



Contemporary Management Practices

PERSPECTIVES IN HUMAN RESOURCES

Edited by

Satyajit Chakrabarti, Ashutosh Muduli, Saikat
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Avijit Brahmachary



Perspectives in Human Resources

This book takes a practical approach to human resource management (HRM), providing practising managers, researchers, and students with a framework for developing and implementing human-centred HR strategies.

Enabling human-centred HRM approaches allows businesses and industries to implement suitable processes and systems which keep their employees' wellbeing in mind and build sustainable workforces, and organisations. The book focuses on the use of numerous tools in HR analytics and their application across disciplines and industries. Using empirical data, review of existing research, and case studies, the chapters in the volume look at the organisational processes and performance of various HRM strategies and explore themes such as diversity and inclusiveness in the workplace, organisational culture, inclusive leadership, non-verbal communication, cross-cultural management, work-life balance, and the focus on the physical and emotional wellbeing of employees.

Part of Contemporary Management Practices series, this book will be useful to practising managers, researchers, and students of human resource management, organizational studies, business studies, psychology, and behavioural sciences.

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Series Editors' Preface

Human resource management (HRM) should benefit both individuals and organisations. Typically, research on human resource management is mostly influenced by the human capital approach that believes in the optimisation of human resources for higher organisational performance. Recently, the employee or human-centred HRM approach that focused on the employees' or human-based outcomes such as wellbeing, satisfaction, and so forth has attracted the attention of researchers and practitioners. In line with the societal goals as outlined by the UN's 17 Sustainable Development Goals (SDGs), the human-centred approach to HRM proposes to manage human resources by focusing on wellbeing, indiscrimination, and so forth. The employee-centred or human-centred approach proposes to focus on employee-oriented outcomes such as better quality of life and higher job satisfaction. Enabling an employee or human-centred HRM approach requires HRM to nurture and develop a culture that facilitates an employee or human-based HRM outcome such as wellbeing, job satisfaction, and quality of work life. This book is an attempt to explore and understand the HRM complexities and challenges in designing and implementing the employee- and human-based approach to HRM by focusing on organisational processes, individual outcomes, and organisational performance.

This book is thus concerned with understanding culture from the perspective of employee- and human-based approach to HRM. Incorporating the timely contribution from the authors and researchers, the book deliberates on managing organisational changes in the context of increasing demand for recognising diversity and inclusion; extensive cultural differences has been pressurising human resource management to study and understand the best corporate culture. The domain of managing changes becomes more challenging with the increased discrimination based on sexual orientation and inequity in the workplace. In this context, ensuring mutual gain of individuals and organisations, especially by facilitating better quality of life, higher job satisfaction, health, and emotional wellbeing for individuals, may pose more challenges. Further, the COVID-19 pandemic and the virtual HRM have

triggered the need for managing individuals' turnover intention and hence human resource management has started re-focusing on reward management.

We are hopeful that the research mentioned in this book shall open new knowledge in the domain of human- and employee-centred approach to HRM. Further, we are hopeful that the studies covered by this book shall have important implications for practitioners.

Prof. Dipak Saha and Prof. Rabin Mazumder

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Introduction

Ashutosh Muduli and Dipak Saha

Recently, the employee- or human-centred human resource management (HC-HRM) approach that focused on the employees' or human-based outcomes such as well-being and satisfaction has attracted the attention of researchers and practitioners (Cooke et al., 2022; Aust et al., 2020). The approach has been influenced by the societal goals under the UN's 17 Sustainable Development Goals (SDGs), which propose to manage human resources by focusing on well-being, indiscrimination, a better quality of life and higher job satisfaction. Enabling an employee- or HC-HRM approach requires leaders to design and implement suitable processes and systems to facilitate better employee- or human-based HRM outcomes. Further, in the context of Covid-19 recovery, the approach may also facilitate an inclusive, sustainable and resilient organization (Samans, 2021).

