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Soft HRM practices and its effect on employees goal oriented performance in manufacturing sector, Thiruvananthapuram

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Abstract--The objective of the soft HRM to plan strategically for the long-term goals of the organization. It ensures that two-way communication between employers and employees. Soft HRM approach sees employees as worthy competencies capable of continuous development and sector a long-term commitment. Thus, this research aimed to analyse the employee's perception about soft HRM practices and its effect on goal-oriented performance the employees in manufacturing sector, Thiruvananthapuram, Kerala. Descriptive research type and interpretation research philosophy have been applied. Self-administrative questionnaire is prepared by the researcher to collect primary data from the sample respondents. The questionnaire constructed with five point likert scale. Further the questionnaire is circulated among 226 sample respondents through convenience sampling methods out 226 questionnaire 210 sample respondents properly filled and returned to the researcher. The response rate is excellent. After collecting the data, the data are analysed with appropriate statistical tools like descriptive statistics, correlation and regression test in order to answer the research objectives. The results revealed that the manufacturing sector mostly used soft HRM practices to their employees for their better job performance. It is also revealed that soft HRM practices have positive effect on employee's goal-oriented performances. Hence it is concluded that the manufacturing sectors try to have more soft HRM practices than Hard HRM practices.

Keywords---Soft HRM, Employees, Perception, Goal Oriented, Performance.

Introduction

Human Resource Management is an essential and vital function for organizational success. Manpower planning, job analysis, selection and recruitment, compensation and benefits, performance evaluations, contract negotiations and labor legislations are parts of hard human resource management. Organizational development, conflict management, human resource education, leadership development, organizational culture, and relationship building are components of soft human resource management. The hard human resource management can be categorized as the basic functions and soft human resource management as advanced functions. In today's knowledge economy, both hard and soft human resource management determines the growth and success of an organization.

Successful organization is value, develop and nurture their human capital to achieve their goals and objectives. It brings out the best human resource for organizational success. Over the years, it has been suggested that human resource management practices have the potential to improve and sustain organizational performance. These practices include emphasis on employee selection based on fit with the company's culture, emphasis on behavior, attitude and necessary technical skills required by the job, compensation contingent on performance and employee empowerment to foster team work, among others (Ashfaque Alam and Ujjal Mukherjee, 2014). Guest and Storey (1992) stated that soft HRM is associated with the human relations movement, the utilization of individual talents and individuals' developmentalhumanism.

Review of literature

Hamzah Elrehail (2019) explored the impact of human resource management practices on achieving competitive advantage. It is revealed that HR practices had a significant effect on competitive advantage. Muhammad Asif Qureshi, (2019) concluded that the significant association of all three forms of commitment to affect the job satisfaction of employees positively. Here normative commitment is the most influential form of job satisfaction and continuous commitment is the least influential in impacting job satisfaction. Rameshkumar (2019) found that employee engagement is positively associated with affective and normative components. The engagement and commitment levels of officers working with deck and engine department did not differ between officers working in different types of ships, different designations and between officers with a different experience. Jelena C´ ulibrk et al., (2019) identified that job involvement partially mediates the effect of job satisfaction on organizational commitment. Preeti Narendra, et, al., (2018) stated that the there is a need to balance and integrate family needs and career requirements. Hemalatha and Shumugasundaram (2018) found that the psychological wellbeing, employee friendly working and work time are positively and significantly influencing the level of work-life balance among employees. Priyanka Taware and Supriya Patil (2018) analyzed on the issues

