

Mediation effect of Personal Attitude in the relationship between HR Practices and Employee Empowerment of differently abled employees in various sectors of Coimbatore District

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Abstract

Good HR practices and policies are instrumental in achieving organizational goals and objectives. Practice dealing with enhancement, commitment, competencies, and involving specially challenged workforce is always a challenge to the HR team. The unique practices can take the form of a particular procedure or activity that establishes a new norm and set of modern norms, or simply deliver a new manner of doing things that HR expects from the special workforce, paving the way for adequate training, implementation, and reward payout.

This study aims to analyze the Mediation effect of personal attitude in relationship between Human Resource Practices and Employee Empowerment of differently abled employees in various sectors, from Coimbatore district Tamil Nadu. A conceptual model test was validated, and the findings were calculated using Structural Equation Modeling, with Personal Attitude as the mediating variable, Human Resource Practices as the independent variables, and Employee Empowerment as the dependent variable among the differently abled employees. To collect primary data, a structured questionnaire with 37 variables (Cronbach Alpha 0.949) was given to a random sample of 200 employees from various public and private limited organizations in the Coimbatore district.

The secondary data that was required was properly utilised. The HR Practices include Recruitment & Selection (RS) Training & development (TD) Performance appraisal (PA) Career planning and development (CPD) Counseling Program (COU) Team work (TW) Rewards (RE) Grievance Redressal Mechanism (GRI). Employee Engagement (EE) consists of five sub dimensions, Role clarity (RC), Motivation and Morale (MOT), Relationship Between, Superior & Subordinate (REL) , Power to Make Decisions (POW) , Adaptability to Change (ADA). Employee Attitude consist of three sub division based on a measurement scale from very highly satisfied to low: (SAT) Satisfactory, not favorable attitude, (CAR) Caring attitude, (EN) Enabling, Favorable attitude.

The RMSEA fit statistics exhibits the best fit model at 0.061. The path diagram confirms the mediating nature of Employee Attitude. This attitude leads to Employee Empowerment in the workplace, which leads to improved performance. The conclusions and findings were used to generate relevant implications for future improvement.

Key words: HR Practices, Employee Attitude, Employee Empowerment, Differently abled employees, Mediation effect

1. Introduction:

The Economic Times on March 29, 2021 published an article on Ms. Swathi and Mr. Vineet Saraiwala which will precisely connect to the topic

of this research. Ms. Swathi TP, human resources manager at Indegene Bangalore, involved with the leadership development career and competency framework for the healthcare IT company, heads different roles and occupy bringing in agile

methodologies into talent engagement. Being differently abled all this while, she developed optic waste while in her teens, but this does not describe Swathi. Similarly, Vineet Saraiwala, deputy manager of Future Retail, Delhi is the same case as the previous (differently abled) has a rare incurable condition, that is retinitis pigmentosa (vision steadily deteriorates). Saraiwala plays the lead role in developing exclusive initiatives at Future Group. The main project he handles is related to analytics and operations of BigBazaar, which is instrumental in making stores more reachable for people with disability.

Human resource practices for regular employees are not the same for the specially challenged individuals, especially for the differently abled personnel. These methods are vital in establishing a superior relationship between the employee and the impacted employer, which has an impact on employee attitude and, as a result, on the organization's performance. The word "Human Resource" refers to every company's basic potential manpower, implying that it relates to people.