The business organizations of the 21st century have been criticized for overemphasizing 'resource' and neglecting the 'human' aspects. A recent conference by Imperial College Management School deliberated on the theme 'human-centred organizations' and found that contemporary human resource practices assign more importance to 'resource management' than 'human' (Winstanley and Woodall, 2000). Evidence from HRM practices confirms that people are valued not for their 'humanness' but for their 'resourcefulness' (Keenoy, 1997). Further, the normative models of HRM have been advocating the desirability of 'employee-centred HRM practices' and found influencing the management to consider that 'employees are their greatest assets'. In the context of the pandemic, the HC-HRM approach is expected to play a critical role in helping both employees and management recover from the damage and building sustainable workforces, organizations, communities and overall societies (Cooke et al., 2022). However, while many organizations claim to have adopted employee- or HC-HRM practices that aim at enhancing employee well-being at the workplace, very little empirical evidence is available proving the relationship between employee- or HC-HRM practices and wellness (Edgar, 2003).

Conceptualization

The HC-HRM approach, otherwise known as ‘employee-centred HRM’ or ‘well-being-oriented HRM’, primarily refers to an approach that puts more emphasis on the human side or people side of the resources. Unlike the ‘high performance’ or ‘high commitment’ or ‘high involvement’ HR approaches, the HC-HRM approach, or people-oriented or well-being-oriented approach, believes that organizational performance may also get affected negatively because of work intensification, employee burnout and stress (Ngo et al., 2022). Thus, the approach advocates that HR practices aimed at employee well-being can go a long way in building human resources that are more sustainable in an era of high volatility and uncertainty. Conceptually, employee well-being has been defined as the ‘state of successful performance throughout a life course integrating physical, cognitive and socio-emotional function’ (Pollard and Davidson, 2001, p.10). Ngo et al. (2022) defined employee well-being as ‘the presence of positive emotions such as joy and happiness and concomitantly the absence of negative sentiments such as sadness and anger’.

Pagán-Castaño et al. (2020) prescribed a three-dimensional approach to employee well-being: subjective experiences and work performance; health, both physical and mental; and social well-being. Subjective experiences and work performance refers to satisfaction and commitment that are connected with happiness at work, whereas the health dimension includes stress, anxiety and work exhaustion. The social dimension refers to the quality of the interactions and relationships among employees, or between employees and their supervisor, or within the organization.

Literature Review

The last decade has witnessed few studies on HRM that directly or indirectly followed the HC-HRM approach. Following the HC-HRM approach, Sorribes et al. (2021) studied sustainable HRM practices and their impact on three employee well-being variables, such as job satisfaction, job stress and trust in the context of a crisis. The study result shows that work-life balance, non-discrimination, employee involvement and job stability enhance the feeling of well-being among employees during crisis. Kramar (2022) commented that human-centred HR practices can be designed by adopting the sustainable HRM philosophy that can help in achieving equality, non-discrimination, good health and well-being. Del Giudice et al. (2023) studied AI implementation following a human-centred approach. The researcher concluded that employees’ tendency to accept AI depends on their attitude towards technology, which is more influenced by their personal traits such as the rational, emotional and cognitive spheres. Papetti et al. (2020) suggested a novel transdisciplinary engineering method to measure and promote social sustainability on production sites. The researchers used Internet of Things

technology to facilitate the restructuring of the manufacturing processes of a plant by adopting a human-centred approach. The study proved the benefit of the approach in terms of improved employee well-being, better health, satisfaction and performance. Agarwal (2021) studied HRM and the well-being of hotel employees during Covid-19 and concluded that companies need to change their approach towards designing HRM policies and practices by considering the personal lives of employees. While agreeing with the reality that most HRM theories and frameworks are typically focused on a 'resource'-based model, the study strongly advocated that HR practices designed to suit employee needs can also benefit the employer. The research supports the notion that well-being-based HRM practices can positively and collectively impact both employees and hotels, supporting the 'mutual-gain' perspective of HRM (Huettermann and Bruch, 2019). Pagán-Castaño et al. (2020) studied well-being in work environments and found that employees who perceive HRM practices positively experience higher levels of well-being. The systematic literature review-based research explored three dominant well-being-based variables: happiness, health and interpersonal relationships. The research found that happiness-related HR practices are more linked to emotional well-being or subjective happiness, commitment, engagement and satisfaction. Smaliukiene and Bekesiene (2020) studied the generational effect on well-being at work. Well-being at work has been conceptualized as consisting of physical experience, cognitive job performance, appraisal, social relationships and socio-emotional enablement at work. The study result proved that social relationship, being a socio-emotional experience, is a critical factor in well-being at work for Gen Z, whereas socio-emotional enablement occupies a core role in subjective well-being at work for Gen X and Gen Y. Ngo and Doan (2023) found that well-being-oriented human resource practices are useful for crisis preparedness strategies in tourism and hospitality businesses. The research proved that well-being-oriented HRM policies (specifically employee development and employee empowerment policies) in the pre-crisis stage increase workers' psychological capital and preserve their well-being.