related to quality of work life.. Quality of work life studies shows number of components that influence the quality of work life, but the findings related to quality of work life were not found uniform in those research studies. Khushboo Kumar and Rachna Chaturvedi (2017) found satisfaction with supervisor, growth opportunity and social life turns are the strongest predictors of women's job satisfaction. Tasnuva Rahman, Ayesha Tabassum and Nasreen Sultana (2017) analysed the HRM practices and policies can increase employee motivation, satisfaction, commitment, and welfare. Many of the employees in fact considered the HRM practices and policies as fair and facilitating towards employee development. Naser Valaei and Sajad Rezaei (2016) found that payment, promotion, fringe benefits, co-worker, communication, operating procedures and nature of the work are positively associated with affective commitment. Furthermore, payment, promotion, fringe benefits, supervision, contingent rewards, operating procedures and nature of the work have a positive relationship with normative commitment. Akinyele et al., (2016) found that work flexibility, working environment and job security have a positive effect on improved quality of output, rate of turnover among employees and employee retention. Employees react negatively when they experience work life imbalance and that management should adopt work life balance initiatives to improve employee performance. Buney (2015) stated that human resource management is concerned with all aspects of how people are employed and managed in organizations. However, it is a distinct field of knowledge where a good number of researchers already conducted, and the findings contributed to business organizations for functioning more successfully. Ashfaque Alam and Ujjal Mukherjee (2014) stated that the source of organisational competitive advantage has looked for it in both external and internal environments of business. It is argued that human resources may be seen as a source of sustained competitive advantage for organizations. Danijela Bambir, Matilda Drozdova and Jelena Horvat (2014) stated that the relevance of all elements involving in HRM process at university and the necessity of adequate understanding of HRM design in purpose of information and communication technology support implementation called human resource information system. Tulsidas and Vijayalaksmi (2013) stated that the industrial relations covers issues of concern to managers and employees at the workplace, including workplace bargaining, management strategy, employee representation and participation, workplace reform, job design, new technology and skill development. Thus now days it is called as employee relations. Bulletin Solutions (2012) pointed out the soft HR will include the communication process being used by the employees and the employers. The hard HR is also required by the industry to managing the customers, handling the queries and the calls, producing the bills of the customers, maintaining the documents properly, handling the equipments and maintaining hygiene and cleanliness. Yusuf and Metiboba (2012) stated that the hard and soft HR can be taught by training them and linking it with their employees career. The employees who have a positive attitude and the behavior can be hired. Selection of. The soft HR approach is considered more important than the hard HRM approach, because the employees enjoy the service seeing the positive attitude and the behavior of the employee.. improved every moment with the help of positive learning attitude of the employees. Nor Khomar Ishak, Fakhrul Zaman and Abdullah Zainal Abidin Ramli (2011) stated that the hard HRM orientations were mainly organizationcentered and reactive, while the soft HRM orientations were predominantly employee-

centered, in support of teamwork and with activities that enhanced the work environment. Gamage and Hewagama (2010) identified that labour management Union and management co-operation, understanding between parties, participative decisions making and dispute settlement are having relationship with grievance settlement procedure of executive level employees. Hayes (2010) mentioned that the unsatisfied employees are required to convey their grievance issues in both written and verbal form to the designated officer. It is expected that officers should analyze the issues and collect all needed and appropriate information related with grievance. Afterwards, they should decide about relevant solution about the problem and act accordingly in no time.

Research Problem

Dynamic people build dynamic organizations and effective employees contribute to the effectiveness of the organization. HR competencies of the employees play a key role to enhance overall efficiency of the organization. Therefore, it is quite useful for the organizations in terms of their own growth and growth of their employees. The present study seeks to determine the human resource practices needed by the employees for their own development and consequently the growth of the organization. A business might possess extremely capable human resources, but they might not work on the position that suits them.

It is believed that individual employee performance has effect on firm-level outcomes. Hence, academics and practitioners have the interest in this area. Wright and McMahan (1992) and Barney's (1991) resource-based theory contended that human resources can provide a source of sustained competitive advantage, when four basic requirements are met. There are human resource must add value to the firm's production processes which is level of individual performance must matter, the skills the firm seeks must be rare, since human performance is normally distributed and all human resources meet both of these criteria, the combined human capital investments a firm's employees represent cannot be easily imitated, although human resources are not subject to the degree of imitability as equipment or facilities, investments in firm specific human capital can further decrease the probability of such imitation by qualitatively differentiating a firm's employees from those of its competitors and a firm's human resources must not be subject to placement by technological advances or other substitutes if they are to vide a source of sustainable competitive advantage.

Significance of the study

The study is of great significance to the employees and the organization as it provides an insight to the individual to ascertain the soft and hard human resource management, they possess, the potentials, they have and the perception of the superiors and other members about their abilities. The organization on the other hand is likely to be benefited from this study as it will be able to analyze the gaps in soft and hard Human Resource Management future perspectives for development in an individual. It will also help the company to improve its overall efficiency and effectiveness.

