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Investigating Human Resource Practice in a Major Company Using GRA Method

*[1]Jayalakshmi VA, [2]M. Ramachandran, [2]Chandrasekar Raja, [2]Prabakaran Nanjundan
[1]Karnatak University, Dharwad, Karnataka, India
[2]REST Labs, Kaveripattinam, Krishnagiri, Tamil Nadu, India
*Corresponding author Email: jayalakshmiva007@gmail.com

Abstract. Organizations have a function called human resource management that emphasizes organization and guiding principles. How people are managed within organizations is the main focus of HR. There are procedures within HR departments and units for numerous measures of responsibility in general, including hiring employees, providing them with training and growth opportunities, evaluating their performance, and rewarding them. HR is concerned with lab our relations, including collective bargaining and reconciling company policies with rules resulting from governmental law. Transactional tasks like payroll and benefits administration predominated the role at first, but because of globalization, organizational integration, technology advancement, and subsequent study, HR now links with strategic efforts. In the past, human resource management (HRM) stood alone as a discipline. In reality, payroll and other administrative difficulties are generally handled by human resource and operations managers. The two topics are investigated independently by various social scientists in academia, which frequently draw from distinct disciplinary backgrounds and publish in different publications. However, on a fundamental level, operations and human resources are strongly intertwined. A function is a setting that frequently clarifies or limits the consequences of human resource operations like compensation, training, staffing, and communication. Several studies have looked into the relationship between employee performance and an organization's bottom line. The important research on human resource management (HRM) challenges in the travel and hospitality sector is structurally reviewed in this article. Human resource management initiatives in the past have focused on three different business strategies: management fit strategies, labour functions with predictable manpower, specific strategic objectives or needs, environmental supply conditions, and human resource coordination mechanisms that align management strategy and structure overall effort. This article reviews the literature on each of these strategies and presents a taxonomy that compares them. an association between a company's business and human resource strategies. Discussions about the study and practical implications follow. Information technology has significantly changed human resources (HR) processes and practices in recent years. However, there aren't many studies that have looked at its efficacy and the majority of those that don't assess how much these new systems aid businesses in achieving their HR objectives of luring, inspiring, and keeping people. There are numerous restrictions connected with present systems for a reason: One-way communication systems are used, it's impersonal and passive, personal communication authorization isn't always granted, and it frequently creates an unnatural barrier between people and companies. As a result, the main goals of this article are to analyses the present effects of technology on HR procedures, take into account the literature that has been published on the subject, and examine the benefits and potential drawbacks of employing these systems. We also offer strategies for utilising technology in future HR operations and research.

Key words:

1. Introduction

The specialisation of human resource management (HRM) disciplines is not new. It is uncommon for an operations manager to transition into an HR manager or vice versa in the business world. In the academic world, two topics are researched by distinct groups of experts who publish in totally different journals. Despite this, almost all corporate environments have a close relationship between operations and human resources. This discovery opens up numerous possibilities for significant advancements in both research and practice. While some academics think that knowledge management is primarily driven by information technology, others think that knowledge management fails to guarantee that the perspective is about people, not technology and that it begins with the "computer." For instance, a recent report from the Victorian government claimed that technology is only "a conduit and storage system for information transfer." Additionally, some businesses have made significant technology investments to support their knowledge management strategy, but instead of being driven by the demands of information technology, they are still planning the technical infrastructure to support and provide the necessary knowledge capacity. We use the term "HRM" to refer to a broad category that encompasses (a) specific human resource practices like hiring, selecting, and evaluating employees; (b) formal human resource policies that directly or indirectly limit the development of particular practices; and (c) human resource philosophies, which are the principles and practices that guide an organization's policies. Ideally, it entails a company that attracts, develops, inspires, and keeps staff people who guarantee the organizations and its members' effective operation and survival. These three components and how HRM is impacted by an organization's internal and external settings must be taken into account to comprehend HRM in context. We cover the organizational life cycle stage, technology structure, size, and business strategy