Structure of the Book

Designing employee- or HC-HRM processes and systems is complex and subjected to a varied number of challenges. Research suggests using the normative approach to find a comprehensive solution for the problem (Cooke et al., 2022). The solution can be planned from economic, technological, social and ecological perspectives, keeping stakeholders such as organizations, individuals and wider societies in mind. The prevalence of cultural differences and unity, concern for diversity and inclusiveness in the workplace, language diversity, organizational culture, inclusive leadership, non-verbal communication, trust in cross-cultural management and emotional

well-being have been considered critical challenges in designing and implementing the HC-HRM practice (Newman et al., 2016). Further, as employee need is the centre of focus of a HC-HRM practice, employees' work-life balance and well-being, flexible work culture and emotional well-being have been considered critical factors for the success of the HC-HRM practice (Aust et al., 2020; Basile and Beauregard, 2021). This book explored and analysed the HRM complexities and challenges in designing and implementing the employee- and human-based approach to HRM by focusing on organizational processes, individual outcomes and organizational performance. All 15 chapters of the book focus on organizational processes, individual outcomes or organizational performance.

Chapter 2 discusses the two variations of culture, that is, the culture of differentiation and the culture of unity, and their influence on employees and the overall work culture of an organization. The chapter captures the research on the influence of cultural differences on employees' behaviour and the importance of diversity and inclusiveness in the workplace. Chapter 3 explores diversity and inclusion at the workplace to understand the advantages and challenges. Using a secondary data review of research papers, case studies and survey reports, the chapter suggests leaders have clarity of direction to guide the multigenerational, multiracial and multi-background workforce for performance improvement by creating an inclusive environment through revising the diversity and inclusion strategies relevant to the local conditions. Chapter 4 explains the relationship between cross-cultural management and employee motivation among female millennials in IT organizations in Bengaluru, India. The chapter explains the role of language diversity, organizational culture, inclusive leadership, non-verbal communication and trust in cross-cultural management. Further, the chapter also studies the role of cross-cultural management on employee motivation. The chapter suggests that language diversity has the highest influence on cross-cultural management, followed by organizational culture, non-verbal communication, inclusive leadership and trust. Chapter 5 describes the corporate culture in hotels in India. The chapter focuses on validating the corporate culture scale in the context of the hotel industry in India. For this purpose, the relative significance of corporate culture dimensions like 'rewards and recognition', 'training and development' and 'teamwork' with employees' commitment and pride has been studied. A sample of 425 hotel employees from 13 different hotels located in four metro cities in India has been used to find the possibility of correlation among the constructs. The study result will help the hotel owners design strategies on the basis of the employees' responses to corporate culture dimensions. Chapter 6 discusses human resource issues in academic organizations in the context of Covid-19. The chapter explains the role of job satisfaction among academicians and in productivity and efficiency. The empirical study has been conducted using data from 100 faculty members working at different levels in universities in Ahmedabad, Gujarat,

