

A Study on HR Practices in 21st Century with Special Reference to Sleepster Mattresses

N. S. Akshara

Student, Department of commerce and Management, Mount Carmel College (Autonomous), Bengaluru, India

Abstract: This study is designed to examine the influence of HR practices in 21st century adopted by Sleepster mattress. The objectives of the study are to study the current HR trends used in Sleepster mattresses in international markets, to study the leadership styles and Team work of the Employees, to know how the relationship between senior and junior employees in the organization, to analyze the overall performance of the employees and to understand how the employer encourages participation in decision making. A total of 25 questionnaires were distributed and retrieved from the respondents. The analysis was done by percentage analysis by using Google forms. From the findings it was observed that the majority of the employees agree that they are given opportunity to provide their suggestion for decision making irrespective of their designation in the organization. Also they agree that they work efficiently to achieve their target set by the supervisor with the motive of getting higher rewards.

Keywords: Human Resource practices, Employee participation, Leadership styles.

1. Introduction

Human resources practices are strategic in nature. They represent a vital guidance system that coordinates with the executive business plan. HR practices form the foundation supporting the way the company's human capital will operate on your behalf. For example, HR practices include formulating a method for measuring and analyzing the effects of a particular employee rewards program. Other examples include the creation of a program to reduce work-related injuries, and building a framework to ensure employment laws are adhered to.

Human Resource Management discipline extracted its roots from organizational psychology discipline and proved to be an important practice for managing organizations. Now a day, the role of human resource management departments has become indispensable for 21st century modern businesses. In today's organizational climate, human resources practices (HR practices) are gaining increased attention for companies to gain competitive advantages in the global marketplace. HR practices typically include processes such as detailed recruitment and selection, training, security, and evaluation.

As organizations compete globally for products, they have to compete for HR talent in 21st century. The future talent means highly educated youth seeking huge benefits and monetary rewards for meeting their materialist desires. That generation

would search the companies in which they could work with loyalty and commitments as long as the organization keeps them satisfied or try to satisfy the employees according to the term agreed. The current research has been undertaken to examine the HR practices in 21st century with special reference to Sleepster mattresses as it is necessary to analyse and implement the best HR practices to survive in the global market competition in long run.

2. Review of literature

Tripathy (2008) observed that an organization can have competitive advantage by utilizing its human resources. This can be achieved through sound HRD Practices. According to him HRD include three C's-Competencies, commitment and culture. An optimum level of progressive climate is essential for facilitating HRD in an organization. It was resulted that good HRD Practices can influence financial and other performance indicators in the organization.

Hemant Rao (2007) emphasized the changing role of HR. There was dramatic change in HR during past five years. This study shows the significant role of human resource managers in various areas like Empowerment of workers, Business process Reenergizing, Total Quality management, Humanization of work, and Quality of work life. It was the challenge of HRM to balance the impact of liberalization and globalization on productivity.

Sheth Hiral (2005) did a global IBM study on human capital that provided a deep insight into the issues related to HR practices. He observed that the human resource team is more active and takes care of employee needs in an emerging or upcoming market than in a maturing or developing market. According to the study, the build strategy is a better option in the long term, than buy talent strategy. However, a balance between the two is the best approach. It was found in the study that companies that invested in building talent, has higher profits per employee as compared to organizations who buy talent.

3. Statement of problem

The research work is taken up to study the trends of human resource practices in the Sleepster mattresses and pillows company. It represents the results of the survey of sleepster

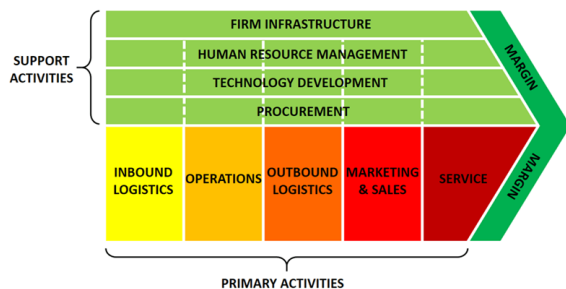
mattresses and pillows only. The results cannot be extended or extrapolated to any other organization. The survey was conducted for the management with their cooperation. Hence the respondents who are employees of the organization may guard in their response and may not have expressed their true opinions. The research contemplates to identify in a loop holes in the existing systems and in such loop holes exists, block them and advise the system organization.

