

Human Resources Management Practices & Organizational Performance: Study of Oil & Gas Industry in India

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ABSTRACT

The present research paper aims to assess the impact of Human Resources Policies and Practices on Organizational Performance in Indian Oil & Gas Industry. The main objective of this research is to understand the influence of Human Resource Management Policies and Practices on Organizational Performance in Oil & Gas Industry in India.

The study sheds light on how HRM practices are implemented in India specifically at ONGC to enhance Organizational Performance.

1. Introduction

The rapid progress of economic globalization, technology and the diversified expansion of customer needs and more competitive market have brought great challenges to the performance of organizations. The organizations need to adapt these ever-growing competition needs in terms of delivery, speed, product or service quality, innovation and globalization. In the early 20th century, the organizations have introduced new methods of manufacturing to improve the competitiveness and efficiency. However, lesser attention was given on improving the human resource management system which resulted in not achieving the anticipated effect. However, the technology & tangible assets, which were earlier a source of competitive advantage, could easily be copied by the competitors. Thus, organizations and researchers began documenting ways of creating business value through the strategic management of the workforce.

In today's World of Globalization, Organizations are seeking to gain competitive advantage by obtaining the right talent through human resources strategy. The people working in organizations can be a source for competitive advantage unlike any other resource, in the way that they can be rare and hard to imitate by competitors (Barney, 1991).

With the evolution of Strategic Management Theory, many organizations have implemented the human resource strategy which made the employees the focus of organizations. Considering the macro domain of the human resource management field, strategic human resource management mainly concentrates on firm-level human resource phenomena and the link between human resource practices and organizational performance (Lepak & Shaw, 2008).

India ranks 4th largest Oil and Petroleum product consumer in the world and the 3rd largest consumer of Crude Oil and Petroleum products in the World in 2016. Further, the increase in mergers and acquisitions due to Globalization, technological progression, new production development, regulatory requirements and shifting demographics challenge the Oil and Gas Industry, specifically the ability of the industry to attract and retain skilled employees. Among the energy producing companies of the World, Oil and Natural Gas

Corporation Limited (ONGC) ranked number one and amongst the exploration and production (E&P) companies 11th among the global energy majors.

2. HR SCENARIO OF ONGC

The Oil and Gas Industry in India is currently facing talent shortage and so is the Oil and Natural Gas Corporation Limited (ONGC). The average age of work force in the Indian oil and gas sector is high. Almost 50% of employees have more than 20 years of experience, and the majority is due to retire in the next 5–10 years (Verma, 2016).

ONGC has about 32 thousand employees. Aging work force is a cause of concern in ONGC. The sector may also face 34% of employee retirement at the middle-management level. This will reduce the experienced talent in the Oil and Gas Sector. Attracting the right talent and positioning them at the right place is another challenge: The problem gets further accentuated by the fact that the fresh graduates who have joined in the recent past had no immediate superiors with whom they could connect and get proper guidance or grooming. They sure had been assigned mentors, but the gap between them (of age, level) had been too wide to develop a healthy, elder-brotherly bond – the relationships were more like father-son separated by a complete generation, and unable to appreciate each other's concerns. There are two major root causes of the problem – first, heavy recruitment in the early and mid-eighties coupled with a time bound promotion policy, and second, and more important, a Government directive in the nineties to stop all fresh recruitments.

The large number of fresh graduates who had joined ONGC in the eighties therefore remained at the bottom of the ladder even after several promotions. It was common to see qualified graduate engineers at Superintending Engineer level working in shifts and checking and topping up the oil and water levels in the engines running at ONGC's installations. The same people today are at General Manager Level, still at the working level.

These two sets of people are today at the top levels and have two very different competencies - the ones in the corporate offices do not have good field exposure and are not

able to appreciate the problems of the field. The people in the field understand the problem well, and are very competent to solve them, but lack communications skills to convey their problems and likely solutions to the top management. They also do not understand the complexities of contracts and keep falling into the traps of vigilance, in spite of having acted in the best interest of the organization. But there is an even bigger problem - due to this acute shortage of manpower and the growing volume of work, ONGC resorted to outsourcing. Out sourcing is a preferred option for low-tech, routine or non-core activities, such as logistics, civil construction work etc. But ONGC ended up with contracting most of its high tech and core activities.

Their personal objectives are often at variance with the objectives of ONGC and result into disputes, delays, litigations, and worst of all, corruption.

This therefore leads us to an organization, where those who know and can perform, are neglected and demoralized those with lesser technical knowledge but better communication skills call the shots and those with vested interests manipulate the things.

