

Human Resource Development and Its Productivity Enhancement And Achieving the Competitive Advantage in Indian Oil Corporation

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Abstract: The Human Resource function has evolved over the years from the labor officer, to the personnel officer, personnel manager and the human resource manager of today. The change in terminology also suggests a change in the objectives and boundaries of the function. The dynamic and competitive business environment resulting from globalization has led a new focus on how human resource should be organized and managed. This has led to the emergence and increase in the use of the term strategic human resource management (SHRM). There has now been a visible convergence between HRM and strategy. The role of human resource management in gaining competitive advantage has been discussed in the western literature since the early eighties. Many studies have been conducted regarding how companies can gain a sustainable competitive advantage through their human resources and human resource management practices. These studies have empirically proved the relationship between strategic human resource management and firm performance. There has been a positive relationship between HRM practices and firm financial performance. Researchers have been addressing the link between HRM practices and competitive advantage. They have argued that human resource management practices can contribute to competitive advantage in so far as they elicit and reinforce the set of role behavior that results in lowering costs, enhancing product differentiation or both. This perspective has contributed enormously to the theory, research and practice in the field of strategic HRM. The responses shows that majority of the respondents are satisfy with the following human resource management practices of the organization namely recruitment and selection policy of the organization.

Keywords: Human Resource, Competitive Advantage, Management, Organization, Business Environment.

I. INTRODUCTION

The term “human resource management” has been commonly used for the last three decades. Prior to that, this area was generally known as “personnel management”. The traditional concept of personal management was based on human motivation and attention was merely in administering the necessary conditions required for performing the work. The attention was mainly on the administration of salary and benefits. Human Resource Management involves all management decisions and practices that directly affect or influence the people, or human resources, who work for the organization. In the management literature, the HRM is a modern term and it has traditionally been referred to as personal administration and personal management. Human Resource of an organization represents its largest investment. HRM refers to a set of programs, functions and activities designed and carried out in order to maximize both employee as well as organizational effectiveness. HRM encompasses these activities designed to provide, motivate and coordinate the human resources of an organization.

II. REVIEW OF LITERATURE

Delaney and Huselid (1996) studied 590 firms to find out the impact of HRM practices on firm performance.

They reported findings in their essay ‘The impact of human resource management practices on perceptions of organizational performance’. They found that progressive HRM practices, including highly selective staffing, training, and incentive compensation were positive relationships on firm performance. Delery and Doty (1996) found significant relationship between Human Resource Practices and accounting profits among banks. They identified performance-based compensation as the single strongest predictor of firm performance. Contingency relationships between strategy and three HRM practices, participation, result oriented appraisal, and internal career development, demonstrated significant portion of variation in the same performance measure.

Sankaran (2000) investigated the students’ attitudes about web vs. lecture formats. Attitudes toward web along with learning strategies were measured using a survey and learning performance by test score. Findings suggest that students tend to enroll in the format according to their attitude and learning strategies. Individuals learn differently even when the content and format is the same. Distance Education become alternative for individualized learning and concern of different learning tendencies. Simpson (2000), academic support deals with supporting

students with the cognitive, intellectual and knowledge issues of specific courses or sets of courses. The non-academic support is the support of students in the effective and organizational aspects of their studies. Distance education involves a student centered approach in which the instructor takes the role of the facilitator and students engage in peer learning.

III. OBJECTIVES OF STUDY

- To understand the Human Resource Management practices in Indian Oil Corporation Ltd.
- To study the existing practices of Human Resource Management in Indian oil Corporation Ltd.

IV. RESEARCH METHODOLOGY

The study will be conducted to achieve the aforesaid objectives including both exploratory and descriptive in nature and involve personal interviews that will be based on the questionnaire format. A Research Methodology defines the purpose of the research, how it proceeds, how to measure progress and what constitute success with respect to the objectives determined for carrying out the research study. The research process that will be adopted in the present study consists of the following stages: Sample size can be 100.

A. Data Analysis & Interpretation

1. Gender:

TABLE I: Gender

Gender	No. of respondents
Male	78
Female	22
Total	100

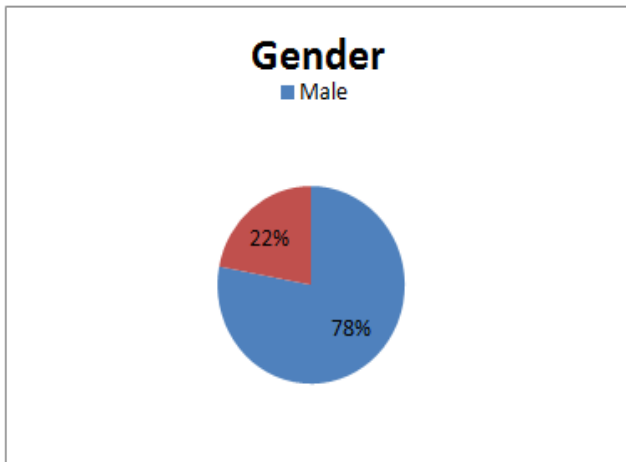


Fig.1. Gender.