The company that best manages human capital is the most successful companies that will be efficient and effective in all manners through implementing its attractive HR practices says Gary S. Becker 1992 Nobel prize winner. The integrated approach to managing human resources and the organization, both depends with the organization's strategy. The organization views the employee as an investment and to develop that investment as instrumental in achieving organizational goals and objectives to enhance productivity is seen as a good HR practice. The longstanding employee-employer relationship is a pointer to great HR practices, and the core of this solid foundation cooks up various HR good-will efforts for the employees. Those Policies created with an aim at benefitting all sort of employees, including the specially challenged individual. Organizations must meet the HR policies and practices that stand for long standing relationship compete with the global market standards, and generate employee commitment and retention over the long-term. HR attitudes have to be tuned such that they are incremental and collaborative and provide opportunities to employees to make decisions in

affecting their work and to distribute rewards of their creativity and efforts. Therefore, HR Employee Attitude is the bottom line of the organization that contributes to the organization's core areas such as recruitment, selection, training, development and performance appraisal, integrated and strategically focused (Sukeshini Thakur 2011)

2. Literature Reviews:

Attitude

As analyzed by Guest *et al* 2000a, in the workplace employee relations show a strong association exists between HRM and both employee attitudes and workplace performance. Organizations can influence and shape the skills, attitudes, and behaviour of individuals to do their work and thus achieve organizational goals through Human resource practices that are the primary means according to Collins & Clark, 2003; Martinsons, 1995. Employee motivation; financial performance and Productivity is influenced by employee skills, motivation and organizational structures (Huselid ,1995). The appropriate attitudes and behaviours in employees is the effectiveness of HRM practices that depends on how it creates in addition to its implementation plans (Thanuja Rathnaweera, 2010). Ramesh T (2005) observed that human intellect, human energy and human inventiveness, which accomplish excellence for the functions and those, are concerned with a variety of activities that significantly influence almost all areas of an organization. Nunes Joseph C. and Xavier Drèze (2006) found that companies will likely have longer-term relationships with happier employees and that it exclusively the best kind of competitive advantage. MadhuShrivastava (2012) states that HR Practices of an organization can very well improve the level of job satisfaction of employee and strengthen the commitment towards the organization. Collins & Clark, (2003; Martinsons, (1995) suggested that firms can influence and shape the skills, attitudes, and behaviour of individuals to do their work and thus achieve organizational goals through The primary means is human resource practices. According to Rathnaweera (2010), a list of positive HRM practices is linked to higher employee satisfaction.

Delery and Doty (1996) establish the existence of unique completion of employee attitudes and behaviours that are required to execute a successful organization's strategy, starting with the contingency approach and the behavioural point of view.

truss, truss (2001). **HR Practices**

Armstrong M (2006) Defines that Human Resource practices (HR) are a set of strategic coherent approach to efficiently manage company's most valued added assets along with the working people that individually and collectively contribute to accomplishing the goals and objectives of a company. HRM includes all management pronouncements and performances that directly affect the workforce, resources, and all operational for that institution. "A set of distinct but interrelated activities, functions, and processes that are directed at attracting, developing, and maintaining (or disposing of) a firm's human resources" defined by Lado and Wilson (1994, p.701) It can also be defined as "...the strategic integration as an organization, capable of involving the set of HR activities and functions: training, selection, appraisal, rewards and promotion publicize to draw, develop and sustain the HR strategies that enables the firms to accomplish its goals [De Saá, 1999]" (Pérez P. D. S. and Falcón J.M.G, 2006, p.55).

Dessler (1994) disposes HR practices to five different categories accordingly: selection, compensation, training, HR relations and Job security. A best HR system increase and maximizes an employees' abilities, increases institutional performance, (Becker & Gerhart, 1996, Huselid, 1995;), and donates to sustain spirited improvement of the group (Lado & Wilson, 1994). Good set of HR practices always look into employee skills and abilities, a rational set of observation that enhance, empowers and partake in final decisions (Pfeffer, 1995; Applebaum *et al.*, 2000). Provisionally it can accomplish that any performance that deals with enhancing capability, obligation, and cultural establishment is added in HR practices. These practices will adopt a form of system of process with list of activities and norm with rule to migrate to expected habit towards organized way of

performing duties. (, Madhu Shrivastava, Ruchi Goyal 2012). HR practices play a momentous role in creating relationship between the employer and employee with mediating effect of employee attitude, these changes would ultimately affect the routine of the business organization. Wright and Rogers (1999) in their study argued that lack of proper studies to examine the fundamentals through which HR practices might get affected in terms of performance. Ahmad Bashir (2011) reviewed that HR practices are very effective in sustaining the human capital which is very valuable. Khaki Hanif (2006) in their paper argued that companies have learned the significance of superior relations with their workforce for good progress. The employee also cares for the organization that recognizes and rewards their services accordingly.

