ADOPTION OF INNOVATIVE HR PRACTICES FOLLOWED BY ITS IMPACT ON EMPLOYEE IN GLOBAL & INDIAN ORGANIZATION LIKE TOYOTA

Avinash Kaur[*]
Dr. Mahesh Singh Rajput[**]

ABSTRACT

India experienced the Liberalization, Privatization, and Globalization (LPG) wave in 1991. Most commonly, this has been referred to as "internationalisation." On July 24, 1991, the Indian government released its New Industrial Policy. Building on already achieved gains, addressing distortions or weaknesses that may have crept in, sustaining a steady increase in productivity and gainful employment, and achieving international competitiveness were the main goals. In light of this, the industrial economy of the twenty-first century requires the Indian corporate sector to take the initiative in promoting business globalisation. The people factor, which highlights the message of achieving competitive advantage through, has become the foundation for the organisations' search for competitive advantage. The orientation toward strategically planning people-related priorities and human resource practises in order to implement "Strategic Human Resource Interventions" (SHRI) at work has been ushered in as a result of this. The fundamental question is whether and to what extent, in the management's view, SHRIs can properly assist organisations in moving towards a fundamental improvement in process, quality, and cost to meet global standards in a cutthroat business environment.

_____

***Keywords:** Liberalization, Privatization and Globalization (LPG), HRM, Innovative HR Practices.*

_____

Introduction

Every business organisation now considers innovation to be essential because it gives the business a long-term competitive advantage. Every organisation wants to succeed in the highly dynamic business environment of today by utilising the talent of their employees. Following pertinent HRM policies or consistently introducing innovative HR practises to meet the expectations of the workforce are crucial if you want to maximise the talent of your employees. This study has looked at the literature and previous research to identify the various cutting-edge HR initiatives made by Indian organisations up to this point. The results will help in determining how many more innovative practises need to be started in order to win over employees' trust and loyalty to the business. Business executives, students, practitioners, and researchers can all benefit from the study. Organizations are facing significant difficulties as a result of the global business environment, which is uncertain and dynamic, the pressure to satisfy consumer demand and expectations, the rapid advancement of technology, and improved organisational structures. Organizations are being forced to use their talent as a result of the ongoing pressure to stay competitive and gain an advantage over others. However, it has become more challenging for businesses to retain the talent due to the shifting expectations of their talented employees, and the only solution is innovation in HRM policies (Gupta, 2018). Although most businesses have experimented with some innovations in their HRM policies, such as implementing Sustainable HRM (Miles & Snow, 1984; Andrade & Lengnick-Hall et al., 2009; Kramar), with the advancements in technology,. In order to determine the innovative HRM policies implemented in Indian companies and what else needs to be done by businesses to achieve sustainable competitive advantage, this study has been taken into consideration. In order to collect the crucial information for this research work, the study reviews prior literature as well as data made available on pertinent HR websites. Organizations are facing significant difficulties as a result of

_____

[*]   PhD Scholar, Department of Management, JJTU, Rajasthan, India.
[**]   Associate Professor, Department of Commerce & Management, JJTU, Rajasthan, India.

