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A study on variation in the mean rankings for job satisfaction in a service sector

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Abstract

Human resource management has been a critical differentiator in the growth, development, and survival of businesses in the ever-changing corporate environment. Human resource management has been making a strategic contribution to an organization's return on investment in addition to solving functional difficulties. Thus, the primary concerns of human resource management are controlling the evolution of business processes and coordinating the systems, structures, and policies of the company to maximize competitiveness in the context of the working business environment. These days, the focus is on managing HR procedures and policies in a way that gives businesses access to a distinctive talent pool that can consistently propel the company to new heights of expansion and sustainability. In the current environment, the HR function is influenced by a number of variables, including the size of the organization's workforce, the nature of the jobs, and the dynamics of the business. The organization must recognize the value of HR's contribution in order to shift from the traditional perception of HR as primarily an administrative role to one that is becoming more and more strategic. Additionally, HR as a field must be able to boldly move beyond an emphasis on administrative duties.

Keywords: Human resource management, service sector, job satisfaction, businesses

Introduction

In order to succeed in the current competitive landscape, both domestically and internationally, firms need to become more resilient, flexible, adaptable, and customer-focused. The HR specialist must adapt to this new environment by taking on the roles of strategic partner, employee sponsor or advocate, and change mentor within the company. HR professionals need to be able to influence important decisions and policies and perform business-driven functions with a deep awareness of the organization's overall strategy in order to be successful. A common theme in annual reports, office wall plaques, and business purpose statements is that people are a company's most precious asset. Any organization's ability to survive and thrive depends critically on having the right people in the right positions at the right times. As a result, over many years, the field of human resource management (HRM) has experienced considerable changes in its functions, activities, and scope. Personnel management is now shaped as HRM and further developed as Strategic HRM. This is very

important because the business dynamics to which the HR field must respond and contribute are becoming more turbulent. There has been a radical increase in professional maturity in this field. According to recent research, real-world experience supports the theory that, absent strategies that support an organization's operations, it will be very difficult to sustain an organization's growth and effectiveness, regardless of how complex and modern its business activities become. The modern period is seeing the integration of multiple management components into strategic management. HR is thus not an exception. The production, finance, marketing, and other organizational functions have all seen significant change on a worldwide scale. In order to improve their effectiveness and enable them to adjust to these changes, the HR functions should likewise undergo periodic modification. The introduction of Strategic Human Resource Management is one recent development in the significant changes to HR functions over time. The industry's workforce may shrink as a result of the adoption of new technologies, so it was critical to quickly

and effectively create regulations to manage the altered workforce. As a result, the idea of SHRM has developed to provide a link between human resource management and business strategy. However, more recently, examined and challenged the idea that the introduction and execution of new strategic HRM policies is necessary for the new policies to be successful.

HR professionals should start by outlining the deliverables of their work rather than concentrating on the tasks or activities of HRM. There are two aspects of HR's changing role: HR's involvement in strategy and the transfer of HR activities to line management. HRM professionals must fulfill four key roles in terms of deliverables: Strategic partner, Administrative expert, Change agent, and Employee champion. In general, HR managers should become strategic business partners and pay less attention to operational personnel tasks.

HR's primary goal is to bring about positive change in organizations through intentional, goal-directed transformation. In addition, they ought to think about implementing tactics to strengthen their bonds with line managers. They can also devote more time and resources to establishing their positions of authority and legitimacy inside their companies, particularly with the senior management team. The past few years, roles for HR professionals were frequently viewed in terms of the transitional form, such as operational to strategic, qualitative to quantitative, policing to partnering, short term to long term, administrative to consultative, functionally oriented to business oriented, etc. Overall, it has been demonstrated that the roles of HR professionals have increased. But without senior management's assistance, HR experts are unable to carry out their duties in an efficient manner. Thus, the task facing HR professionals is to make sure that the CEO is aware that the organization's people-true competitive advantage-are the only means by which it may expand.