Many previous research papers have attempted to prove in this area and that HR practices absolutely manipulate the attitude of employee and help organization to achieve the goals (Martinsons, 1995, Collins & Clark, 2003;). The current study aims to scrutinize the HR practices towards differently abled employees whether positively influence the employee attitude and Employee Empowerment

Employee Empowerment

Employee empowerment's impact on HR practices and attitudes has emerged as a hot topic in the personnel/HR profession (Becker and Gerhart, 1996; Dyer & Reeves, 1995; Guest, 1997). Several other studies on the impact of HR procedures on Asian employees' attitudes on company performance have also appeared. (Goodall & Warner, 1997; Zheng, Morrison, and O'Neill, 2006; Lu & Bjorkman, 1997; Lu & Bjorkman, 1997; Lu & Bjorkman, 1997). Many academics have argued that HR policies are inextricably linked to aspects such as employee commitment, satisfaction, presence, retention, social environment between workers and management, worker involvement, trust, loyalty, and organisational fairness (Paauwe & Richardson, 1997, Edger & Geare, 2005; and Storey, 1989). Few other researchers have argued that these outcomes and HR practises will lead to employee empowerment in terms of company value,

productivity, service, quality, customer happiness, and development, as well as new products/services creations in the future.

MacDuffe (1995) arguments support the above findings since they arrived on bundles of HR practices that very importantly related to workers' attitude and organizations' fiscal performance. HR practices that deals with employee development and training, recruitment and compensation, and selection process found to have a consecutive relationship with attitude of employees (Bartel, 1994; Terpstra and Rozell, 1993; Chiu et al., 2002). Investigations proved that implementation of selective staffing is directly connected with empowerment of employees (Delany and Huselid, 1996). Best compensation system in the organization offer the employees take responsibilities in cultivating positive attitude (Roberts, 1992 and Milgrom, p.388), productivity and performance. Incentive payments also empowers the employee in terms of fiscal aspects, (Arthur, 1994; Delaney and Huselid, 1996; Batt, 2002). Delaney and Huselid (1996) that incentive system should be based on performance, excellent results and that will also increase employee empowerment level. Employee empowerment within an organization is based on a large degree of successful equipped performance, involving people, process and technology (Curtis et al., 1995). Results from several empirical researches have proved the testing of relationships between HR practices and Employee Attitude, indicating a very committed and rigorous participation HR

practices towards creating positive impact on empowerment of employees (e.g. Arthur, 1994; MacDuffie, 1995; Huselid, 1995; Youndt *et al.*, 1996; Koch and McGrath, 1996, Huselid, 1997; Ngo *et al.*, 1998; Bartel, 2004; Stavroub and Brewster, 2005; Wright *et al.*, 2005).