Need for the study

Soft and hard HRM practices on team cohesiveness of the employees in manufacturing industries are a topic of interest and its relevance. However, soft and hard HRM practices still play different roles in today's industry sector. A healthy hard HRM practices affects soft HRM practices. This study is intended to determine the soft and hard HRM practices on team cohesiveness of the employees in manufacturing sector. This study determines the relationship between soft and Hard HRM practices on team cohesiveness.

Objectives of the Study

To know the employee's perception about various factors of soft and hard human resource approaches practices in the automobile manufacturing industry.

Hypothesis of the Study

It is hypothesised that soft human resource practices have not influence the employee's goaloriented job performance.

Research Methodology

This research focused on to find the soft HRM practices and its effect on employee's goal achievement in manufacturing sector at Thiruvananthapuram, Kerala. Hence, descriptive type of research is employed. Self-administrated questionnaire is constructed by the researcher to collect primary information from the employees who are working in manufacturing sector to answer the research objectives. A sample of 226 objects are approached through convenience sampling method. Out of 226 respondents 210 respondents answered the questions. Hence, a sample of 210 respondents is considered as a sample size of the study. Relationship between work and family, working environment, job autonomy, job involvement, self-efficacy, decision making, communications, grievance procedure handling, employee relation are the soft HRM practices considered as independent variables and goal achievement of the employees is taken as dependent variable. After collecting the data, the researcher applied descriptive statistics, correlation and regression analysis are applied to answer the research objective.

Employees perception about soft HRM Practices

In this research, work and family, work environment, job autonomy, employees' involvement, self-efficacy, decision making, communication, grievance procedure and employee relation are the soft human resource practices were analysed from the managerial level employees' perspective. The result is presented below.

Table 1
Employees opinion about the Work and Family

Work and Family	Mean	Std. Dev.
Work place has specific family care leave	3.94	0.98
Work place has friendly provisions	4.08	1.20
Work place provide work family balance	3.42	0.92
Work place have flexible working hours	4.49	1.12

Table - 1 explains the employees' level of opinion towards work and family. Here, work and family are analysed with four statements in the five point likert scale. Further, mean and standard deviation values are calculated for each factor. The mean values are ranged from 3.42 to 4.49. The calculated standard deviation values lies between 1.20 and 0.92. From the mean values, it is inferred that employees are highly rated that the company have flexible working hours (4.49) followed by, work place has friendly provisions (4.08), work place has specific family care leave (3.94) and work place provide work family balance (3.42). From the standard deviation values, it is noted that the employees' perception towards work and family support practice is not varied as much.

Table 2
Employees opinion about the Work Environment

Work environment	Mean	Std. Dev.
Working environment is dust free and warm	3.84	0.88
Employees have pollution free workplace	2.97	1.83
Environment is amicable	3.06	1.18
Comfortable rest and recreation areas	4.26	1.09
Authorities are approachable	3.79	0.87
Employees have noise free environment	4.14	1.22

Table - 2 portrays the employees' level of opinion towards work environment in the company. Here, work environment is analysed with six statements in the five point likert scale. Further, mean and standard deviation values are calculated. The mean values are ranged from 2.97 to 4.26. The calculated standard deviation values lie between 1.22 and 0.87. From the mean values, it is observed that employees are highly perceived that the company has comfortable rest and recreation areas (4.26) followed by, noise free environment (4.14), working environment is dust free and warm (3.84), authorities are easy approachable (3.79), environment is amicable (3.06) and employees have pollution free workplace (2.97). From the standard deviation values, it is noted that the employees' perception towards work environment is not varied as much.

Table 3
Employees opinion about the Job Autonomy

Job Autonomy	Mean	Std. Deviation
If written rule does not cover some situation, I make up informal rules for doing things as we go along	3.79	0.877
Ignore the rules and reach informal agreements to handle some situations	4.44	1.123
When rules and procedures exist, they are usually written agreements	3.82	1.028
I am allowed to decide how to go about getting my job done (the methods to use)	4.06	1.130
I am able to choose the way to go about my job (the procedures to utilize)	2.91	1.478
I am free to choose the methods to use in carrying out my work	3.70	1.171
I have control over the scheduling of my work	3.72	0.899
My job is such that can decide when to do particular work activities	4.08	1.204
My job allows me to modify the normal way we are evaluated so that I can emphasize some aspects of my job and play down others	3.84	0.915
I am able to modify what my job objectives what I am supposed to accomplish	2.44	1.449