3. REVIEW OF LITERATURE

This section presents an in-depth review of literature of the variables related to the study. The present review analyses the way in which subject aspects have grown indicating various components that have added value. Based on the different HRM literature and research done in large companies, this section will describe how the subject has developed in the past years.

Gould-Williams (2003) supported that HR practices are powerful predictors of trust and organizational performance. **Singh (2004)** believed that training and compensation had a significant impact on perceived organizational performance and market performance of the firm. **Bartel (2004)** indicated a positive relationship between branch performance and employee's satisfaction. **Budhwar & Boyne (2004)** showed many similarities and differences in the HRM systems of Indian public and private sector organizations. **Gooderham et al. (2008)** indicated those five calculative practices and two intermediary practices had a significant impact on performance **Katou (2009)** indicated that the effect of HRD on organizational performance was positive **Caliskan (2010)** investigated the link between human resource management practices and organizational performance. **Gavrea et al. (2011)** revealed that all the variables except the structure of the organization had a significant impact on organizational performance. **Khan et al. (2011)** found that On-the-job-training, Training Design and Delivery style had positive impact on organizational performance. **Santos & Brito, (2012)** support the idea that stakeholders have different demands that need to be managed independently. **Kagwiria (2013)** found that most of the talent management studies reviewed did not show a direct relationship between talent management and organization performance. **Almatrooshi et al. (2016)** found that "Leadership is an important variable in the success of an organization". The study is theoretical in nature and requires further empirical studies. **Farouk et al. (2016)** found that organizational innovation fully mediates human resource management practices –organizational. **Choi (2014)** revealed that the

effectiveness measure had an impact on financial performance and presence measure had an impact on employee job satisfaction. The empirical research of **Dirpal (2015)** revealed that team work, performance appraisal and work-life balance generate tendencies to enhance organizational performance; whereas corporate culture, empowerment and rewards generate neutral powers/tendencies. **Habtoor (2016)** indicate that human factors positively affect quality improvement practices and organizational performance; human factors indirectly and significantly affect organizational performance via the mediator of quality improvement practices. **Mehralian et al. (2017)** supported the research model and revealed that total quality management implementation can positively and significantly influence the organizational performance.

4. OBJECTIVES OF RESEARCH

The study aims to achieve the following objectives.

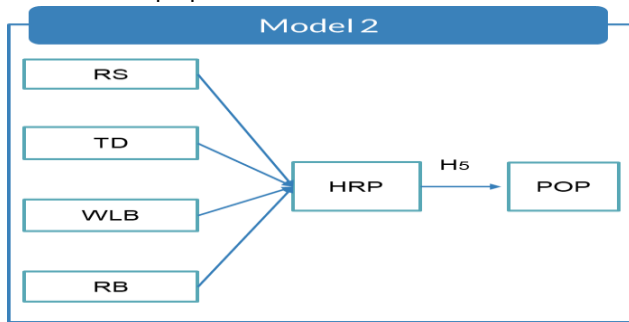
1. To identify the impact of HRM policies and practices on perceived organizational performance.
2. To identify the impact of moderating variable on the HRM policies and practices and organizational performance relationship.
3. To suggest measures to improve perceived organizational Performance through HR practices and policies.

5. RESEARCH METHODOLOGY

The present research work is based on primary data collected with the help of a questionnaire. The questionnaire had **three** sections; Section A asked for the personal details of the respondents, Section B had different questions on four HRM dimensions such as Work-Life balance (WLB), Rewards and Benefits (RB), Training and Development (TD), Recruitment and Selection (RS), Perceived Organizational Performance (POP) and HR Practices/ HR Bundle(HRP). The last section, attempted to assess perceived organizational performance. There are, in all 29 items in the questionnaire for employees. All of the items were derived from the review of existing literature on HRM policies and practices and were adopted from previous researchers ((Delery and Doty (1996); Dockel (2006); Guest (1998); Huselid (1995); Pfeffer (2005)) and a few items have been adapted from already developed and validated scales such as HRMPPS (Human Resource Management Practices and Policies Scale). The responses were measured on a five point Likert scale, varying from 1= strongly disagree to 5 = strongly agree which is useful in context to questionnaire survey and research (Likert, 1932). All the employees of ONGC are considered as the universe. The employees who participated in the survey work at different functional levels. Hence, a sample of employees was chosen from the universe for data collection for this study. This convenience sampling method has been used for the study. In this paper, quantitative approach is used to develop the hypotheses. The hypotheses consisting all the variables under study are empirically investigated using statistical techniques which have been used to prove the causal relationships among independent variables, dependent variables, mediating variables and between independent & dependent variables.