4. Objectives

1. To study the current HR trends used in sleepster mattresses in international markets.
2. To study the leadership styles and Team work of the Employees.
3. To know how the relationship between senior and junior employees in the organization.
4. To analyze the overall performance of the employees.
5. To understand how the employer encourages participation in decision making.

5. Scope of the study

The scope of the study is to understand the fundamental nature of HR functions in the Value Chain of the organization. Michael Porter has depicted HR as subsidiary function in the Value Chain. However, there is misleading perception of this concept. What Porter has conveyed is that if HR is the primary function than other functions should become secondary function. If manufacturing is the key function, other functions become secondary. Thus, Value Chain depends on the contribution of the concerned function to the firm. From this angle, HR can always be put as primary function.



6. Research methodology

Data collection:

- Primary Data: Primary data is that data which is collected from the respondent for the first time, it is original in nature. The questionnaire comprises of close ended as well as open ended questions. In close ended questions, checklist questions and multiple choice questions are used.
- Secondary Data: Secondary data are that data collected, from various books, magazines, Newspapers, Pamlets, journals and internet.

Sources of data:

- Primary data – The primary data will be gathered with the help of a structured questionnaire. The questionnaire will be given to employees to gather primary data.
 - Secondary data – The secondary data will be collected from website of the Sleepster mattresses and pillows and other online sources.
- Sample Design
- Sampling techniques: Direct interview, Questionnaire
 - Sampling technique – Random sampling
 - Sampling size: 25 employees of Sleepster mattresses and pillows
 - Data Collection Procedure: Direct personal interview will carried out with a structured questionnaire to gather data. Secondary data will also be collected from various other sources

Tools:

Percentage analysis

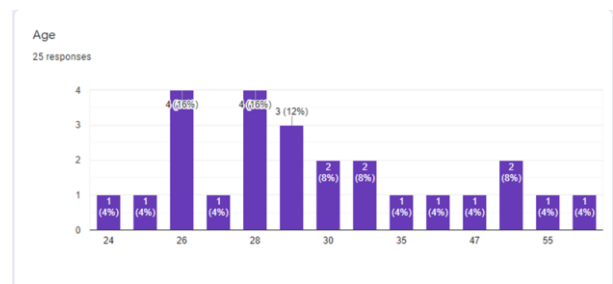
- A well-structured questionnaire will be prepared for primary data
- Plan of analysis: Using appropriate statistical tools and techniques

7. Limitations of the study

1. Limited interactions with international head of the company
2. Academic requirements other technical details are not looked into.
3. Fundamental problems framed by the company are assumed to be correct and no discussion on such policies is carried out.
4. The study is limit for amount of time and to fulfill specific requirement and hence not an exhaustive one.

8. Analysis and interpretation

Chart no. 1: Showing the age of the respondents



Analysis and Interpretation: From the above chart table, it can ascertain that employees in the organization are of different age from 24 years to 55 years. However, the majority of the employees are between the age of 26 years to 35 years.

Table 1
The gender of the employees

GENDER	No. of respondents	Percentage
MALE	21	84.00%
FEMALE	4	16.00%
Grand Total	25	100.00%

Analysis and interpretation: From the above table, it can be ascertained that the majority of the employees are male which is 84% and other 16% are female employees.

Chart No. 2

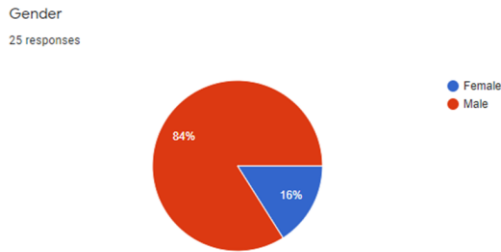
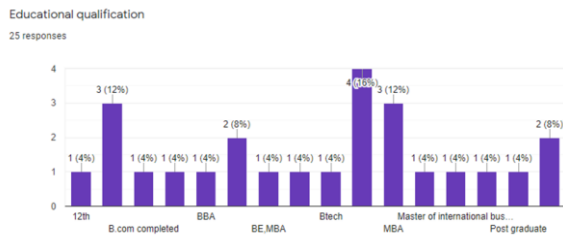
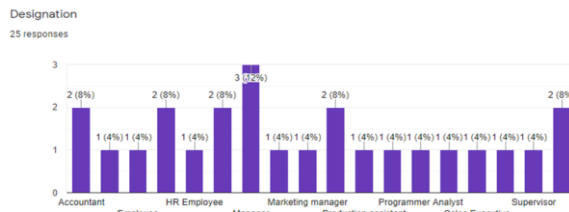