2. Age:

TABLE II:Age

Age group	No. of respondents	percentage
20-29	20	20
30-39	45	45
40-49	25	25
50-59	10	10
Total	100	100

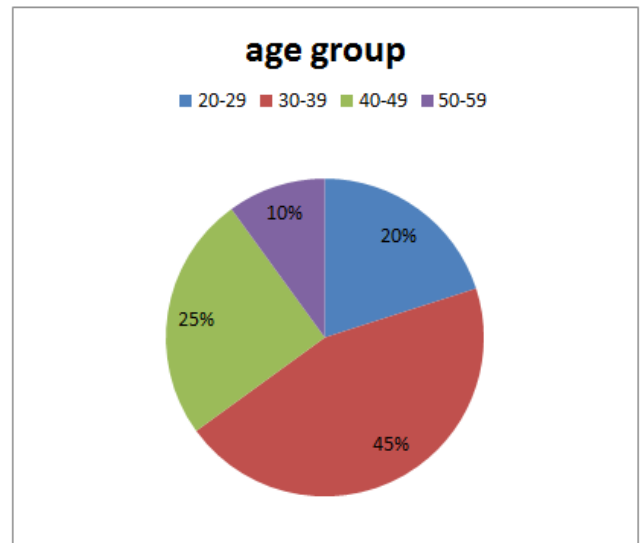


Fig.2. Age.

3. Experience:

TABLE III: Experience

Total experience	No. of respondents	percentage
Below 5 years	10	10
6-10 years	15	15
11-15 years	35	35
16-20 years	25	25
More than 20 years	15	15
Total	100	100

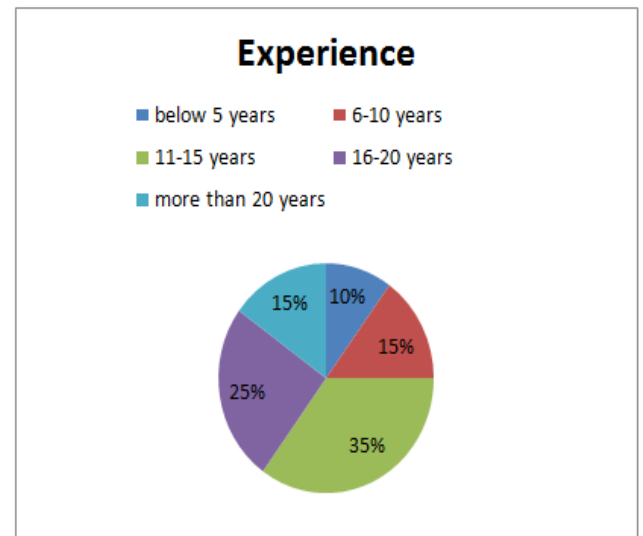


Fig.3. Experience.

From the above chart it is clear that most of the respondents have more than 10 years of experience.

4. Qualification:

From the above pie chart it is clear that large no. of respondents are graduate and post graduate combined it is 72%.

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TABLE IV: Qualification

Qualification	No. of respondents	Percentage
Matriculation	12	12
Intermediate	14	14
Graduate	48	48
Post Graduate	24	24
Doctorate	2	2
Total	100	100

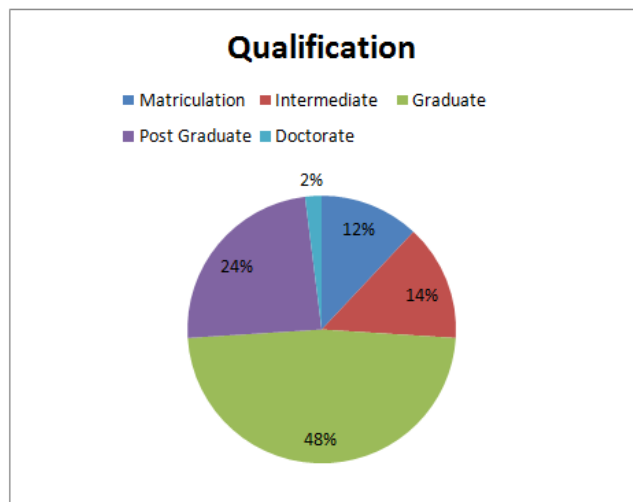


Fig.4. Qualification.

B. Recruitment and Selection

Q.1 The Company has a good recruitment policy

From the above chart it is clear that 88% respondents feel that company has good recruitment policy while 12% are not.

Q.2 Company select individual on the basis of training and competence.

From the above chart it is clear that 90% of respondents says company select individuals on the basis of training and competence.

Q.3 Recruitment and selection process follows in the company are highly scientific.

From the above chart it is clear that 86% respondent says that company follows the highly scientific process in selection and recruitment.

C. Findings

- In India oil Corporation Ltd. Most of the respondents (35 percent) have the experience of 11-15 years.
- Nearly 75 percent respondents are Graduate and post graduate.
- 88% respondents think that Company has a good recruitment Policy.

- 90% respondents say that Company select individual on the basis of training and competence.
- 85% respondents think that employees are sponsored for training programs on the basis of relevant training needs.
- 95% respondents trust each other in the Company.
- 70% respondents are aware of the career paths in the Company.
- 92% respondents say that management makes efforts to identify and utilize the potential of the employees in the company.

V. BIBLIOGRAPHY

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