Job autonomy of the employee is analysed with ten statements. The result is displayed in the table 3. From the mean values, it is inferred that managers are highly rated that they ignore the rules and have informal agreements to handle some situations (4.44) followed by, they can decide the job when to do the particular work activities (4.08), employees allowed to decide the methods applicable to do the work (4.06), they emphasize the some aspect employees evaluation and the job (3.84), they go with written agreements (3.82), they make up informal rules for doing things (3.79), control over the scheduling (3.72), they are free to choose the methods for work completion (3.70), they utilized the procedures to get the job (2.91) and they have able to modify job objectives to accomplish (2.44). From the standard deviation values, it is noted that the employees' perception towards job autonomy is not varied as much.

Table 4
Employees opinion about the Job Involvement

Employee job involvement	Mean	Std. Dev.
I feel energetic	3.78	1.180

I feel I have physical strength	3.33	1.800
I feel vigorous	4.05	1.101
I feel mentally alert	3.26	1.395
I have feeling of vitality	3.94	0.980
I feel I am able to contribute new ideas	4.34	1.113
I feel able to be sensitive to the needs of co-workers and customers	3.89	1.001
I feel able to show warmth to others	3.27	0.927
A feeling of flow	3.77	0.993
I feel capable of being sympathetic to co-workers and customers	4.29	1.105

Table - 4 indicates the employees' level of agreement towards their job involvement in the automobile manufacturing industry. Here, job involvement is analysed with ten statements in the five point likert scale. Further, mean and standard deviation values are calculated for each factor. The mean values are ranged from 2.97 to 4.26. The calculated standard deviation values lies between 1.22 and 0.87. From the mean values, it is noted that they are able to contribute new ideas (4.34) followed by, sympathetic to co-workers and customers (4.29), they feel vigorous (4.05), they have feeling of vitality (3.94), they have sensitive (3.09), they feel energetic (3.78), they have feeling of flow (3.77), they have physical strength (3.33) and they are mentally alert (2.26). From the standard deviation values, it is noted that the employee perception towards work environment is not varied as much.

Table 5
Employees opinion about the Self-efficacy

Self-efficacy	Mean	Std. Dev.
My job is well within the scope of my abilities	3.65	1.090
I do not anticipate any problem in adjusting to work in this	3.93	1.184
I feel I am qualified for the job I am doing	4.01	1.258
I have all the technical knowledge I need to deal with my job.	3.70	1.127
I feel confident that my skill and abilities equal or exceed those of my future colleagues	3.42	0.977
My past experiences increase my self confidence	4.14	1.320
I handled a more challenging job than the one I will	3.07	1.743

be doing		
Professionally speaking, my job exactly satisfies my	3.85	0.991

Table 5 depicts the employees' level of agreement towards self-efficacy in the automobile manufacturing industry. Here, self-efficacy is analysed with eight statements in the five point likert scale. Further, mean and standard deviation values are calculated for each factor. The mean values are ranged from 3.42 to 4.14. The calculated standard deviation values lie between 0.97 and 1.32. From the mean values, it is inferred that employees are highly rated that their past experience increases their self-confidence (4.14), followed by they feel they are qualified for the job (4.01), have adjustment with others in the work during the problem (3.93), they satisfied with their job (3.85), they have technical knowledge for the job (3.70) and they are doing the job with their ability. From the standard deviation values, it is noted that the employees' perception towards self-efficacy is not varied as much.

