
THE STUDY ON HR PRACTICES

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Abstract

The aim of this study is to understand how human resource management (HRM) practices affect the people, or human resources, who work for the organization. information generated is vital in driving the organizational strategies and goals in order to gain competitive advantage, objectives of to study about recruitment process, to study about performance appraisal process, to study the job satisfaction of the employees, the main activities of the human resource (HRM) practices organizational, work, and job design, planning, recruitment and selection, training and development, performance management, compensation, occupational health and safety, employee and labour relations HRM practices staffing and recruitment, training, performance appraisal, Benefits it includes pensions, health insurance, it drives to continuous improvement and feature oriented developing employees for the nation.

Introduction about the Study

The aim of this study is to understand how Human Resource Management (HRM) practices affect the people, or human resources, who work for the organization. Information generated is vital in driving the organizational strategies and goals in order to gain competitive advantage. Such practices must enable the individual employees fit in their jobs, organization and commit to their organizations. This study will examine the relationship between HR practices, person organization fit and organizational commitment. It is hypothesized that these affect organization performance, commitment and effectiveness of employees to their organizations.

Meaning of Human Resource

Human resources are a term in which many organizations describe the Combination of traditionally administrative personnel functions with performance management, employee relation and resource planning.

Definition of Human Resource

According to Leon C. Megginson, the term human resource can be thought to as, "The total knowledge, skills, creative abilities, talents and aptitudes of an organization work force, as well as the value, attitudes and beliefs of the individuals involved.

Definition of Human Resource Management

According to Decenzo and Robbins, "HRM is concerned with the people Dimension" in management. Since every organization is made up people, acquiring their services, developing their skills, motivating them to higher levels of performance and ensuring that they continue to maintain their commitment to the organization is essential to achieve organization objective. This is true, regardless of the type of organization – government, business, education, health or social action".

Edwin Flippo defines – HRM as "planning, organizing, directing, controlling of procurement, development, compensation, integration, maintenance and separation of human resource to the end that individual, organization and social objectives are achieved".

For any organization to function effectively, it must have resource of men (Human Resource), money, material and machinery. The resources by themselves cannot fulfill the objectives of an organization, they need to be collected co-ordinate and utilized through human resource .human resource management (Human Resource Management) has emerged as a major function in organizations. Human resource management is the organizational function that deals with issues related to people such as compensation, performance management organization development, safety, employee motivation and training.

Factors Needed to Human Resource Management

Human Resource Management is a complex process and highly one. Human Resource Management depends on many factors, namely:

- Willingness and on the part of people to develop themselves in personal, organization, social and national aspect of their life and being.
- Availability of necessary physical and organization facilities.
- Support by the organization and social system.
- Development and implementation of human resource management programs and other opportunities for acquiring knowledge on varied aspects.
- Proper organization ethos for human resource management based activities.

The HRM Activities

- Organizational, work, and job design
- Planning
- Recruitment and selection
- Training and development

- Performance management
- Compensation
- Occupational health and safety
- Employee and labour relations

Human resource management refers to the practices and policies needed to carry out the personnel aspects of management. These include:

- Analyzing jobs
- Planning manpower needs and recruiting competent people
- Selecting best people

HRM Practices

- **Staffing and Recruitment**

Staffing includes human resources planning and forecasting, recruiting, and selecting employees. Human resources planning and forecasting is the process that a firm uses to ensure that it has the right amount and the right kind of people to deliver a particular level of output or services in the future. Recruiting is the process used to form a pool of job candidates for a particular job. Selection is the process of making a “hire” or “no hire” decision regarding each job applicant for a job.

- **Induction**

Induction is the process of welcoming, indoctrination and socialization of new employee to his job and organization. In words of Michael Armstrong, “Induction is the process of receiving and welcoming employee when he first joins a company and giving him basic information he needs to settle down quickly and happily and start work.”

- **Training**

In the opinion of Edwin B. Flippo, “Training is the act of increasing the knowledge and skills of an employee for doing a particular job.” Training is the process of systematically developing expertise in individuals for the purpose of improving performance. According to Schmidt, there is a strong correlation between job training satisfaction and overall job satisfaction amongst employees in customer service positions. Employees value the training that they receive, consider it an essential part of their job, and view it as a significant determinant of the satisfaction that they experience on the job.