6. CONCEPTUAL FRAMEWORK OF THE STUDY

Based on the review of Literature the following research models have been proposed



RESEARCH HYPOTHESIS

In this section all the hypotheses used in the study have been formulated.

H1: There is a positive relationship between Recruitment and Selection and Perceived Organizational Performance

H2: There is a positive relationship between Training and Development and Perceived Organizational Performance

H3: There is a positive relationship between Reward and Benefits on Perceived Organizational performance

H4: There is a positive relationship between Work-Life Balance and Perceived Organizational Performance.

H5: There is a positive relationship between individual HRM policies and Perceived Organizational Performance.

7. DEMOGRAPHIC DESCRIPTION OF RESPONDENTS

Gender Profile of Respondents

The gender status covers two categories viz .male and female. After generating the profile of the respondents on the basis of gender, it has been observed that the male respondents are dominant as out of 336 respondents, there are 243 (72.3 %) male and 93 (27.7%) female in study.

Gender	Frequency	Percent	Cumulative Percent
Male	243	72.3	72.3
Female	93	27.7	100.0
Total	336	100.0	

Age Profile of Respondents

Respondents have been divided into four groups on the basis of their age viz. 18-25 years, 26-39 years, 40-55 years, and 56 years & above.

Age	Frequency	Percent	Cumulative Percent
18-25	117	34.8	34.8
26-39	196	58.3	93.2
40-55	17	5.1	98.2
56 and above	6	1.8	100.0
Total	336	100.0	

Academic Qualification of Respondents

The academic qualification has been sub-divided into four groups. These are; PhDs: postgraduates, graduates and any others.

Academic Qualification	Frequency	Percent	Cumulative Percent
Ph.D.	2	0.6	0.6
Post Graduate	166	49.4	50.0
Graduate	163	48.5	98.5
Others	5	1.5	100.0
Total	336	100.0	

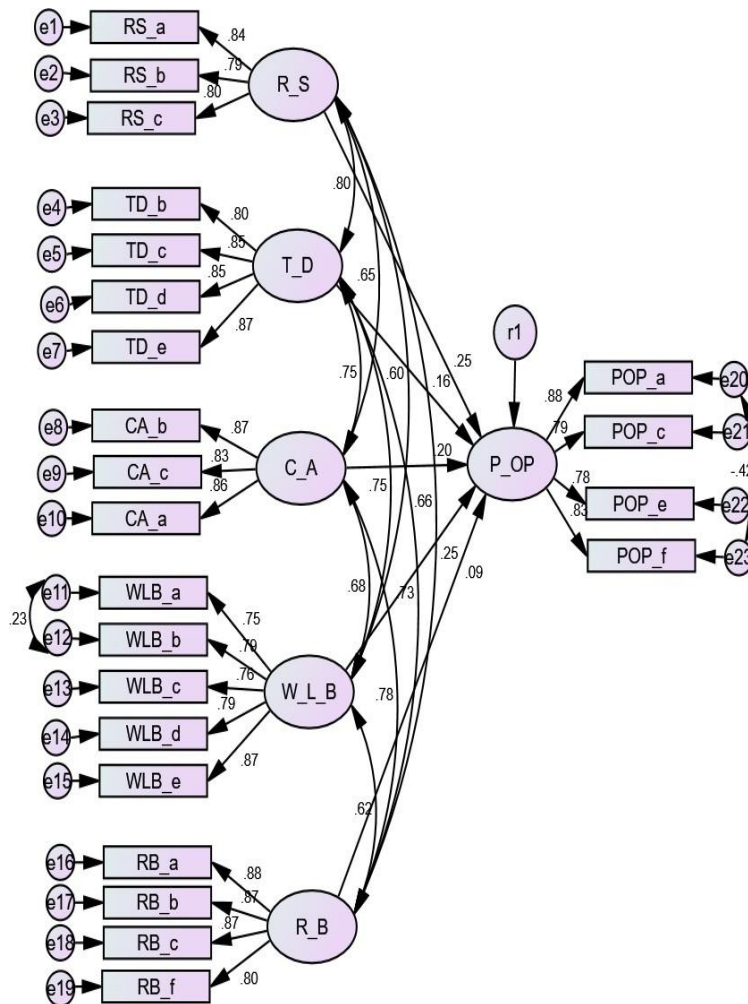
Work Experience of Respondents

Employees of ONGC have been categorised into five groups as per their work experience viz below 0-5 years, 5-10 years, 10-15years, 15-20 years and 20 years and above.