under internal environmental factors. Since HRM and organizational culture are intricately intertwined, it is useless to distinguish them from them. The legal, social, and political settings; unionization; the state of the labor market; career qualities; and country cultures are examples of external environmental influences. Over the past two decades, the strategic discipline of human resource management (SHRM) has gained significant experience as a focus of academic writing and managerial practice. Managers are distinct and deviate from the typical experience, when managers are ignorant of or uninterested in intellectual breakthroughs in our profession, in the parallel development research literature and in interest in practice. We think it's time to determine the HR department's place as an investigation and a management practice as it starts to develop its plan. Even though it builds on nearly two decades of consistent academic advancement, this exercise is predicted. The essay emphasizes the future path we feel the discipline should take rather than serving as an encyclopedias or examination of earlier works of the next decade. We attempt to illustrate the relationship between human resource management (HRM) and knowledge management (KM) in this issue of the International Journal of Human Resources as well as the advantages of employing an integrated strategy between the two fields at the core of the workforce. While HRM, KM, and related subjects like information management and intellectual capital management approach the expanding questions of the role of knowledge in modern businesses and the economy from several angles, these angles can also be integrated.

2. Human Resources Planning

Human resource planning, in its broadest sense, refers to preparing companies for future economic and environmental demands while also addressing the personnel requirements imposed by those expectations. This suggests that strategic planning may benefit from including human resource planning as a key component. Unexpectedly, the research seems to indicate that the connection between strategic management and human resource planning is frequently overlooked. The mainstream human resource planning literature provides a partial justification for this lack of implementation. Human resource supply and demand forecasting is the main focus of most studies. Such forecasts can be made using a variety of statistical methodologies, but the political challenges of pushing their adoption are sometimes overlooked. For instance, whereas building a statistical model for manpower planning may receive a lot of attention, the result of management acceptability models may receive less consideration. There is a disconnect between the approaches that are currently accessible and how they are applied, which leaves out crucial organizational information. However, management is connected to strategic company planning and succession planning. However, as was already mentioned, managers are chosen to carry out the plan. It is realistic for many systems to identify future managers and offer career chances for growth. The goal for managers is minimal work to change the strategy and negligible effort for managers to decide to build a plan. In multi-divisional organizations, these activities are particularly noticeable at different points in the manufacturing product life cycle. These firms don't need executive succession planning since they have enough mature goods for their performance specialists and enough start-up plans for their entrepreneurs. The most common driving force behind management continuity and planning seems to be achieving relevance. Fit can be detrimental to a company's ability to compete because it can stifle innovation, and methods of strategic human resource planning that are too restrictive to the company's capabilities frequently generate more problems than they solve. Planning for management succession is thus a key business plan component that is underused.

3. Knowledge Management

The value of knowledge management in our society has been the subject of a heated debate over the past few years. Maintaining organizational life and competitiveness requires knowledge management, which is a crucial component. The broader idea of "intellectual capital" is crucial to what might be considered the discipline of knowledge management. Following is a comparison of KM and "intellectual capital" KM. However, the distinction between the two terms is sometimes ambiguous and insufficiently defined. Knowledge management is a long-standing issue. The term "intellectual capital" is used by the authors as a catch-all. The term "intellectual capital" is used by a major insurance firm in Scandia to refer to knowledge, practical experience, organizational technology, client relationships, and professional abilities. Scandia, Dow, and this explanatory framework want to distinguish between human, organizational, and customer capital based on function. Knowledge creation and knowledge transfer are the foundation of knowledge management (KM) and knowledge-sharing systems. KM is an Endeavour that uses current knowledge to build a system to accomplish its corporate purpose. Many KM initiatives aim to impart implicit or tacit knowledge through challenging forms, contentious topics, and sustainable management concerns. Because of its dynamic character, knowledge must manage something fluid, moving, and active. Knowledge is not the artifact or managed item in a knowledge management project; rather, knowledge representation should take into account the role of knowledge acquisition. For instance, lessons are people's written and verbal records of what they learn while working on a project, the subtleties of efforts to be documented with clients or colleagues, and the results. Additionally, there should be ongoing efforts to keep the archive of "lessons learned" complete and up-to-date, thus there must be a strong attempt to obtain the most recent ideas and successful project teams. Of course, it is possible to learn from less successful ventures, but this is challenging for those who don't want to be associated with failure.