the global business environment, which is uncertain and dynamic, the pressure to satisfy consumer demand and expectations, the rapid advancement of technology, and improved organisational structures. Organizations are being forced to use their talent as a result of the ongoing pressure to stay competitive and gain an advantage over others. However, it has become more challenging for businesses to retain the talent and the skills of their talented employees due to the changing expectations of those employees. Although most businesses have experimented with some innovations in their HRM policies in response to technological advancements, such as implementing sustainable HRM (Miles & Snow, 1984; Andrade & Lengnick-Hall et al., 2009; Kramar, 2014) or green HRM (Renwick, Redman, & Maguire, 2008; Mandip, 2012; Muster & Schrader, 2011), more innovative HRM policies need to be implemented in order to retain talented employees and achieve sustainable In order to determine the innovative HRM policies implemented in Indian companies and what else needs to be done by businesses to achieve sustainable competitive advantage, this study has been taken into consideration. In order to collect the crucial information for this research project, the study reviews prior literature and data that is accessible on pertinent HR websites. Literature appears to attempt to address the question of whether HRM policies and practises strategically vary subject to national differences in light of "...the increasing internalisation of business, globalisation of markets, and cross-national activity by multinational organisations." Literature tries to emphasise that the strategic formulation and implementation of HR interventions and initiatives within any given country are both historically and socially embedded and that they are context specific where changes are likely to be either fast, slow, or gradual. This is done while keeping in mind the differences and variations in socio-cultural orientation among nations (Rosenzweig & Nohria, 1994). The study aims to shed light on how the strategic notion of the HR function has been identified in some identified countries across the world.

Review of Literature

The HRM practises used in UK call centres show a strong correlation between these practises and the central work design used in the work units. The effectiveness of strategic HR practises appears to be positively correlated with the organisational structure and pattern found in the call centres in the UK. The elements of relationship management, team building, task discretion, and training within the work structure in UK call centres are also seen as having a positive association with HR (Ray Chaudhuri & Basu, 2009; Wood et al., 2006). With Indian organisations considering designing HR departments with essentially a vice president of HR, assistant manager, senior and junior officers, and executives, the significance of HR as an enabling tool to management has found expression. In their 2004 study, Budhwar & Boyne looked into a sample of 137 large manufacturing companies in both the private and public sectors of Indian businesses and made some key observations about how HR is viewed as a strategic tool for Indian companies. According to the study, both private and public Indian organisations should place a strong emphasis on having an HR department with specific managers and functional experts. In most Indian businesses, where compensation is based on identified factors such as seniority and work experience, the art of compensation administration has been appearing as a growing challenge. It has been felt that recruitment activities are gradually becoming dynamic with the practise of external recruitment through recruitment agencies. the dedication and performance of each employee, their skills and competencies, or a combination of all three; Both the private and public sectors of Indian organisations are gradually observing an accelerated growth in the spirit of training and development, and investments in such activities are on the rise. Additionally, a significant emphasis is placed on the employee relationship component at work and on creating a smoother communication channel, and initiatives and interventions are gradually being implemented (Budhwar & Boyne, 2004). (Lenka, Gupta, & Sahoo, 2016; Naim & Lenka, 2017). A variety of creative and innovative HR policies have been proposed by practitioners and researchers to replace outdated HRM practises and procedures in order to increase organisational productivity. Innovative thinking aids in putting new and practical ideas or solutions to business problems into practise in organisational settings. (Gupta, 2018; Lenka, Gupta, & Sahoo, 2016). Since managers develop HR policies with employees as their primary focus, any creative or innovative HR policy can only be completed if it takes into account employees' welfare. However, prior research has found scant evidence that innovation is concentrated on HR policies, but rather on other corporate functions. Personu Melwin Beena Abbas, Joy (2016) Since the globalisation phenomenon began in 1995, the Indian information technology sector has experienced tremendous growth, accounting for 51% of the global market in 2001 (Kumar). (2011) Fan; (2013) Kulkarni Utilizing the talent of their workforce, Indian organisations must constantly innovate and create in order to sustain this rate of growth in both domestic and international markets. To keep employees in the organisation, especially members of Generation Y, with the changes in technology and society, expectations must be met. These technologically savvy Generation Y employees seek out meaningful work and maintain a healthy work-life balance.

Objectives

- To identify and satisfy individual and group needs by providing adequate and equitable wages, incentives, employee benefits and social security and measures for challenging work, prestige, recognition, security, status.
- To help the organization to attain its goals effectively and efficiently by providing competent and motivated employees.
- To utilize the available human resources effectively.