- **Performance Appraisal**

According to Flippo, “Performance Appraisal is the systematic, periodic and an impartial rating of an employee's excellence in matters pertaining to his present job and his potential for a better job.” Performance Appraisal is the process of evaluating how well employees perform their jobs when compared to a set of standards, and then communicating that information to those employees.

- **Benefits**

It includes pensions, health insurance, supplemental unemployment insurance, wellness programs, child care etc. Employers use benefits to attract and retain productive workforce.

- **Promotion**

The promoted employees feel valued by the organization, and understand that the organization is willing to invest in them in the long term.

- **Job Satisfaction**

Job satisfaction in the broadest: sense simply refers to a person's general attitude toward the job or toward specific dimensions of the job. Locke defined job satisfaction as, "A pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Several studies have been conducted to find out the Determinants of Job satisfaction.

Factors Needed to Human Resource Management

Educating and training employees for better organization and individual performance is one of the merit system principles as well as an area of emphasis nationally. Workers must be prepared for the greater demands a highly technological, knowledge based workplace. There appear to several trends in the workforce development and using competencies as the basis for training, linking training more directly to organization needs and budget process, and creating organization capacity for the future .in several organization, the corporate universities are the vehicle for enhancing workforce development and encourage continuous learning through a range of training opportunities that address the business needs of the organizations.

Objectives of the Study

Primary objectives:

To study the important of HRM practices in knit gallery.

Secondary objectives

- To study about recruitment process.
- To study about performance appraisal process.
- To study the job satisfaction of the employees.
- To study about the training that is provided by the company to the employees.
- To study about the staffing process.

Scope of the Study

The present study explores the HR practices in these mills and focuses on four functions i.e. recruitment, selection and training and development. It further analyzes the satisfaction level of employees which is related to implementation pattern of above mentioned function.

Industry Profile

Indian Textile Industry is one of the leading textile industries in the world. Through was predominantly unorganized industry even a few years back, but the scenario started changing after the economic liberalization of Indian economy in 1991. The opening up of economy gave the must-needed thrust to the Indian Textile Industry, which has now successfully become one of the largest in the world.

The Indian Textile Industry counts among the leading textile industries in the world. Apart from providing the basic necessities of life, its role in the country's economic growth is significant. India's textile industry contributes about 14 per cent to industrial production; 3 per cent to the country's gross domestic product (GDP); 27 per cent to its export earnings; and is a source of direct employment for over 35 million people, which makes it the second largest provider of employment after agriculture. Abundant raw materials, healthy foreign direct investments (FDI) and a government willing to invest ensures a bright future for India's textile sector.

Indian Textile Industry

India accounts for 22 per cent of the world's installed capacity of spindles and is one of the largest exporters of yarn in international market. Indian industry contributes about 25 percent share in the world trade of cotton yarn. It has second highest spindles in the world after China. Indian textile has the highest looms (including handlooms) in the world and contributes about 61 per cent to the world total looms. The contribution of India is about 12 percent of the world production of textile fibres and yarns (including jute). India is the largest producer of jute, second largest producer of silk, third largest producer of cotton and cellulose fibre/yarn and fifth largest producer of synthetic fibres/yarns.

The textile sector also has a direct link with the rural economy and performance of major fibre crops and crafts such as cotton, wool, silk, handicrafts and handlooms, which employ millions of farmers and crafts persons in rural and semi-urban areas. India produces a variety of textiles and clothing items.

Structure of Indian Textile Industry

Textile industry in India comprises mostly of small-scale, non-integrated spinning, weaving, finishing, and apparel-making enterprises. Such a structure arose due to the policies on tax, labour and other regulations that favoured small-scale, labour-intensive enterprises, while discriminating against large-scale, capital-intensive operations. There is a modern mill sector on the one hand and handloom and power loom sectors on the other. Small-scale "unorganized" players dominate the industry, where the regulations are less stringent. Most of the units are in handloom sector and the employment is also the highest.

India's Textile Exports

The Textiles exports basket consists of Ready-made garments, Cotton textiles, textiles made from man-made fibre, Wool and Woollen goods, Silk, Handicrafts, Coir, and Jute. Further, the export basket consists of variety of items: cotton yarn and fabrics, wool and silk fabrics, man-made yarn and fabrics, etc., of which man-made textiles and silk showed the highest growth rate.