4. E-recruiting

Can IT assist businesses in increasing the number of successful job placements? Is one of the main questions surrounding e-recruitment? No research has analyzed the effects of e-recruitment on organizational success (e.g., attracted types of Applicant's Structure, Website characteristics, and provided personalization information), placements, or retention rates, although researchers have started to look into e-recruitment factors affecting applicant attraction. The most crucial query regarding the efficacy of e-recruiting is "Does it draw in individuals with talent and diversity? Is it effective in businesses?" Although this subject has been addressed in several pieces of research, the findings indicate that, as compared to conventional recruitment methods, e-recruitment attracts a lot of applicants but not many of the highest caliber. Additionally, the rise in applicants raises transaction and administrative costs. The same report asserts that e-recruitment continues to draw candidates that exhibit high levels of drive, achievement, and tenacity, making them more appealing to businesses than candidates from traditionally underrepresented backgrounds. E-recruitment does not appear to assist firms to boost worker diversity, according to research to date. For instance, e-recruitment is less commonly used by women, ethnic minorities, and older candidates than by Anglo-Americans, according to certain studies. This is due, in part, to the fact that some ethnic minorities have less access to the Internet at home, while others (such as elderly individuals and women) frequently experience higher levels of computer anxiety and lower levels of computer efficacy than their male counterparts. Notably, as newer, more tech-savvy applicants enter the workforce, the disparities between traditional and E-recruitment may become less of an issue. Other e-recruitment studies, as opposed to studies that concentrate on applicant traits, concentrates on website characteristics and technological aspects including applicant satisfaction and the usage of customization tools to entice. According to these findings, website attractiveness is not associated with applicants' motivation to apply for positions, even while website ease of use and perceived quality are positively related to applicants' organizational attractiveness.

5. E-training and E-learning

The use of technology to deliver training is a hot topic of discussion. Some academics contend that the greater customization, flexibility, and learner control offered by Internet-based training makes it favorable. Others counter that because these technologies isolate practitioners from one another, their use is less effective. Others hinder communication and lower student happiness. One study, for instance, discovered that teachers who utilized a sophisticated classroom management system spent more time concentrating. Thus, employing technology instead of learning results in inferior performance than using a team email system. Rather, the findings of a different study showed that when students thought that using technology to help their learning was their preferred method, they had superior learning outcomes (information understanding, contentment, and usability judgments). Employees prefer in-person instruction over online training, according to research, because online learning can be isolating for some people. Don't always offer timely criticism. Due to this, a lot of scholars have advocated that systems should combine different learning strategies. Blended learning benefits from components that give online and in-person learners a sense of community, the ability to communicate personally, and more control over the learning process. According to certain studies on blended learning, students who participate in it are more motivated to study, have better meta-cognition, and receive higher-quality instruction. Systems for traditional or online learning are employed. According to the research described above, technology has an impact on student learning outcomes. By contrasting technologies and illustrating "... how a particular medium influences its effectiveness once chosen," e-learning research should lessen its significance. In particular, the learning outcomes are comparable when these various forms of training apply the same methodologies. These findings suggested that rather than training designs that compare the performance of various technologies, systems should incorporate technology.

6. Performance Appraisal

It's unofficial. It never progresses and continues forever. Every day, we receive evaluations from our peers and some comments as a result. After the year, I analyses the precise goals I'd established. I evaluate the year's developmental needs. I often review my employees, but I come from a coaching background, so I'm not sure how widespread this is. Regarding my performance, I was evaluated that day inside the automobile and on the steps. Every year, assessments are performed, but not everyone is willing to participate. The moderator does not always open; the moderator... You may either tell the rated person, "If you say this, I'll suppress, repress, or whatever," or you can sweep it under the rug for a bit and hope everything works. It was already written for my initial evaluation. I was informed that I could retype anything if I wished to make changes. However, I am aware of others who object to their assessment and request a revision, but nothing is done. I felt quite unfavorably about assessments as a result. However, adhering to my final two guidelines gave me fresh hope. There are just targets set. No place for compromise. Failing to meet objectives, which is not?