Table 6
Employees opinion about the Decision Making

Decision Making	Mean	Std. Deviation
Management consulted the employees regarding matters which are important to them	3.11	1.243
Employees' opinion is valued by management	2.84	1.640
Employees' work is valued by management	4.26	1.099
Management discusses development opportunities with employees	4.34	1.113
When the employees have problem, the management discuss with employees and collect their opinion have made a decision without affecting the employees and employers	3.68	1.109
Management to open and honest to make the decision	2.89	1.763
Management take decision for fair treatments of employees	3.80	1.192

Table 6 explains the employee level of agreement towards decision making in the manufacturing industry. Here, decision making is analysed with seven factors in the five point likert scale. Further, mean and standard deviation values are calculated for each factor. The mean values are ranged from 2.84 to 4.34. The calculated standard deviation values lie between 1.76 and 1.09. From the mean values, it is inferred that employees are highly rated that the management discuss development opportunities with employees (4.34) followed by, employees work is valued by the management (4.26), management take decision for fair treatments of employees (3.80), collect the employees opinion and made a decision without affecting the employees and employers (3.68), management consulted the employees regarding matters which are important to them (3.11), management to open and honest to make the decision (2.89) and employees

opinion is valued by management (2.84). From the standard deviation values, it is noted that the employees' perception towards decision making is not varied as much. It is revealed that automobile manufacturing sector has conducted the employees before taking decision.

Table 7
Employees opinion about communication

Communication	Mean	Std. Deviation
Management appreciated the employees for giving accurate information	4.19	1.213
There is a communication barrier among the employees	3.86	1.330
Management has explained the importance of tasks	3.78	1.652
Management briefed about the employees' development plans	3.53	1.029
Management has the open communication with employees	4.34	1.113
Management provides Regular feedback on the employees' performance	3.63	1.070

Table 7 depicts the employees' level of agreement towards communication in the manufacturing industry. Here, communication is analysed with six factors in the five point likert scale. Further, mean and standard deviation values are calculated for each factor. The mean values are ranged from 3.53 to 4.34. The calculated standard deviation values lie between 1.65 and 1.02. From the mean values, it is inferred that employees are highly rated that the management has the open communication with employees' (4.34) followed by, management appreciated the employees for giving accurate information (4.19), employees are having communication barriers among themselves (3.86), management has explained the importance of tasks (3.78), management provides regular feedback on the employees performance (3.63) and management briefed about the employees development plans (2.53). From the standard deviation values, it is noted that the employee perception towards communication is not varied as much.

Table 8
Employees opinion about grievance procedures

Grievance Procedures	Mean	Std. Dev.
Management is Handling grievances with human relation skill	2.69	1.555
I know the role of the management when I have faced grievances on discipline	4.34	1.242
I am aware of various committees that redress the grievance in the organization	3.91	1.256

Staff are confident in raising grievances	3.55	1.145
Staff prefer to raise grievances informally rather than formally	3.54	0.978
HR office reviews and advises employees for interrelation with their co-employees	4.29	1.149

Table - 8 portrays the employees' level of agreement towards grievance procedure in the manufacturing industry. Here, grievance procedure is analysed with six factors in the five point likert scale. Further, mean and standard deviation values are calculated for each factor. The mean values are ranged from 2.69 to 4.34. The calculated standard deviation values lie between 1.55 and 0.97. From the mean values, it is inferred that employees are highly rated that they know the role of the management when they have faced grievances on discipline (4.34) followed by, HR officials advised the employees for interrelation with their co-employees (4.29), employees aware of various committees that redress the grievance in the industry (3.91), employees are confident to raising their grievances (3.55), management allowed to raise grievances informally rather than formally (3.54) and management is handling grievances with human relation skill (2.69). From the standard deviation values, it is noted that the employees' perception towards grievances procedure is not varied as much.

Table 9
Employees opinion about employee relation

Employee Relation	Mean	Std. Dev.
HR office reviews and advises employees for company	3.44	0.868
HR office reviews and advises employees for company regulations and company developments	4.29	1.352
HR office reviews and advises employees for companies outside regulations such as the government's regulatory policies and laws.	3.45	0.892
Well documented policies and procedures are well	3.74	0.834
Employee handbook on rules, regulations and entitlement	3.39	1.497

Table - 9 shows the employees level of agreement towards employee relation in the manufacturing industry. Here, employees' relation is analysed with five factors in the five point likert scale. Further, mean and standard deviation values are calculated for each factor. The mean values are ranged from 3.39 to 4.29. The calculated standard deviation values lie between 1.49 and 0.83. From the mean values, it is inferred that employees are highly rated towards HR office reviews and advises employees for company regulations and company developments (4.29) followed by, documented policies and procedures are well (3.74), HR officials reviews and advises employees for companies outside regulations such as the government's regulatory policies and laws (3.45), HR officials reviews and advises employees for company (3.44) and employee handbook on rules,

regulations and entitlement (3.39). From the standard deviation values, it is noted that the employees' perception towards employee relation is not varied as much.