India. The analysis explores the key drivers of job satisfaction and their impact on faculty satisfaction. Chapter 7 explains the technological revolution-enabled transformations that affect their structure, culture, systems and business processes. It focuses on the analysis of the impact of an individual's locus of control (either internal or external) on workplace adaptability by considering the moderating role of work characteristics (job demand and resources). Considering a sample of 500 workers representing the employed in government and private sector enterprises in India, the study proved that employees with higher internal locus of control scores are more adaptable than employees with higher external locus of control. It is also found that job resources, namely organizational support, career advancement, control and growth, do not moderate the relation between locus of control and workplace adaptability. Chapter 8 explains that higher emotional well-being helps individuals merge both emotions and logical reasoning and enhances the degree of accuracy and effectiveness. The chapter explains the relation between the emotional well-being of academic administrators and their effect on their administrative effectiveness. Academic administrators are employees with managerial positions for at least a few years in some of the renowned educational institutes. The study result concludes that emotional well-being does have an impact on administrative effectiveness. Chapter 9 emphasizes the achievement of organizational excellence through HRM, focusing on employee compensation systems. The chapter makes a modest attempt to reach out to the relevance of compensation management practices for long-term organizational sustenance and accomplishment in the days to come. The interlink of cost of governance, managerial compensation, employee satisfaction, optimal compensation, organizational culture, remuneration management tools, employee career prospects and compensation programmes in the organizational domain has been discussed. In Chapter 10, the author explains the mental health of homosexual and bisexual people, their problems and the ways to curb bullying in the workplace. The research conducted in the IT sector of India by collecting data from 50 homosexuals and 50 bisexual IT professionals within the age range of 25–35 years found that subjective happiness and life satisfaction are closely related. In the context of homosexuals, the strong relationship between lower pleasure and life satisfaction suggests that parental acceptance and co-workers are the most frequently mentioned factors responsible for bullying them. Chapter 11 explains the determinants of employee turnover intention in higher educational institutes. By considering the academic staff, the chapter sensitizes that turnover is a concern for higher educational institutes as it has a detrimental effect on the functioning of the institute, leading to its decline. The chapter suggests several determinants of turnover intention, such as faculty members' age, marital status, tenure and experience (demographic factors); organizational commitment and job satisfaction (individual factors); and internal environment, academic (teaching and research) and physical. Chapter 12 focuses on

the impact of psychological contracts on organizational outcomes. The chapter explains the role of the work–pay continuum, trust and commitment, growth prospect and reciprocity on organizational commitment. The study result suggests that work–pay continuum is the most dominant factor affecting employee commitment, followed by growth prospect, trust and commitment and growth prospect. Chapter 13 explains the consequences of micro-inequity in the workplace for sustainability. Considering a sample of IT solutions and BPO professionals in India, the research examines the role of perceived micro-inequity on workplace psychological well-being, happiness and commitment. are dented by perceived micro-inequity. The findings revealed a prevalence of a negative correlation between perceived micro-inequity, continuance commitment and normative commitment. Employees’ affective commitment was found to be positively correlated with perceived micro-inequity. The findings were relevant for the sustenance of organizations, as a committed and happy workforce is an asset. Possible preventive measures could be taken on an organizational level to boost employees’ well-being and organizational commitment to get a sustainable workforce. Chapter 14 analyses the role of quality of work life on organizational commitment among the nurses in the healthcare sector of Karnataka, India. In detail, the research studied the impact of quality of work factors such as health and safety needs, economic needs, social needs, esteem needs and actualization needs on organizational commitment. Data collected from 381 nurses suggests that except for health and safety needs, all the quality of work-life factors are significantly related to organizational commitment. Chapter 15 explains virtual HRM from the perspective of enhancing organizational efficiency. A cross-sectional descriptive research design has used a sample of 30 organizations across three sectors. The study explored five major factors, namely, effective communication through virtual HRM, flexible work schedules through virtual HRM, forming virtual teams through virtual HRM, human capital development through virtual HRM and employee recognition and benefits through virtual HRM. Chapter 16 describes the human resource competency of rural women artisans by focusing on the entrepreneurial ability of rural women artisans. The case-based study focusing on the Birbhum district of West Bengal, India, emphasizes that women’s entrepreneurial classes play an increasingly important role in diverse areas of industrial and economic growth.

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