The Textile Policy of 1985 heralded a new beginning for the textile industry by focusing on the deep-rooted structural weaknesses. The reforms in 1990s further boosted the textile industry. The textile industry was de-licensed and reforms on fiscal and export front were pursued. As a result, India's Textile export during the financial year 2007-08 have reached Rs.923940 million from Rs.154836 million in 1992-93 marking an annual growth of 13 percent per annum. This period also witnessed drastic decline in the share of textile export in total exports as it declined from 29% of total exports in 1992-93 to 15% in 2007-08. Garment exports from India grew by 19 per in the period July 2012–July 2013.

India's Textile Imports

One of the significant aspects of India's textile sector is that it has relatively negligible import content. Textile imports increased from Rs.13426 million in 1992-93 to Rs.139140 million in 2007-08. Major markets for textile import, are Chinese Republic, China Taipei, Korea Republic and middle and low-income countries, accounting for around 36% of imports in textiles and clothing. Undoubtedly, the global textile and clothing industry is growing significantly in the post quota regime.

Growth in Textile and Garments Sector

One of the important aspects of the textile and garments industry is its contribution to employment. If at all it is believed that Indian textile and garments industry will grow by leaps and bounds during the post quota regime it is precisely because of its advantages in terms of labour productivity in relation to the prevailing wage rate.

Exports from the handloom sector constitute a negligible 2% of the total textile exports from India. In fact, this share has declined from 5% in 1995-96. If the production levels are not improved, handloom sector may not be able to withstand the competition owing to globalization though it occupies a significant position in terms of employment, flexibility of small production, uniqueness, innovation and adaptability.

Government Initiatives

The Ministry of Textiles is responsible for policy formulation, planning, development, export promotion and trade regulation in respect of the textile sector. This includes all natural and man-made cellulosic fibres that go into the making of textiles, clothing and handicrafts. Some of initiatives taken by the government to further promote the industry are as under:

- The Government of India plans to set up a Rs 100 crore (US\$ 15.79 million) venture capital fund to provide equity support to start-ups in the textile sector, in order to encourage innovative ideas
- The Government has allowed 100 per cent FDI in the sector through the automatic route. In the 12th Five Year Plan (2012–17), the government plans to spend US\$ 9.1 billion on textiles as against US\$ 4 billion in the 11th Plan
- In order to make textile processing units more environment-friendly and globally competitive, the Cabinet Committee on Economic Affairs (CCEA) has approved an Integrated Processing Development Scheme (IPDS) with an investment of Rs 500 crore (US\$ 78.94 million)
- Under the Technology Upgradation Fund Scheme (TUFs), the cotton textile industry of India will receive margin money from the Ministry of Finance. The industry is also expected to attract Rs 4,000 crore (US\$ 631.65 million) in the form of investments over the next six months
- The Government of India has allotted Rs 700 crore (US\$ 110.53 million) in the next Five Year Plan for the development of technical textiles. In 2012–13, the technical textiles industry reached Rs 7.48 trillion (US\$ 118.19 billion) at an annual growth rate of 3.5 per cent
- In the new textile policy, the Government of Gujarat has announced 5 per cent interest subsidy on bank loans for five years, for those who establish new plants for value addition chain like ginning, processing, weaving, knitting, and machine carpeting.

Global Scenario

The global textile and clothing industry occupies an important position in the total volume of merchandise trade across countries. Developing countries account for little over two-third of world exports in textiles and clothing. In the global textile market, the major importers are USA, European Union and Canada. Asia has been the principal sourcing region for imports of textiles and clothing by both USA and European Union.

Road Ahead

The future for the Indian textile industry looks promising, buoyed by both strong domestic consumption as well as export demand. With consumerism and disposable income on the rise, the retail sector has experienced a rapid growth in the past decade with the entry of several international players like Marks & Spencer, Guess and Next into the Indian market. The organised apparel segment is expected to grow at a compound annual growth rate (CAGR) of more than 13 per cent over a 10-year period.

Company Profile

Name of the company	:	Knit gallery
Head office	:	No 33, Murugampalayam, Tirupur
Commenced on	:	July 1986
Type of industry	:	Spinning Mill
Cost of initial project	:	Rs .724. 85 Lakhs
Area of Mill	:	42. 86 acres
Managing Directors	:	Mr .E .N .Othisamy
Board of Director	:	Mr .E. N Palanisa & Mr .E. N Sivasamy
Executive Director	:	Mr .SM .Deivanaayagam
		Auditors: M/ S K.S Palanisamy& co Chartered Accountant
Company address	:	No 33, saraswathiammal industrial complex Murugampalayam, Tirupur – 641687 Tamil Nadu, India
E mail	:	vijayanad@knitgallery.in

Organization Structure of the Company

The organization has been structured in such a way to enable the company to attain the objectives. The hierarchy of the organization has clearly delegated the authority and responsibility so as to ensure efficiency in operation.