Table 10
Relationship between soft HRM factors and goal oriented

Soft HRM factors	Goal Oriented	
	r- Value	P-value
Work and Family	0.836	0.001*
Work environment	0.810	0.001*
Job autonomy	0.858	0.001*
Employee involvement	0.887	0.001*
Self-efficacy	0.413	0.001*
Decision Making	0.497	0.001*
Communication	0.848	0.001*
Grievance Procedure	0.844	0.001*
Employee relation	0.505	0.001*

It is hypothesised that soft HRM factors such as work and family, work environment, job autonomy, employee involvement, self-efficacy, decision making, communication, grievance procedure and employee relation are not having relationship with goal orientation of the employees in manufacturing industry. In order to examine the above stated hypothesis, Pearson correlation test was applied. The result is presented in the table 10. The calculated r-values are ranged between 0.887 and 0.413. The P-values are found to be 0.001 which are significant at one percent level. Hence, the above stated hypothesis is rejected.

It is inferred that soft HRM factors are having relationship with goal orientation of the employees in manufacturing industries. From the r-values, it is observed that the employee involvement (0.887) is having strong and positive relationship with goal orientation of the employees in manufacturing industries followed by job autonomy (0.858), communication (0.848), grievance procedure (0.844), work and family (0.836) work environment (0.810), employee relation (0.505), decision making (0.434) and self-efficacy (0.413).

Table 11
Influence Soft HRM elements on goal oriented

Model	R	R Square	Adjusted R Square	F	P
1	0.956(a)	0.913	0.911	495.468	0.001*

Predictors	Unstandardized Coefficients		Standardized Coefficients	t-value	P-value
	B	Std. Error	Beta		
(Constant)	16.941	0.699		24.252	0.001*
Work and Family	-0.307	0.068	-0.424	-4.546	0.001*
Work environment	1.018	0.087	2.217	11.745	0.001*
Job Autonomy	-1.111	0.133	-4.062	-8.347	0.001*
Employee involvement	1.236	0.139	4.799	8.916	0.001*
Self-efficacy	-0.458	0.043	-1.250	-10.757	0.001*
Decision Making	-1.020	0.168	-3.048	-6.073	0.001*
Communication	-1.502	0.234	-3.836	-6.431	0.001*
Grievance Procedures	3.459	0.392	6.937	8.828	0.001*
Employee Relation	-0.867	0.120	-1.898	-7.225	0.001*

It is hypothesised that soft HRM factors do not influence the goal oriented of the employees in manufacturing industries. Linear regression analysis is carried out to examine the above stated hypothesis. Here, soft HRM factors namely work and family, work environment, job autonomy, employee involvement, self-efficacy, decision making, communication, grievance procedures and employee relation have been taken as influencing variables. Goal oriented has been taken as a dependent variable. Further, linear regression analysis has been carried out. The result is displayed in table 11. From the regression model summary result, the calculated adjusted R^2 value is found to be 0.913. Corresponding F-value is 495.468, which is significant at one percent level (0.001). It shows that regression model is fit. From this information, it is inferred that independent variable Soft HRM factors namely work and family, work environment, Job autonomy, employee involvement, self-efficacy, decision making, communication, grievance procedures and employee relation are influencing the unity of the employees in manufacturing industries. Here, adjusted R^2 value indicates that independent variables significantly influenced the unity of the employees in manufacturing industries at 95.6 percent level. Further the regression coefficient value indicates the strength of relationship between the independent variables and dependent variable. This is expressed by the following equation:

Goal oriented = constant (16.941) +grievance procedures (3.459) + employee involvement (1.236) + work environment (1.018) – communication (1.502) – job autonomy (1.111) - decision making (1.020) – employee relation (0.867) – self-efficacy (0.458) – work and family (0.307).