3. Research Methodology:

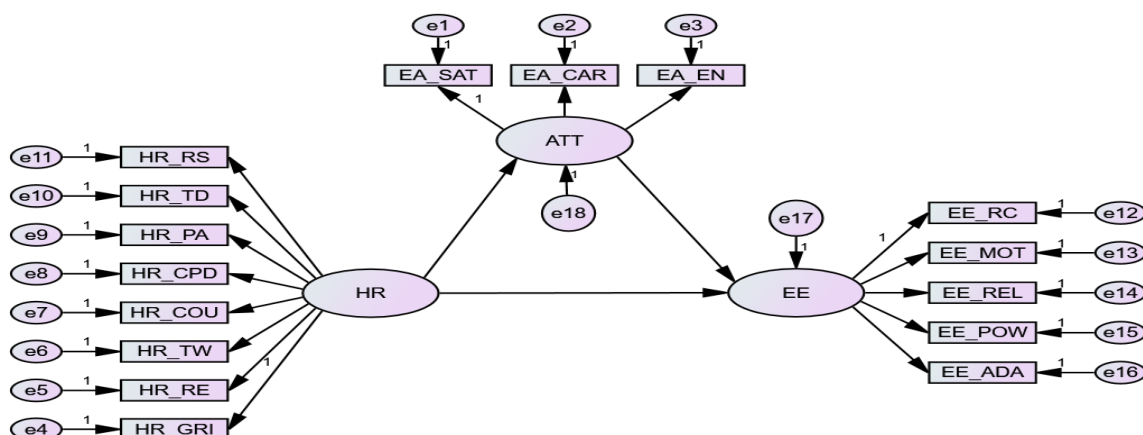
This study focuses on Attitudes, Human Resource Practices and its impact on Employee Empowerment of differently abled individuals. The descriptive research is designed to describe the characteristics of population or a phenomenon (Zikmund, 2003) by examining a conceptual model. A structured questionnaire with 37 variables (Cronbach Alpha - 0.936) was administered among the random sample of 200 employees in the Coimbatore district, Tamil Nadu to collect primary data. Required secondary data also was used.

4. Research Objectives:

- To examine the relationship between the Human Resource Practices and the Employee Empowerment, keeping Attitude as the Mediation effect.
- To explore the impact of Human Resource Practices on employee attitudes.
- To study the relationship between the variables identified on HR Practices.

5. Structural Equation Modeling HR Practices On Employee Empowerment, Impact on Employee Attitude

Figure 1. Mediation Model



The above Figure 1. Amos's path diagram of the Structural Equation model on HR Practices and Employee Empowerment, impact on Employee Attitude. The Structural Equation Model explicit the relative importance of HR practices on Employee Empowerment through Employee Attitude. The HR Practices variables include Recruitment & Selection (RS) Training & development (TD) Performance appraisal (PA) Career planning and development (CPD) Counseling Program (COU) Team work (TW) Rewards (RE) Grievance Redressal Mechanism (GRI), Employee Empowerment (EE) variable consists of five sub dimensions, Role clarity (RC), Motivation and Morale (MOT), Relationship Between, Superior & Subordinate (REL), Power to Make Decisions (POW), Adaptability to Change (ADA). Employee Attitude (EA) variable consist of three subdivision: (SAT) Satisfactory, not favorable attitude, (CAR) Caring attitude, (EN) Enabling, Favorable attitude. The RMSEA statistics fit for the model is **0.061**, which is considered the best fit referred by Brown and Cudeck, 1993; The path in the diagram shows the Employee Attitudes is the mediating factor for HR practices and Employee Empowerment.

Employee Attitude (ATT) and HR activities, such as recruitment and selection, training and development, performance appraisal, career planning and development, counselling programme, teamwork, rewards, and Grievance Redressal mechanisms, have a negligible path divergence. Employee Attitude, HR Practices, and Employee Empowerment have a significant link. Employee Attitude, a mediating component, and Employee Empowerment, an output factor, have a significant relationship.

As per the table of regression, the relationships between the constructs are positively correlated and significant. According to covariance table, relation between dimensions is related significantly. The Employee Empowerment is also improved as the HR Process was increased by 35% eventually in the calculations.

Evaluation of Model Fit

The chi-square 2, the comparative fit index (CFI), the normal fit index (NFI), and the root mean square error of approximation were all utilised in our study to assess model fit (RMSEA). The goodness-of-fit (GOF) indices are "rules of thumb" for determining the suggested cutoff values for evaluating data-model fit. To paraphrase Hu and Bentler's (1999) approach of combining GOF indices to create a robust model fit evaluation.

