4.0312	.65193
Job Satisfaction	88	4.0795	.52734
Job Commitment	88	4.2330	.49247
Training	88	4.0142	.71152
Motivation	88	4.2358	.55626
Performance	88	4.3659	.47583

Table-2 shows the values of correlation. Employee performance has strong positive correlation (0.634) with motivation. If organizations increase the motivation level among employees that will increase their performance. Performance of employees has moderate positive correlation with job commitment (0.562), attitude of employees and leader (0.509), job satisfaction (0.492) and training (0.331). All correlations are significant at the 0.01 level.

Regression is used to draw the regression equation. Multi collenrity is a statistical phenomena use to measure the collenarity among two or more predictor variables. In

this situation the coefficient estimates may change erratically in response to small change in the model or data. For testing of multi collenarity, Tolerance, VIF (Variance inflation factor) and Condition index is used. A lower value of tolerance and high VIF value (greater then 10) are the sign of multi collenarity.

For the detection of autocorrelation Durbin–Watson statistic is used. Durbin–Watson is equal to 2 indicates no autocorrelation. Our result in Table-3 & 4 shows that no multi collenarity and autocorrelation prevails in our data so the regression results are reliable.

Table 2: Correlations

		Performance	Attitude	Job satisfaction	Commitment	Training	Motivation
Performance	Pearson Correlation	1					
	Sig. (2-tailed)						
Attitude of Employees and Leaders	Pearson Correlation	.509**	1				
	Sig. (2-tailed)	.000					
Job Satisfaction	Pearson Correlation	.492**	.716**	1			
	Sig. (2-tailed)	.000	.000				
Job Commitment	Pearson Correlation	.562**	.510**	.456**	1		
	Sig. (2-tailed)	.000	.000	.000			
Training	Pearson Correlation	.331**	.522**	.409**	.464**	1	
	Sig. (2-tailed)	.002	.000	.000	.000		
Motivation	Pearson Correlation	.634**	.550**	.540**	.573**	.465**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	

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

Table 3:

Model		Unstandardized Coefficients			Condition Index	Collinearity Statistics	
		B	Std. Error	Sig.		Tolerance	VIF
1	(Constant)	1.334	.373	.001	1.000		
	Attitude of Employees and Leaders	.095	.091	.299	18.366	.402	2.489
	Job Satisfaction	.089	.106	.404	20.695	.455	2.196
	Job Commitment	.251	.099	.013	27.199	.593	1.687
	Training	-.056	.065	.391	30.799	.657	1.522
	Motivation	.342	.092	.000	35.260	.542	1.845

a. Dependent Variable: Performance

Table 4: Model Summary^a

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.698 ^a	.487	.455	.35121	2.075

a. Predictors: (Constant), Motivation, Training, job satisfaction, Job Commitment, Attitude of employees and leaders

b. Dependent Variable: Performance

Table 5: Group Statistics

	GENDER	Mean	t-test value	Sig. (2-tailed)
Attitude of Employees and Leaders	Female	3.8750	-0.709	.48
	Male	4.0469		
Job Satisfaction	Female	4.0938	0.079	.937
	Male	4.0781		
Job Commitment	Female	4.2500	0.102	.919
	Male	4.2312		
Training	Female	4.1562	0.590	.557
	Male	4.0000		
Motivation	Female	4.1562	-0.422	.647
	Male	4.2438		
Performance	Female	4.3250	-0.254	.80
	Male	4.3700		

Table 6: ANOVA experience

	Sum of Squares	df	Mean Square	F	Sig.
Attitude of Employees and Leaders	7.106	4	1.777	4.936	.001
job satisfaction	2.728	4	.682	2.637	.040
Job Commitment	2.323	4	.581	2.567	.044
Training	3.826	4	.956	1.974	.106
Motivation	2.213	4	.553	1.858	.126
Performance	.886	4	.221	.977	.425

Independent sample t-test is used to measure the impact of gender on all variables. All results (Table-5) are insignificant which means that there is no impact of gender on any of the variable. All respondents irrespective of gender showing the same type of response regarding to all variables.

Experience is divided into five categories (less than one year, one to three years, four to seven years, eight to ten years and more than ten years). Analysis of variance (One way ANOVA) is used to measure the impact of experience on different variables. Experience does impact on attitude of employees and leaders, Job satisfaction and job commitment as their results are significant shows in table-6. But training, motivation and performance of employees do not affected by length of experience as their results are insignificant.

Conclusion

Employees' good performance is very essential for the effectiveness of the organization. As discussed above there are many factors that affect the performance of the employees and as well as of the organization. The descriptive statistics result proved that all the variables (attitude, job satisfaction, job commitment, training and motivation) are positively affecting the performance of the employees. While looking at the results drawn from the correlation we find that motivation, job commitment and attitude of employees and leaders are highly correlated with the performance and organizations need to create cooperative and employee oriented culture to achieve higher level of performance through these variables.

Regression analysis show that job commitment and motivation are highly significant and thus managers need to link

the pay with performance, provide timely training and set an appropriate job design to improve the performance level. Results proved that all the factors have equal effect on the performance level of different gender and as the level of experience increases the attitude of the employees and leaders, job satisfaction and job commitment show more strong effects on the performance.

For this purpose organizations should value their experienced personnel and devise effective retention policy by giving competitive salary, experienced base pay, experienced based promotion etc.

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