From the regression equation, it is inferred that grievance procedures, employee involvement and work environment have positively influenced the unity of the employees. But, communication, job autonomy, decision making, employee relation, self-efficacy and work and family are negatively influencing the unity of the employees in manufacturing industries. Further in the regression equation, the unstandardised beta coefficient explains the relative importance of each independent variable on the dependent variable. From the beta value, it is inferred that to have one unit increase in the unity of the employees in the manufacturing industries, grievance procedures of unity is influenced at 3.459 level, while other features remains constant. Similarly to have one unit increase in goal oriented of the employees, the employee involvement is influenced at 1.236 level followed by work environment influenced at 1.018 level. But, the soft HRM factors like communication, decision making, job autonomy, self-efficacy, work and family and employee relation are having negative impact on unity of the employees in the manufacturing industries.

Findings and Discussion

Employees are highly rated that the company has provided flexible working hours to their employees to balancing their work and family. However, the participant felt that there is need for specific family care leave for their employees to have better work and family balance. Employees have highly perceived that the company has comfortable and recreation area. However, they are expecting the manufacturing industries to have pollution free workplace. Employees have more job autonomy to do their particular work. However, they are not unable to modify their job objectives whenever they want to accomplish it. Employees are having high level of job involvement. However, they are not having much physical strength and mental alert. Employees are having high level of self-efficiency. Employees past experience increased their self-confidence. However, employees are not able to handle the challenging job. Management is not honest to make the decision and employees opinion is not valued by the management. Management has upward and down ward communication. However, the management not provided regular feedback about employees performance and not briefed about the employees development plans. Grievance handling procedure is found to good in the automobile manufacturing industry. However, the management is not handling the grievances of the employees with human relation skill. Employee relation is found to be good in manufacturing industry. However, the HR officials reviews and advises to employee and rules and regulation are found to low. Communication, grievance procedure, employee relation, employee involvement, work environment, work family and job autonomy factors are having strong relationship with group cohesion of the employees in manufacturing industries. However, decision making and self-efficacy are having weak relationship with goal orientation of the employees in manufacturing industries. Grievance procedures, employee involvement and work environment have positively influenced the unity of the employees. But, communication, job autonomy, decision making, employee

relation, self-efficacy and work and family are negatively influencing the unity of the employees in manufacturing industries. Soft HRM factors like communication, decision making, job autonomy, self-efficacy, work and family and employee relation are having negative impact on unity of the employees in the manufacturing industries. The “soft” approach will certainly appeal to the “touchyfeely” amongst us who like to see people being treated nicely and you can also make a good business case for an approach which rewards employee performance and motivates staff more effectively. However, the danger of taking too “soft” an approach is that when all the employee benefits are added up, the cost of the workforce leaves a business at a competitive disadvantage. The soft HR approach will be mostly found in the service industry where the employees’ are treated as one of the competitive edge to grow their business. The employee’s issues are treated individually and their needs are being satisfied. The soft approach of HR will help to train and develop the employees by rewarding, motivating and on the basis of their roles and responsibilities. The main objective of soft HR is to plan strategically for the long term goals of an organization. It ensures a two way communication process where the employees’ can participate in decision making process. It is being done by planning the competitive pay structure of the employees. The responsibility is being handled by empowering the employees and motivating them in a proper manner. The employee’s appraisal was made by training them and developing them for their career. It is applicable in the flatter organization where the employee’s and the leaders have to follow the participative and supportive styles for the benefits of the employees. It is related with the psychology of the employees dealing with attitudes, behaviors and their emotions. The main advantage of this approach is to provide more friendly approach and the benefits to the employees. It depends upon the organization how the both approaches are being selected on the basis of the business and the structure.

Conclusion

This paper aimed to analyse employees’ attitude towards soft HRM approach and its effect on employees’ goal achievement performance. From the result is revealed that employees have perceived higher level soft HRM approaches practiced by the manufacturing sector in Thiruvananthapuram, Kerala. Further, soft HRM practices have the positive effect on employees’ goal achievement performance. Hence, it is concluded that the organization try to have more practice on soft HRM, it helps and boost the employees’ performance. Organizations have to put effort into developing themselves and adopting the constant changing environmental conditions in order to live. The decisions, which are made as a result of analyzing and evaluating both the interior and the exterior environment of the organization, provides advantage and power for the competition in the sector. Organization applied human resource strategy to increase the organizational effectiveness. It leads to consolidation of the organization. In otherwords, the successful attempts in the process of strategic management accrue, with managing human resources in a strategic way (Uyargil, 1997).

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