Chart No. 3: The educational qualification of the employees



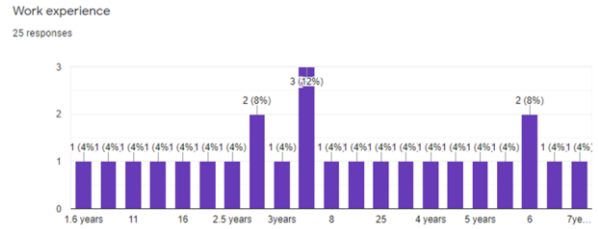
Analysis and interpretation: From the above graph, it can be ascertained that the company has employed people from different streams of education. However, the majority of the employees are MBA graduated, followed by B.Com. graduates.

Chart No. 4: The designation of the employees in the organization.



Analysis and interpretation: From the above graph, it can be ascertained that the research is conducted with all levels of employees in the organization.

Chart No. 5: The work experience of the employees



Analysis and interpretation: From the above graph, it can be ascertained that all of the employees are experienced ranging between 1.6 years to 16 years.

Table 2

The awareness of employees about the organizational needs and strategies

Awareness about organizational needs and strategies	No. of respondents	Percentage
Agree	16	64.00%
Disagree	3	12.00%
Neutral	6	24.00%
Grand Total	25	100.00%

Analysis and interpretation: From the above table, it can be ascertained that majority of the employees have agreed that they are aware of the organizational needs and strategies which constitute 64%, followed by 24% employees who are neutral and 12% of the employees disagree.

Chart No. 6:

HR executives in Sleepster mattresses are fully aware of the organizational needs and strategies?
25 responses

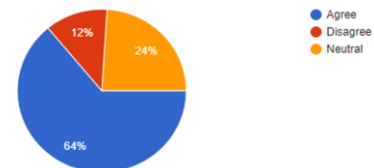


Table 3

The awareness of the current objectives, priorities, long term vision and values of the organisation by the employees

Awareness about the current objectives, priorities, long term vision and values	No. of respondents	Percentage
Maybe	7	28.00%
No	4	16.00%
Yes	14	56.00%
Grand Total	25	100.00%

Analysis and interpretation: From the above table, it can be ascertained that majority of the employees agree that they are aware about the company's current objectives, priorities, long term vision and values which constitute 56%, followed by 28% of the employees who are neutral and 16% of the employee who disagree.

Chart No. 7:

As an employee of the Sleepster mattresses, do you know the current objectives, priorities, long term vision and the values of the organisation?

25 responses

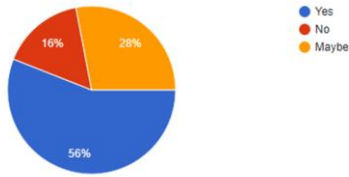


Table 4

Whether efforts are taken by the employees to generate awareness amongst the employees about the company's position, customer needs, quality of the product and service cost

Efforts are taken by the employees to generate awareness amongst the employees about the company's position, customer needs, quality of the product and service cost	No. of respondents	Percentage
Agree	16	64.00%
Disagree	4	16.00%
Neither agree nor disagree	5	20.00%
Grand Total	25	100.00%

Analysis and interpretation: From the above table, it can be ascertained that the majority of the employees agree that efforts are taken by the employees to generate awareness amongst the employees about the company's position, customer needs, quality of the product and service cost which constitute 64%, followed by 20% employees neither agree not disagree and 16% of the employee who disagree.

Chart No. 8

Efforts are taken to generate awareness amongst the employees about the company's financial positions, customer needs, quality of the product and service cost?