The organization chart given below explain the relationship between different departments divisions and units knit gallery.

Shift

There shifts are followed in that mill. They are,

- 1st shift (or) A shift : 8.00 am to 4.00 pm
- 2nd shift (or) B shift :4.00 pm to 12.00 am
- 3rd shift (or) C shift :8.00 am to 4.30 pm

Facilities Overview

- Spinning mills producing 60 tons of yarn per day
- Weaving wider and narrow width looms producing 7.5 lakh mtrs per month
- Knitting machines producing 20 tons of grey knitted fabric daily
- Processing unit producing 12 tons of dyed fabrics daily
- Manufacturing knitted garments with capacity to produce 6 million pieces per year
- Windmills generating 30 MW of green energy per year

Management

Business skills draws strength and direction from strong experienced management team of professionals from various areas

Departments

“Knit gallery “, has seven departments

- Purchase department,
- Stores and maintenance department,
- Production department,
- Quality control department,
- Marketing department,
- Accounts department,
- HR department.

Purchase Department

Purchase is the first phase of manufacturing concern purchasing is the procurement of goods and services. The purchase departments purchase the raw materials, spare parts & other equipment's for all departments of the industry.

In spinning mills limited, all the buying activities are centralized in the purchase department where the entire activities are systematically organized to different experts. The purchase department of spinning mills limited performs the various functions with the following objectives.

- To procure the good quality of raw materials,
- To procure the raw material in better quality,
- To procure the material at reasonable price,
- To avoid the possibility wrong purchases,
- Disposal of scrap and surplus materials.

Production Department

Production plays a vital role in this company. Through production, cotton is converted into yarn at the end of some process. Production is a process whereby raw material is converted into semi – finished products and there by adds to the value of utility of products, which can be measured as the differences between the value of inputs and value of outputs.

Production function encompasses the activities of procurement, allocation and utilization of resources. The main objectives of production function is to produces the goods and services de – manded by the customer in the most efficient and economical way. Therefore efficient man – agreement of the production function is of utmost importance in order to achieve this objectives. Various destinations like knotting factories and loom sheets

HR Department

The plays HR department a key role in this organizations. It main objective is to create and maintain a good relationship between management and employees

Candidates are recruited and selected on the basis of their qualification. Child labours are not allowed. For every employee, license is must, license means transfer certificate, age proof etc.

Personnel Department Structure

HR. Officer

HR officer is the organizer of the personnel department and his main responsibility to make sure about discipline of the staff and workers.

Time Keeper

Every worker is provided with a time card for his identify bearing his identification number. All cards are kept in the entrance of the organization. All the workers should bring their time card daily. This card is signed by the time keeper daily.

Selection and Training Procedure

Normally labours and personal are selected on the basis of recommendation. Oral interview are conducted for personnel. For workers oral interview as well as aptitude test are conducted. Such important is not given to experience. The basic qualification for the workers is 10th standard and they must be of 5th height .the information about the relations, family background, friends, communities, locations are collected.

Promotions and Transfer

Promotion and transfer are given to the personal accounting to the efficiency and discipline maintained by them

Finance Department

Finance is the lifeblood of managerial division investment division are based on the profitability of the company. Money is the basis for predicaments of machine, material manpower. Finance department is mainly concerned with the proper management of funds. The manager plays an important role in dealing with the fixed capital, working capital &all statutory accounts, the working capital requirement for the procurement of raw material the finance department arranges wages of labours, knitting charges &other expenses.

- Collecting all information from various departments.
- Passing vouchers & posting them in general ledgers.
- Preparation of finance balance & monthly comparison statement for every month.
- Comparison of revenue accounts with budget proposal.
- Capitalization of fixed assets, project calculation of depreciation for item.
- Verifying of the connecting of production statement from the sales closing and stocks.