For assessing fit in structural equation modelling, the criteria value stated for a good fit model with CFI > 0.90, RMSEA 0.08, and SRMR 0.08 is used. The revised rules for using GOF indices were developed by Hu and Bentler, and our data for the current study appears to have adapted the new guidelines with enough cautions and limits. Moreover, few other researchers Marsh, Hau, & Wen, 2004, Beauducel & Wittmann, 2005; Fan & Sivo, 2005; supposed that these cutoff values are too painstaking and the results by Hu and Bentler should be flexible in allowing limited general aptitude to extent of experience in seasonal practice. In general practice, a "good enough" or "rough guideline" approach is (such as CFI, GFI, NFI, and TLI), cutoff values should be above 0.90 benchmark and for fit indices based on residuals matrix values usually considered adequate below 0.10 or 0.05 are. Our analysis were executed in the SPSS package software.

Table 1. Goodness of Fit

CMIN	DF	P	CMIN/DF	GFI	TLI	CFI	NFI	RMSEA	SRMR
194.902	101	0	1.93	0.91	0.898	0.901	0.903	0.061	0.054

Table 2: REGRESSION TABLE - STRUCTURAL MODEL ON HR PRACTICES, ATTITUDE AND EMPOWERMENT

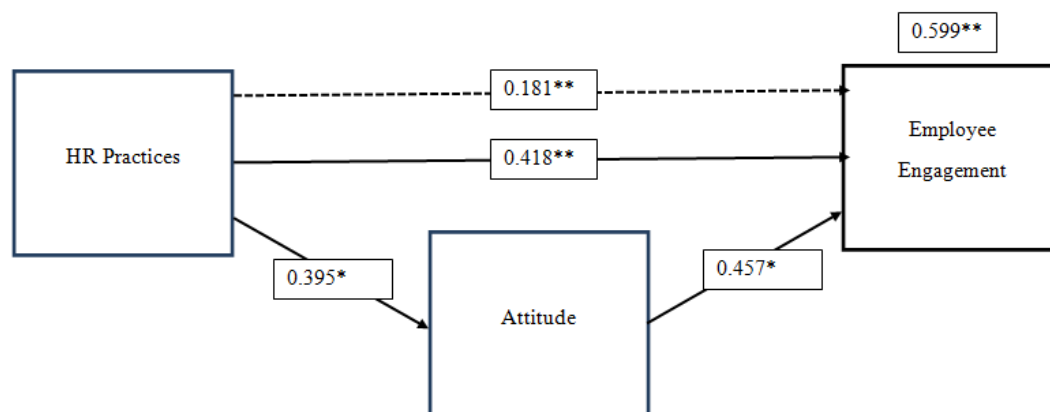
			Estimate	S.E.	C.R.	P	Std. Estimate
ATT	<---	HR	2.077	0.769	2.703	0.007	0.395

EE	<---	ATT	0.423	0.043	3.548	0.002	0.457
EE	<---	HR	1.297	0.463	2.804	0.005	0.599
EA_SAT	<---	ATT	1				0.69
EA_CAR	<---	ATT	1.401	0.154	9.091	***	0.773
EA_EN	<---	ATT	1.532	0.169	9.076	***	0.754
HR_GRI	<---	HR	1				0.293
HR_RE	<---	HR	2.033	0.65	3.128	0.002	0.462
HR_TW	<---	HR	2.156	0.666	3.236	0.001	0.538
HR_COU	<---	HR	0.252	0.37	3.681	0.000	0.256
HR_CPD	<---	HR	0.784	0.353	2.223	0.026	0.223
HR_PA	<---	HR	1.5	0.496	3.028	0.002	0.415
HR_TD	<---	HR	1.223	0.467	2.621	0.009	0.295
HR_RS	<---	HR	0.118	0.338	2.351	0.016	0.129
EE_RC	<---	EE	1				0.528
EE_MOT	<---	EE	0.763	0.154	4.939	***	0.453
EE_REL	<---	EE	0.958	0.172	5.578	***	0.556
EE_POW	<---	EE	1.217	0.209	5.835	***	0.615
EE_ADA	<---	EE	0.965	0.175	5.518	***	0.545