7. GRA Method

Several aspects of decision-making difficulties will be looked at in this study, including intuition, ambiguous information, information regarding situations when attribute weights are unknown, and the shape that intuitive fuzzy numbers take when representing attribute values. We establish an optimization model based on the core principle of the conventional grey correlation analysis (GRA) method, through which attribute weights may be computed, to produce the weight vector characteristic. The solution to fuzzy multi-attribute decision-making incomplete issues with known weight information is then described, essentially using the conventional GRA method's calculation stages understanding. For each alternative, the positive-best solution and the negative-best solution are determined together with the grey connection between the magnitudes. Then, by computing the grey correlation coefficient for both the positive-best solution (PIS) and the negative-best solution, a relative correlation degree is defined to identify the rank order of all alternatives concurrently (NIS). The suggested approach is then verified and its performance is shown through an exemplary example.GRA models have been developed since the early days. An integrated or cumulative perspective based on model correlation coefficients at each point to general GRA models. It is derived from GRA that measures similarity models based on similarity models that are closeness and closeness respectively. Objects of research advanced from the analysis are the relationship between curves, the analysis of the relationship between curved surfaces and the relationship between analysis in three-dimensional space and the relationship between super surfaces in n-dimensional space.

TABLE 1. Human Resource Management

Company	Never	Once a year or less	Twice a year or more	Every month or more
Glaxo	0.00	40.00	60.00	0.00
Citibank	1.00	86.00	13.00	0.00
Hewlett-Packard	1.00	58.00	29.00	12.00
WH Smith News	22.00	21.00	55.00	2.00
BT Payphones	2.00	41.00	20.00	37.00
KJS	0.00	34.00	56.00	10.00
Lloyds Bank	1.00	7.00	82.00	10.00
NHS Trust	42.00	42.00	12.00	4.00

Table 1. Show that data set in Glaxo, Citibank, Hewlett-Packard, WH Smith News, BT Payphones, KJS, Lloyds Bank, NHS Trust. In that data set analysis is Never, Once a year or less, Twice a year or more, every month or more.

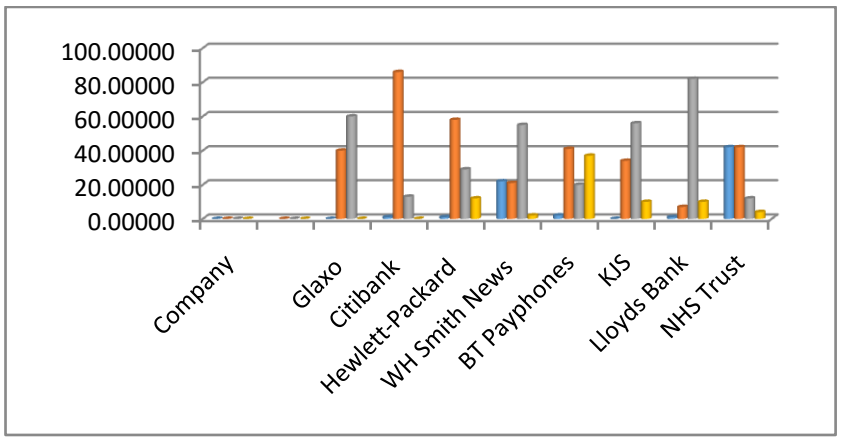

FIGURE 1. Human Resource Management

Figure 1 show that in data set that Glaxo, Citibank, Hewlett-Packard, WH Smith News, BT Payphones, KJS, Lloyds Bank, NHS Trust. In that data set analysis is Never, Once a year or less, Twice a year or more, every month or more.

TABLE 2. Normalized Data

Company	Never	Once a year or less	Twice a year or more	Every month or more
Glaxo	-0.9091	0.4177	0.6857	0.0000
Citibank	-0.8636	1.0000	0.0143	0.0000
Hewlett-Packard	-0.8636	0.6456	0.2429	0.3243
WH Smith News	0.0909	0.1772	0.6143	0.0541
BT Payphones	-0.8182	0.4304	0.1143	1.0000

KJS	-0.9091	0.3418	0.6286	0.2703
Lloyds Bank	-0.8636	0.0000	1.0000	0.2703
NHS Trust	1.0000	0.4430	0.0000	0.1081

Table 2 show that Normalized data in Glaxo, Citibank, Hewlett-Packard, WH Smith News, BT Payphones, KJS, Lloyds Bank, NHS Trust. In that data set analysis is Never, Once a year or less, Twice a year or more, every month or more for given data set, these values are calculated using by the various methods of formulas, and then the values are shown in the tabulation.