There are a variety of factors that can influence a person's level of satisfaction towards the buying behaviour of HDPE pipe. So an attempt is made to analyse the impact of the HDPE pipe on the sample respondents towards their satisfaction who were buying HDPE pipes from Genentech Company in Dindugal. The data discussed in this chapter have been collected through an interview schedule.

Marketing Department

Introduction

Marketing management defined as the task of regulating the level, timing and character of demand in way that will help the organization to achieve objectives

Channel of Distribution

In Knit gallery. Marketing is centralized through Tirupur head office. Which the cotton yarns is sold. The channels of distribution are always very smooth in the concern



Online Catalogue

Trade India through its 'online catalogue' section provides you with personalized space to showcase your company under elaborate sub-headings like Homepage, Profile, R&D, Newsroom, Factory Tour, Services & Support, Quality Control, Management, Showroom, etc. You can publish colour photographs of your company, products and services in the catalogue. This visually impressive section provides a complete picture enabling a practical experience of what is required and what is being offered. Cotton mill is a factory housing powered spinning or weaving machinery for the production of yarn cloth from cotton , an important product during the industrial revolution when the early mills were important in the development of the factory system.

Expenses

All costs other than material and labour are termed as expenses

Direct Expenses are those expenses which are specifically incurred in connection with a particular job or cost unit. Direct expenses are also known as chargeable expenses

Indirect Expenses cannot be directly identified with a particular job, process and are common to cost unit and cost centres.

Advantages of the Cost Accounting of a Spinning Mill

- It reveals profitable and unprofitable activities.
- It helps in controlling costs with special techniques like standard costing and budgetary control.
- It helps on inventory control.

- It supplies suitable cost data and other related information for managerial decision making such as introduction of a new product , replacement of machinery with an automatic plant etc.

Investment of Machinery

The investment of machinery considered while deciding the machines from the 23 ring frames with 1120 spindliest are working with auto doffing and with link to auto corner. The major advantage of this automation is to reduce labour and to reduce the problems related to material handling.

One has to really work out the benefits achieved because of this and the for the exact back for the extra investment. Draw frame contributes a lot to the yarn quality and the ring frame and winding machine working. It's always better to go in for the best draw frames like RS B –D 30 draw frames with auto leveller. It is not wise it's always better to keep excess carding and project is also maintained

If the coarser counts contributes more and the market is good, overall production can be increased. If the market is for inert count, both the machines can be run at slower speeds, which will surely contributes to yarn quality. Blow room capacity should be utilize to the maximum as it consumes a lot of power spaces and money. Ring frame specification should be perfect, because the working performance and power consumption of the ring frame depends on the specifications like, lift, ring die, no of spindliest etc.,

Spinning Textiles

Spinning is a major part of the textile industry. It is part of the textile manufacturing process where three types of fibbers are converted into yarn then fabrics, which undergo finishing process such as bleaching to become textiles. The textiles are then fabricated into cloths or rather products.

There are three industrial process available to spin yarn, and a handicraft community who use hand spinning techniques. Spinning is the twisting together of drawn often out strands of fibres' to form yarn through it is colloquially used to describe the process of drawing out , inserting the twist and winding onto bobbins .

Types of Fibbers

Artificial fibres' are made by extruding a polymer through a spinneret into a medium where it hardens. Wet spinning uses a coagulating medium. In dry spinning the polymer is contains in a solvent that evaporates in the spinning the extruded polymer is cooled in gas or air and sets. All these fibres' in gas will be of great length, often kilometres long. Natural fibres' are either from animals (sheep, goat, rabbit, silk – worm) minerals (asbestos) or from plants (cotton, flax , sisal). These vegetable fibres' can from the beast fibbers: flax, hemp, jute or the leaf (sisal). Without exception, many process are needed before a clean even staple is obtained – each with a specific name. With

the exception of silk each of these fibres' is short, being only centimetres in length, and each has a rough surface that enables it to bond with similar staples.

Checking

This is the process where each of the bobbins is rewound to give a tighter bobbin

Folding and Twisting

Plying is done by pulling yarn from two or more bobbins and twisting it together, in the opposite direction from that in which it was spun. Depending on the weight desired, the yarn may or may not be piled, and the number of strands twisted together varies.

Learning Outcome

- During this summer training period I have learned a lot about practical work environment.
- I also learned how every part of work is planned and executed to achieve the organization's goal
- How the manager handles the different types of agent and labours
- I learn about Time Management

Review of Literature

Armstrong (1995) defined HRM as "a strategic and coherent approach to the management of organization's most valued assets- the employees who individually and collectively contribute to the achievement of the objectives of the business".