Work Experience	Frequency	Percent	Cumulative percent
0-5 yrs	200	59.5	59.5
5-10 yrs	95	28.3	87.8
10-15 yrs	18	5.4	93.2
15-20 yrs	6	1.8	94.9
20 & above	17	5.1	100.0
Total	336	100.0	

8. DATA ANALYSIS

The responses gathered by means of the questionnaire from the employees of Oil and Natural Gas Corporation (ONGC) have been processed and analyzed for testing the hypotheses formulated for the present study. The collected data and its analysis are presented below.



EFA was used to reduce data to a smaller set of summary variables and to explore the underlying theoretical structure of the phenomena. It is normally used to regroup variables into a limited set of clusters based on shared variance. The Scale reported to have 24 items in total. Therefore, out of 29 items used in the questionnaire for measuring variables, 24 items of the study were retained. Internal consistency for estimating the reliability was measured by Cronbach Alpha. For this study, the reliability scores (Cronbach Alpha or α) of each construct (i.e., TD, CA, WLB, RB and POP) was above the cut-off level of 0.8 as recommended by Nunnally and Bernstein (1994), Sekaran (2003) & Field (2009). Confirmatory factor analysis (CFA), using AMOS (Analysis of Moment Structures) 20, has

been first applied as a preliminary analysis to evaluate the dimensionality and adequacy of the measurement items that connect to corresponding latent variables simultaneously (Anderson & Gerbing, 1988).

It was concluded that the proposed research model-II fits the data reasonably. The measurement model fit and construct validity are found to be satisfactory using a variety of assessment criteria such as various fit indices, standardized factor loadings etc. Based on these results, the structural models are subsequently specified and assessed to examine the theoretical links among the latent variables.

Structural Model –Hypothesis Testing

Hypothesis	Path	Regression Weight (beta)	Standardized Regression Weight (beta)	p-value	Critical Ratio (CR)
H1	R_S - P_OP	0.279	0.255	0.001	3.283
H2	T_D - P_OP	0.171	0.160	0.111	1.593
H3	C_A - P_OP	0.186	0.197	0.011	2.531
H4	W_L_B - P_OP	0.255	0.249	***	3.731
H5	R_B - P_OP	0.100	0.091	0.199	1.285

From the structural equation Modeling Technique, it is found that Recruitment and Selection (RS) has a positive and significant impact on Perceived Organizational Performance. It

is found that Training and Development has a positive and significant impact on Perceived Organizational Performance. It is found that Work- Life Balance had a positive and significant

impact on Perceived Organizational Performance. It is found that Rewards and Benefits have a positive and significant impact on Perceived Organizational Performance. The bundled HR practice that is the combined impact of all the independent variables taken as a latent factor was found on Perceived Organizational Performance. It is found that the bundled HR practices have a direct and positive impact on Perceived Organizational Performance. It was also found that the impact of bundled HR practices on POP is greater than the impact of individual practices.

Thus, all the independent variables selected for the study, that is, Recruitment and Selection (RS), Training and Development (TD), Work-Life Balance (WLB) and Rewards and Benefits (RB) have a direct and positive impact on Perceived Organizational Performance.

9. CONCLUSION

It was found out that to achieve a greater level of firm performance, it is important to design and implement those HR practices that are aimed to enhance the organizational performance specifically including rigorous staffing, extensive training, flexible work arrangements and efficient rewarding mechanism. And in order to incur more benefits from HR policies and practices, the organization has to strategically invest in the bundles of HR practices. A combination of traditional as well as contemporary HR practices can be

successfully implemented in organizations to yield greater result.

10. SUGGESTIONS

1. ONGC should invest more in the progressive/innovative HR like Work-Life Balance practices, as it is perceived as an important predictor of POP.
2. The Recruitment and Selection policies should be revamped to include the contemporary ways of recruiting e.g. through employee referrals.
3. Rewards and Benefits should be designed considering employee expectations and suggestions so that the impact of this practice on Perceived Organizational Performance increases.
4. HR Policies and Practices should be synchronized in such a way that there is a synergy between manpower and Organizational Performance.

11. LIMITATIONS OF THE STUDY

Only four Human resource practices have been taken for the study. This research is empirically centered on ONGC Delhi. Due to this, the results cannot be generalized. Indirect impact of human resource practices on organizational performance using other mediators such as employee outcomes, employee satisfaction can also be examined.

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