Table 3. Mediation Effect

	Attitude		Employee Engagement		
	Direct	Total	Direct	Indirect	Total
HR Practices	0.395*	0.395*	0.418**	0.181**	0.599**
Attitude	--	--	0.457*	-	0.457*

Total effect = Direct + Indirect, Indirect effect will show the mediation effect



7. Findings

- There exists a significant relationship between Attitude and Employee Empowerment
- There exists a significant relationship between Attitude and HR Practices
- Employee Attitude is the mediating factor for HR Practices and Employee Empowerment
- The trail from the mediating factor Employee Attitude and output factor Employee Empowerment is related significantly.
- Formal written tests, Medical Checkups etc., are inconsistent to the selection procedure and that has no relevance. This also affects the major relationship between trials for the variable RS and TD (Recruitment & Selection (RS) Training & development (TD) procedure).
- The path between Employee Empowerment (EE) and Recruitment and Selection (RS), Training and Development (TD) Performance appraisal (PA) Career planning and development (CPD) Counseling Program (COU) Team work (TW) Rewards (RE) Grievance Redressal Mechanism (GRI) are significant.
- Career Opportunities is not announced to many of the junior level educated peers of the same community (differently abled).
- No clear picture or announcement of the Training and development procedures since they often modify the procedures for immediate requirements.
- Performance Appraisal to the differently abled employees are not being explained clearly in terms of key-performance-indicators(KPI)
- While the salary and benefits packages for the differently abled are better than the industry average, the effect of such advantages is not visible to other employees. There may be a perception that the impacted employees are not compensated similarly to their coworkers.

8. Recommendations

The mediating factor is the employee's attitude, which should be kept positive.

Suggestions for dealing with the differently abled have been given below and may be explored by the corporate organisation.

- For the differently abled, selection and training procedures must be transparent and

exact, and special assessments must be developed for special category employees.

- The current Reward & Recognition Programs, Employee Welfare programs are good, but need to be revived with creative initiatives for longstanding retention of differently abled employees. These have a direct impact on Employee continuity & Performance and thereby affect Employee attitude.
- To extract guaranteed efficient performance from the employees, the training and development programs need to be tailor-made and sequentially administered.
- Awareness on Career Opportunity and higher education opportunities are to be created for the special category employees and managers.
- “Build talent” strategy will be a better option for long-standing relationship, rather than “buy talent” strategy.
- The individual benefits of Performance Appraisal should be more transparent and announced to the employees. It helps in promotion, increment, personage development and that enhances improved career opportunity.
- Rather than attempting to recruit talent, organisations will need to strategize on how to build current talent through proper training and development management. Through providing a great deal of liberty to employees, Employee commitment can be cultivated in terms of pro-employee management practice.
- Differently abled employees require a high level of managerial support, including sharing personal difficulties, family issues, and ensuring justice in resolving work-related issues, such as resolving context and content of work.

9. Conclusion

The model proposed was tested for significant relationships among the constructs. Employee attitudes can also be measured using organizational commitment, job satisfaction and organizational fairness scales. Matched data sets are tested using the relationships as well. The results confirm an association between an aggregated measure of HR Practices, Attitude and Employees Empowerment and also show mediating effects of employee attitudes. This is because there exists a association between HR practices and employee attitudes. They also

confirm the other element in the link whereby HR practices are more strongly associated with proximal outcome measures. The goodness of fit statistics also clearly shows that the model is acceptable. But during the analysis some procedural inconsistencies were found and were suitably addressed because of the physical conditions of the respondents (differently abled). Though the Employee Empowerment shown good improvement, it may not depend only on the HR Practices and Employee Attitude. It is proportionate with the organization's other activities like R&D, Marketing, Strategies etc.. Overall the HR Practices remain the main cause for the augmentation of Employee Attitude thereby has increased the Performances of the employees, through Employee Empowerment.

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