25 responses

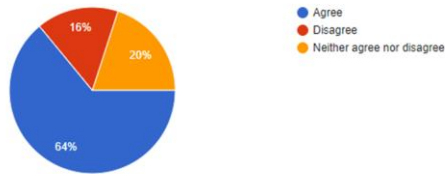


Table 5

Whether the company adopted computerized human resource information system

Adoption of human resource information system	No. of respondents	Percentage
Agree	11	44.00%
Disagree	6	24.00%
Neither agree nor disagree	8	32.00%
Grand Total	25	100.00%

Analysis and interpretation: From the above table, it can be ascertained that the majority of the employees agree that the company has wide network of human resource information system which constitute 44%, followed by 32% of the

employees who neither agree nor disagree and 24% of the employees who disagree.

Chart No. 9:

The organization has a wide network of computerised human resource information system with latest software

25 responses

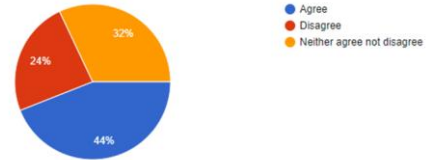


Table 6

The competitive advantage of the sleepster mattress

Competitive Advantage of the Sleepster Mattress	No. of respondents	Percentage
Cost leadership	12	48.00%
Differentiation	11	44.00%
Focus	2	8.00%
Grand Total	25	100.00%

Analysis and interpretation: From the above table, it can be ascertained that the majority of the employees think that cost leadership is the competitive advantage of the Sleepster mattresses which constitute 48%, followed by differentiation which is 44% and 8% for focus.

Chart No. 10:

What do you think is the competitive advantage of sleepster mattresses?

25 responses

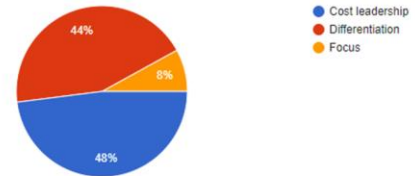


Table 7

Whether the company has the practice of carrying out employee surveys

Practice of carrying out employee surveys	No. of respondents	Percentage
Yes	21	84.00%
No	4	16.00%
Grand Total	25	100.00%

Analysis and interpretation: From the above table, it can be ascertained that the majority of the employees agree that the Sleepster Mattresses has the practice of carrying out employee satisfaction/ employee attitude surveys which constitute 84%, followed by 4% who are unsure.

Chart No. 11:

Sleepster mattresses has the the practice of carrying employee satisfaction / employee attitude surveys?
25 responses

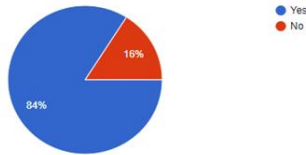


Table 8

Whether the company encourages employee to provide suggestion

Company encourages employee to provide suggestion	No. of respondents	Percentage
Agree	18	72.00%
Disagree	7	28.00%
Grand Total	25	100.00%

Analysis and interpretation: From the above table, it can be ascertained that the majority of the employees agree that sleepster Mattresses allow employees to provide suggestion product/process improvement which constitute 72%, followed by 28% employees who disagree.

Chart No. 12:

Sleepster mattresses encourages employees to suggest product/ process improvement
25 responses

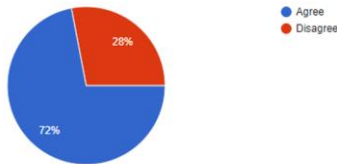


Table 9

Whether the employees face difficulties in achieving the target

Difficulties in achieving the target	No. of respondents	Percentage
Yes	14	56.00%
No	11	44.00%
Grand Total	25	100.00%

Analysis and interpretation: From the above table, it can be ascertained that the majority of the employees feel that it is difficult to achieve the target set by their supervisor which constitute 56%, followed by 44% of the employees who do not face difficulties.

Chart No. 13:

Do you find difficulties in achieving the target set by superior?
25 responses

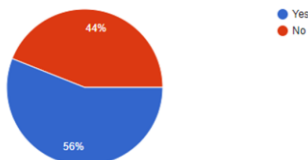


Table 10

The barriers of effective performance

Barriers of effective performance	No. of respondents	Percentage
Constant monitoring	8	32.00%
Development intention	7	28.00%
Lack of resources	6	24.00%
Lack of employee dedication	4	16.00%
Grand total	25	100.00%

Analysis and interpretation: From the above table, it can be ascertained that the majority of the employees feel that constant monitoring is a barrier of effective performance which constitute 32%, followed by 28% for development intention , 24% for lack of resources and 16% for lack of employee dedication.