Methodology

According to the literature, there is a significant degree of transferability between US and Canadian and Philippine HR practises. It has been observed that the majority of the corresponding organisations in countries like the Philippines use the majority of Western management practises, including hiring, training and development, performance appraisal, pay, and occupational health. Because of the Philippines' high level of preference for HRM interventions similar to those in the US and Canada, it is understandable that Western practises are frequently easily exported to other countries (Galang, 2004; Ray Chaudhuri & Basu, 2009). A study of three Irish power plants sheds light on the significance of the nature of the strategic HR practises that are chosen. The study emphasises that a particular identified set of HR bundles, which define a particular HR System, must be the focal point of all business situations. The study's power stations made it abundantly clear that not all HR interventions are equally significant in a particular operational context. Although an HR system may include both core and ancillary activities, the strategic core of the HR function in the true sense of the term lies in the selection of the identifiable set of activities or interventions. Additionally, in order to make the HR function effectively strategic, the power plants under consideration take care to ensure that the selection of HR practises coordinates with changes to existing business processes, i.e. In the context of Sri Lankan businesses, Mamman et al. (2006) study the nature and prevalence of the human resource function. The study looks into whether the HR function in Sri Lankan organisations is actually connected to the strategic planning process. How much does HRM contribute significantly to organisational strategy development in Sri Lankan organisations? is the study's main research question. The population of the study consisted of the export-oriented clothing manufacturing businesses registered with the Sri Lankan Board of Investment. The study found that most HR managers in Sri Lanka believe the HR function is generally not given a high priority, based on a random sample of 100 companies from the aforementioned population. In Sri Lankan businesses, the relationship between HRM and organisational strategy is actually weak. The majority of HR managers in Sri Lankan businesses claim that this applies equally to local and multinational businesses in real-world scenarios. Although HR business managers appear to be involved in the strategy-making process, the HR function is not given much weight when organisations are developing their strategies. This demonstrates unequivocally that HR initiatives within Sri Lankan organisations do not serve a merely symbolic function in strategic management (Mamman et al, 2006). The concept of HRM has become very important in Indian organisations as a result of the liberalisation policy and competition. Whether they are national companies or multinational corporations, Indian management styles appear to place a lot of emphasis on the HRM function to attract and keep talent in the workplace. According to Bhatnagar & Sharma (2003), there are a few common designations that are frequently thought of as strategic HR roles in Indian organisations. The strategic purpose of HR emphasises its role as a tool that enables management and employees to accomplish organisational goals more quickly and logically than in the past. Quite a few Indian businesses have identified the following major strategic roles within the HR function: managing and executing strategic HR initiatives that turn HR into a strategic partner to the business; managing firm infrastructure that sharpens an HR specialist to be an administrative expert; managing employee contribution that sharpens the HR specialist to be an employee champion; and managing transformation and change that makes HR a strategic partner to the business. Clear executive strategy sets, efficient business infrastructure, increased employee commitment and capability, and renewed organisational culture are just a few of the effective deliverables that such an alignment of the HR function with the strategic orientation of business seems to be quite in the air of Indian business houses to produce (Bhatnagar & Sharma, 2003). The majority of Indian businesses are looking to develop clarity and focus in the design of their HR departments within their work systems due to the growing tendency toward HR interventions and the increasing need for effective alignment of HR strategies with business strategy. Less research has been done on the role of innovation in HRM (Mishra et al., 2014; Darwish et al., 2019). However, it plays a significant role in organisational effectiveness (Agarwala, 2003; Rao, 1990; Ulrich, 1997; Yeung & Berman, 1997).