A common theme that is frequently used by academics, consultants, and practitioners is business competitiveness. Companies must confront the problem of enhancing their competitiveness and, by extension, their performance, due to frequent and unpredictable changes, increased firm competition, the need for ongoing innovations, quality enhancement, and cost reduction. Strategic Human Resource Management has become a key area of study as a result of the realization of this competitiveness. SHRM focuses on how a company employs its human resources and is connected to how HR aligns with the company's strategy. Although the SHRM perspective makes clear the significance of human resource practices for organizational performance, such as employee turnover, productivity, and financial performance, provided evidence that the use of strategic HR practices is positively related to both financial and operational performance. The efficacy of SHRM raises total market performance assessment and dramatically lowers employee turnover.

While successful implementation of important strategic HRM practices should be able to bring in higher levels of organizational performance, a better fit between strategic HR roles and the organizational learning capability leads to better organizational performance. Various strategic HRM variables may have an impact on various performance characteristics. When HRM practices are strategically

adopted, they can increase organizational efficiency and, when paired with business objectives, sound HR work can boost a firm's performance. Additionally, strategic HRM systems may help to sustain corporate future advancements. In addition to the benefits listed above, an organization's employee relations climate can be utilized as a stand-in for assessing how strategically and successfully it manages its human resources. It is noticed that the firm can have three basic strategic options by taking advantage of the competitive advantage: cost reduction, quality enhancement, and innovation. The problem of strategic HRM is not unique to "big companies." Every big organization wants to get the most out of their HR expenditure. It can be applied to a variety of ownership structures, including state-owned, foreign-invested, private, and so on. Research has shown that, irrespective of ownership structure, firms with higher levels of SHRM benefit more from improved organizational performance.

Materilas and Methods

A combined technique of descriptive and exploratory research was used in the examination of the complex character of the research problem and the exploratory nature of the study. In order to determine the variables linked to strategic HR practices in connection to different organizational outcomes including sequential mediation, which is comparatively unexplored a thorough investigation was conducted. The most effective method for validating the developed hypotheses was to use a primary data survey together with a range of statistical metrics.

Sampling

In the first stage of sampling, area of sampling for the present study will be finalized. Delhi/NCR state will be chosen for the study. Delhi/NCR state will select for the study based on the Number of service sector industry. In Delhi/NCR 30 service sector industry will be selected for study, the researcher will select 10 sample respondents in each service industry among the list of Employee. The total size of sample 300 will be selected for the study on the basis of convenience sampling method. Personal interviews will also conduct with service sector employees.

Collection of Data

In this study both primary as well as secondary data will be used. The primary data will collect through an interview schedule and secondary data will collect through service industry and journals of industry etc. First of all, the researcher will create good rapport with the respondents to get the adequate and reliable information.

Results and Discussion

A systematic questionnaire was utilized to gather data from research participants using primary sources. A thorough analysis of the strategic HRM literature was taken into consideration when creating the survey's closed-ended questions, and careful consideration of the context was made. Data were gathered in two stages to guarantee the clarity of the questionnaire's items. In order to assess and refine the study's measures, a pilot study including 60 employees from ten different firms was carried out in the first phase. The participants were also asked to point out any

sentences that were unclear or ambiguous. After analysis, the pilot survey's results showed that no significant adjustments were needed. These answers, nevertheless, were left out of the research. Senior HR managers' qualitative feedback was taken into consideration, and the document was slightly modified in response to their comments. A few sections were added, removed, or reworded, and the questionnaire was then finalized by getting in touch with the

managers once more via email.

Hypothesis

H₀: There is no discernible variation in the mean rankings for job satisfaction-related criteria.

H₁: The mean rankings for the variables relating to job satisfaction differ significantly from one another.