Chart No. 14:

What are the barriers to effective performance?
25 responses

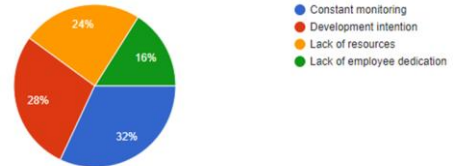


Table 11

Whether promotional policy is linked with higher performance

Promotional policy is linked with higher performance	No. of respondents	Percentage
Agree	17	68.00%
Disagree	8	32.00%
Grand Total	25	100.00%

Analysis and interpretation: From the above table, it can be ascertained that the majority of the employees agree that promotional policy is linked with higher performance which constitute 68%, followed by 32% who disagree.

Chart No. 15:

Is the promotional policy linked with the higher performance of the employees?
25 responses

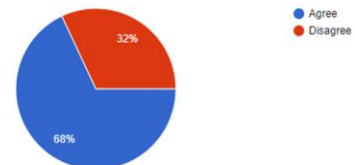


Table 12

Whether the company has recognition programmes

Recognition programmes	No. of respondents	Percentage
Agree	20	80.00%
Disagree	5	20.00%
Grand Total	25	100.00%

Analysis and interpretation: From the above table, it can be ascertained that the majority of the employees agree that

sleepster mattresses has provision for employee recognition programmes and awards which constitute 80%, followed by 20% of the employees who disagree.

Chart No. 16:

Sleepster mattresses has provision for employee recognition programmes and awards
 25 responses

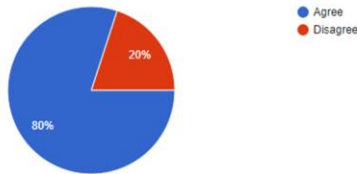


Table 13

The extension of the performance appraisal

Extension of the performance appraisal	No. of respondents	Percentage
Agree	13	52.00%
Disagree	8	32.00%
Neither agree nor disagree	4	16.00%
Grand Total	25	100.00%

Analysis and interpretation: From the above table, it can be ascertained that the majority of the employees agree that performance appraisal system is extended to all members of the organization which constitute 52%, followed by employee who disagree 32% and 16% of employees who neither agree nor disagree.

Chart No. 17:

Performance appraisal system is extended to all members of the organisation
 25 responses

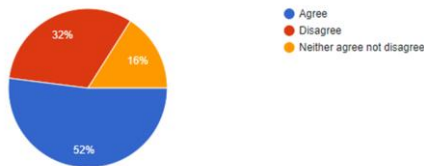


Table 14

Whether there are distinct career paths and internal promotion norms within the organization

Distinct career paths and internal promotion norms within the organisation	No. of respondents	Percentage
Yes	19	76.00%
No	6	24.00%
Grand Total	25	100.00%

Analysis and interpretation: From the above table, it can be ascertained that the majority of the employees accept that there are distinct career paths and internal promotion norms within the organization which constitute 76%, followed by 24% who do not accept.

Chart No. 18:

There are distinct career paths and internal promotion norms within the organization
 25 responses

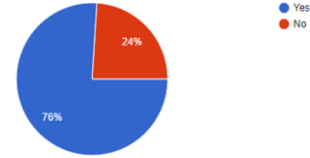


Table 15

The mode of reward the employee prefer

Mode of reward the employee prefer	No. of respondents	Percentage
Financial	18	72.00%
Non-financial	7	28.00%
Grand Total	25	100.00%

Analysis and interpretation: From the above table, it can be ascertained that the majority of the employees prefer financial reward which constitute 72%, followed by non-financial rewards from 28%.