Conclusion

Examining how the sociocultural environment affects internal work culture and HRM practises was the goal of this study. Investigating differences across nations on four socio-cultural dimensions was the first step. This study was one of the few to attempt to address the question of why organisational culture and HRM practises vary so widely across the world. The endeavour was noteworthy for a variety of reasons. First, a theoretical framework is used to examine the impact of culture on organisations. As a result, the purpose of this study was to provide an answer to the question of how culture affected organisational processes. As a result of recent developments in the area of cross-cultural I/O psychology, this strategy is not novel. The 1976 chapter by Barrett and Bass makes this abundantly clear. This study was a modest attempt to address this issue. Second, this study highlighted two cultural aspects that are crucial but have received scant attention in the literature. The paternalism and fatalism in this dimension. The results demonstrated that both dimensions significantly impacted managerial presumptions and HRM procedures. Therefore, conceptualization and operationalization of these constructs should be the focus of future research (such attempts are under way by the present authors). Third, this study included a wide range of nations with various historical, religious, and economic backgrounds. The fact that not a lot of research had been done on some of these nations had both benefits and drawbacks. The study's clear benefit was that it added to the body of knowledge about countries that had not received as much attention, like Pakistan, Romania, and Russia. Due to the difficulty in gathering enough data on the cultural traits of these countries, it was challenging to interpret unexpected results. Future studies should examine aspects of organisational structure and management procedures that are specific to cultural contexts in nations that are underrepresented in cross-cultural research literature. Fourth, culture is viewed as a moderating variable that affects the strength and direction of relationships between constructs as well as the meaning of those relationships. One must gain a thorough understanding of a particular culture in order to examine how culture acts as a moderator. Future studies should use the N-way approach to address this (Brett et al., 1997). A diverse group of academics is required for the N-way approach. Starting with the appropriateness of the research question, design, constructs, and measures for each cultural context, the process begins. Indigenous theoretical models, emic and etic measures, and cross-cultural similarities and differences are discussed. Through this effort, a derived etic is produced that emphasises both the findings' culturally specific and general aspects. Future cross-cultural I/O research should employ the N-way approach more frequently. The Model of Culture Fit, the theoretical foundation for this study, also demonstrated the complexity of organisational processes. The enterprise environment has significant effects on organisations, even though the focus of this research was on the socio-cultural environment. Some of the factors relating to the enterprise environment were statistically controlled in this study because the socio-cultural environment was the main focus. Studying business organisations in a particular sector and industry would be a better design, though. Sampling of organisations is one of the biggest problems cross-cultural I/O psychologists face. Both the societal and organisational levels of culture are examined. Most researchers assume that these two overlap and work to demonstrate it. However, the Model of Culture Fit contends that factors unrelated to societal culture, both internal and external to the organisation, shape organisational culture. Future research should focus more on organisation selection in order to reduce the impact of enterprise variables on findings. In conclusion, since Barrett and Bass's review chapter in 1976, much progress has been made in the field of cross-cultural I/O psychology. However, there are still a lot of problems to solve and a lot of methodology and theoretical improvements to be made. Every effort to improve this field of research is worthwhile because, in today's increasingly globalised world, good research is more important than ever.

References

1. Agarwala, T. (2003). Innovative human resource practices and organizational commitment: An empirical investigation. International Journal of Human Resource Management, 14(2), 175–197. doi:10.1080/0958519021000029072 Amba-Rao, S. C. (1994). Human resource management practices in India: An exploratory study. Indian Journal of Industrial Relations, 30(2),190–202.

2. Antoncic, B. (2007). Intrapreneurship: A comparative structural equation modeling study. Industrial Management & Data Systems, 107(3), 309–325. doi:10.1108/02635570710734244

3. Antoncic, B., & Hisrich, R. D. (2001). Intrapreneurship: Construct refinement and cross-cultural validation. Journal of Business Venturing, 16(5), 495–527. doi:10.1016/ S0883-9026(99)00054-3.

4. Bamber, G. J., Bartram, T., & Stanton, P. (2017). HRM and workplace innovations: Formulating research questions. Personnel Review, 46(7), 1216– 1227. doi:10.1108/ PR-10-2017-0292.

5. Boxall, P., & Purcell, J. (2011). Strategy and Human Resource Management (3rd ed.). Palgrave Macmillan.

○○○