Human resource management (HRM) is considered a critical organizational resource that helps an organization sustain its effectiveness. It is one important area that influences a number of employees' attitudes and behaviour such as intent to leave, levels of job satisfaction, and organizational commitment (Lee & Heard, 2000).

Pfeiffer (1998) suggested that soft or high commitment human resource management practices are those that generate trust in employees and these practices include giving employees empowerment and involvement in decision making; extensive communication about functioning and performance of the employees service; designing training for skills and personal development of employees; selective hiring; team-working where idea are pooled and creative Solutions are encouraged; rewards system that commensurate with effort; reduction of status between the management and staff and all workers are valued regardless of their role.

According to Mackey &Boxall (2007), the scientific literature assumes a causal link flowing from HRM practices to organizational performance via the responses of employees. Organizations that do not pay equitably compared to others may lose their employee's because of the non-competitive compensation package (Adams, 1965).

According to Lawler (2005), society has entered a new era in the relationship between organizations and their employees. In this new era, people are the primary source for a company's competitive advantage and organizational prosperity and survival depends on how employees are treated. The 'human' aspect of HRM is concerned with the relationship between employer and employee and it associated with the human relations movement and the concept of high commitment work practices developed by (Walton, 1985).

The best Human Resource practices areas are recruitment and selection, socialization, job design, training, communication/participation, career development, performance management, employee reward and job security (Huselid, 1995).

It is plausible that when employees judge the organization to be fair and supportive in their treatment particularly with regards to the availability and frequency of promotional opportunities, adequacy of pay and good supervision, positive feelings of well-being will be created, which is likely to stimulate that to reciprocate by increasing their loyalty to the organization and reducing turnover (Nasurdin et. al., 2001).

The motivation and opportunity focused bundles of Human Resource practices positively related to affective commitment and negatively related to turnover (Gardner et. al., 2007).

Previous literatures argue the affordability of some organizations that deprive themselves for a single individual employee particularly when human resources are limited: this can hinder the productivity on the short term and destabilize the organization (Bishop, 2003). He continues to stress that such perception about training implies that organization should embark on a cost reduction strategies and focuses on in-house or on-job-training (OJT).

The concept of measuring performance or managing performance within organizations is to strategize how firms can get the utmost benefits from their employees (Dransfield, 2000). The approach to measuring performance can be classified as a three-step approach that composed by objectives, appraisal and feedback. The first step is the setting of performance objectives that are quantifiable, easy to measure and simple to communicate throughout the organization (Dransfield, 2000).

Eliciting high contributions within an organizational environment is highly essential for the firm as well as the employees (Appleby and Mavin, 2000).

For instance, expectancy theories have explicated aspects of anticipated rewards in line with employee's motivations. This indicated that every employee will have to face with a logical decision in accordance to the present economical circumstance (Tannenbaum and Dupuree-Bruno, 1994). As a result to that employee considerable effort will manifests into an intended realizations and fulfillment of a specific desire outcome. Such manifestation enhances the explanation of the crucial aspect of

organizational reward system and how it can be sustain and elicit the firm human capital investment Tannenbaum and Dupuree-Bruno (1994).

Storey (1995) considered HRM as a distinctive approach to employment management which seek to obtain competitive advantage through the development of a highly committed and skilled workforce, using an array of techniques.

Shaw et al. (1998) indicate that involuntary turnover is affected by staffing practices (recruitment and selection process) and employee monitoring (performance appraisal). DeCenzo and Robbins (1996) opine that employee training has become increasingly important as job have become more sophisticated and influenced by technological changes.

Bernardin and Russel (1993) opine that over the years, training has become increasingly popular as HR tool for improving employee and managerial performance in organization. Buck and Watson's (2002) indicated nine important HRM practices such as decentralization, Compensation, Participation, training, development, employment security, social interactions, management style, communications, and performance appraisal.

According to Klaus et al. (2003), through better job assignment or work design, employees may display greater commitment, leading to better job performance. On the basis of the above literature review, the study consider the following dimensions of HRM practices have impacts on employees' satisfaction towards organization such as recruitment and selection systems, compensation package, job security, career growth, training and development, management style, job design and responsibilities, reward and motivation, and working environment.

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