Table 1: Friedman test for significant difference between mean ranks towards factors of job satisfaction

Factors of Job Satisfaction	Mean Rank	Chi-square value	p-value
Financial rewards	10.33		
Nature of work assigned	10.01		
Opportunities for Promotion/Career advancement with clarity of rules and regulation	10.47		
Interpersonal relationship	12.14		
Superior-subordinate relationship	12.30		
Conducive working environment	10.08		
Challenges in the job	10.23		
Opportunities to use skills and abilities	11.04		
The way the work competence is recognized	10.46		
Amount of freedom to decide how to do my assigned work	9.57		
Sponsorship by the company for various trainings and conferences	8.97	1191.15	<0.001 **
Employees' acquaintance with the changing procedures	8.82		
Due recognition given to the development of employees	9.42		
Encouragement for the employees' higher studies	10.53		
The adjustability and suitability of work timings	8.34		
Industrial Relations	13.25		
The sufficiency of fund allocation for training	12.34		
Welfare Measures	8.73		
Suitable incentives and social security benefits	11.17		
Participation in decision-making	11.64		

Note: ** Denotes significant at 1% level

Because the P value is less than 0.01 in Table-1, the null hypothesis is rejected at the 1% level of significance. As a result, it may be said that the mean rankings for various aspects of job satisfaction differ significantly. "Industrial Relations" is seen to be the key element that affects an employee's job satisfaction in the Service Sector. Additionally, the mean value of industrial relations is the highest at 13.25. "The sufficiency of fund allocation for training" (mean rank of 12.34), "Superior-subordinate relationship" (mean rank of 12.32), and "Interpersonal relationship" (mean rank of 12.14) are the other elements that influenced work satisfaction. "Involvement in decision-making" yielded a mean rank of 11.64; "Appropriate incentives and social security benefits" yielded a mean rank of 11.17; "Skills and abilities to be used" produced a mean rank of 11.04; "Encouragement for the employees' higher studies" produced a mean rank of 10.53; "The way the work competence is recognized" produced a mean rank of 10.47; "The opportunities for promotion/career upgradation" produced a mean rank of 10.45; "Financial Rewards" yielded a mean rank of 10.33; "Difficulties in the workplace" produced a mean rank of 10.23; "Nature of work assigned" produced a mean rank of 10.06.

The variables "Amount of freedom to decide how to do my work assigned" and "Due recognition given to employees' development" both had mean rankings of 9.57, "Sponsorship by the company for various trainings and conferences" and "Employees' acquaintance with the changing procedures" and "Welfare Measures" and "The adjustability and suitability of work timings" respectively

had mean rankings of 8.97, 8.97, and 8.82. "Industrial Relation" is the most significant aspect that affects job satisfaction in a Service sector.

Conclusion

Training and development are essential for personnel seeking to improve their performance and unlock their full potential, leading to increased organizational effectiveness. This study analyzes the assessment framework for measuring the influence of training and development on workers' work-related attitudes in the Service sector. The findings demonstrate a positive correlation between the implementation of training and development programs and the levels of job satisfaction, organizational commitment, and job involvement among employees. The primary characteristic of training and development is the enhanced organizational performance of personnel. This is because, by providing training and development opportunities, the rate at which employees leave the company will decrease, leading to increased productivity. This, in turn, will serve as a source of motivation for all employees to fulfill their duties with enthusiasm. Employees will use their newly acquired knowledge and abilities to all aspects of their work, including design, development, and service. In Service sector organizations, training and development are crucial for harnessing and expanding the value and potential of their employees. Employee turnover and attrition are the primary concerns in the Service sector industry. Job satisfaction and organizational commitment play a significant role in determining employee retention. Job

satisfaction leads to employee retention and reduces turnover. Enhanced dedication will correspondingly amplify their effectiveness. However, in order to enhance job satisfaction and organizational commitment, it is crucial to consider the impact of compensation and managerial assistance.

The findings indicate that these two factors are fundamental elements in boosting employee commitment within the Service business. Consequently, this leads to a favorable disposition towards the employees' engagement in their work. The Service sector organizations are impacted by the scope and caliber of worker training and development. In the current economic landscape, characterized by a scarcity of people and capabilities across all industries, organizations encounter intense competition, both within and externally, to attract high-quality employees. Service sector firms make significant investments in training and development to achieve the advantages of an enhanced working environment, including improved worker retention rates, as well as increased productivity and performance. Research has demonstrated that training and development in the Service sector industry yield favorable attitudinal effects for individuals and contribute to overall organizational development.

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