Chart No. 19:

What mode of reward do you prefer from your organisation?
 25 responses

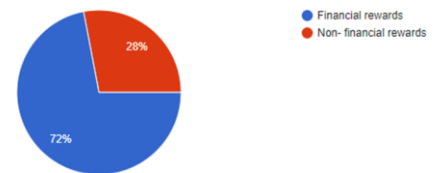


Table 16

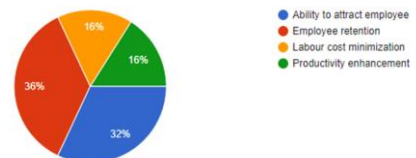
The objective of the compensation given analysis and interpretation

Objective of the compensation	No. of respondents	Percentage
Ability to attract employee	8	32.00%
Employee retention	9	36.00%
Labour cost minimization	4	16.00%
Productivity enhancement	4	16.00%
Grand total	25	100.00%

Analysis and interpretation: From the above table, it can be ascertained that the majority of the employees find employee retention as the objective of compensation given which constitute 36%, followed by 32% for ability to attract employee, 16% each for labour cost minimization and productivity enhancement.

Chart No. 20:

What do you think is the objective of the compensation given to you in your organisation?
 25 responses



9. Findings

1. The employees in the organization are of different age from 24 years to 55 years.
2. The majority of the employees are male which is 84%
3. The company has employed people from different streams of education.
4. The research is conducted with all levels of employees in the organization.
5. All of the employees are experienced ranging between 1.6 years to 16 years.
6. The employees have agreed that they are aware of the organizational needs and strategies which constitute 64%
7. The employees agree that they are aware about the company's current objectives, priorities, long term vision and values which constitute 56%
8. The employees agree that efforts are taken by the employees to generate awareness amongst the employees about the company's position, customer needs, quality of the product and service cost which constitute 64%
9. The employees agree that the company has wide network of human resource information system which constitute 44%
10. The employees think that cost leadership is the competitive advantage of the Sleepster mattresses which constitute 48%
11. The employees agree that the Sleepster Mattresses has the practice of carrying out employee satisfaction/employee attitude surveys which constitute 84%
12. The employees agree that Sleepster Mattresses allow employees to provide suggestion product/process improvement which constitute 72%,
13. The employees feel that it is difficult to achieve the target set by their supervisor which constitute 56%
14. The employees feel that constant monitoring is a barrier of effective performance which constitute 32%
15. The employees agree that promotional policy is linked with higher performance which constitute 68%
16. The employees agree that Sleepster mattresses has provision for employee recognition programmes and awards which constitute 80%
17. The employees agree that performance appraisal system is extended to all members of the organization which constitute 52%
18. The employees accept that there are distinct career paths and internal promotion norms within the organization which constitute 76%
19. The employees prefer financial reward which

constitute 72%

20. The employees find employee retention as the objective of compensation given which constitute 36%

10. Suggestions

It is suggested that the company should,

- Ensure that different types of tasks and levels of responsibility are needed, not just more work in the same task. Also review the staff member's progress.
- Pre-plan the staff member's involvement in the meeting and determine the expected outcome for the staff member.
- Work through actual problems in order to share insight and problem solving strategies.
- Select training responsibilities that put the staff member in touch with new operations, process or operating problems.
- Assign the staff member to responsibilities of his/her superior when the superior is on vacation or extended travel.

11. Conclusion

HR practices are the means through which your human resources personnel can develop the leadership of your staff. This occurs through the practice of developing extensive training courses and motivational programs, such as devising systems to direct and assist management in performing ongoing performance appraisals. This study results match with Tahir (2006) findings where he revealed that training, compensation and performance appraisal are highly significant in employees' efficiency and effectiveness. Likewise, the findings from this research revealed that Training and compensation have significant influence on organization and employee's performance. This study results showed that employee training helps to develop organization performance, take a vital role in improving employee performance as well as increasing productivity and eventually helps to place organizations in the best position to face competitive challenges and stay on top. And it was found that Performance appraisal has moderate influence on the performance and employee participation in decision making has least influence on the performance.

References

- [1] http://www.academia.edu/Documents/in/Human_Resource_Management_HRM_Practices
- [2] <https://www.franchiseindia.com>
- [3] <https://www.worldfurnitureonline.com>
- [4] <https://www.google.com/search?q=michael+porter+value+chain+model>
- [5] <https://hr.duke.edu/managers/performance-management/professional-development-plan/development-suggestions>