TABLE 3. Deviation Sequence

Company	Never	Once a year or less	Twice a year or more	Every month or more
Glaxo	1.9091	0.5823	0.3143	1.0000
Citibank	1.8636	0.0000	0.9857	1.0000
Hewlett-Packard	1.8636	0.3544	0.7571	0.6757
WH Smith News	0.9091	0.8228	0.3857	0.9459
BT Payphones	1.8182	0.5696	0.8857	0.0000
KJS	1.9091	0.6582	0.3714	0.7297
Lloyds Bank	1.8636	1.0000	0.0000	0.7297
NHS Trust	0.0000	0.5570	1.0000	0.8919

Table 3 show that Deviation sequence in that data set analysis is Glaxo, Citibank, Hewlett-Packard, WH Smith News, BT Payphones, KJS, Lloyds Bank, NHS Trust. In that data set analysis is Never, Once a year or less, Twice a year or more, every month or more.

TABLE 4. Grey Relation Coefficient

Company	Never	Once a year or less	Twice a year or more	Every month or more
Glaxo	0.3333	0.4620	0.6140	0.3333
Citibank	0.3387	1.0000	0.3365	0.3333
Hewlett-Packard	0.3387	0.5852	0.3977	0.4253
WH Smith News	0.5122	0.3780	0.5645	0.3458
BT Payphones	0.3443	0.4675	0.3608	1.0000
KJS	0.3333	0.4317	0.5738	0.4066
Lloyds Bank	0.3387	0.3333	1.0000	0.4066
NHS Trust	1.0000	0.4731	0.3333	0.3592

Table 4 show that Grey Relation Coefficient in that data set analysis is Glaxo, Citibank, Hewlett-Packard, WH Smith News, BT Payphones, KJS, Lloyds Bank, NHS Trust. In that data set analysis is Never, Once a year or less, Twice a year or more, every month or more.

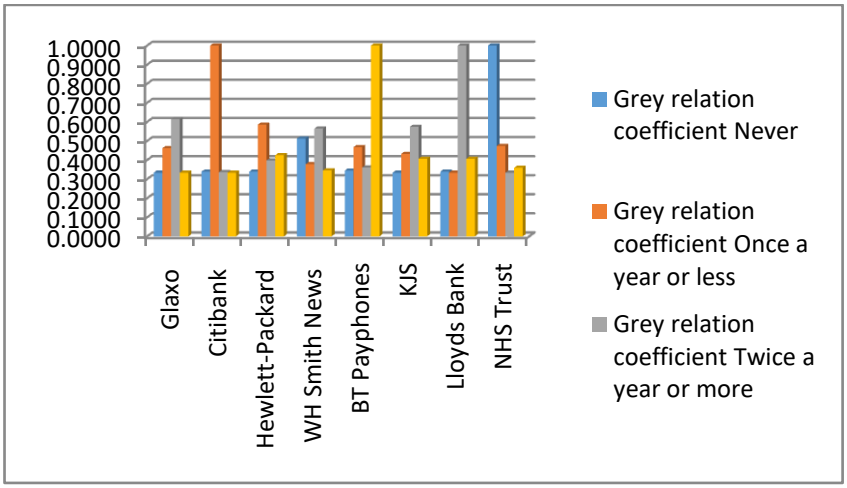

FIGURE 2. Grey relation coefficient

Figure 2. Show that in grey relation coefficient that Glaxo, Citibank, Hewlett-Packard, WH Smith News, BT Payphones, KJS, Lloyds Bank, NHS Trust. In that data set analysis is Never, Once a year or less, Twice a year or more, every month or more.

TABLE 5. GRG

Company	GRG
Glaxo	0.4357
Citibank	0.5021
Hewlett-Packard	0.4367
WH Smith News	0.4501
BT Payphones	0.5431
KJS	0.4363
Lloyds Bank	0.5197
NHS Trust	0.5414

Table 5. Show that GRG Glaxo, Citibank, Hewlett-Packard, WH Smith News, BT Payphones, KJS, Lloyds Bank, NHS Trust. In that data set analysis is Never, Once a year or less, Twice a year or more, every month or more.

TABLE 6. Rank

Company	Rank
Glaxo	8
Citibank	4
Hewlett-Packard	6
WH Smith News	5
BT Payphones	1
KJS	7
Lloyds Bank	3
NHS Trust	2

Table 6. Glaxo, Citibank, Hewlett-Packard, WH Smith News, BT Payphones, KJS, Lloyds Bank, NHS Trust. In that data set analysis is Never, Once a year or less, Twice a year or more, every month or more shown that ranks.

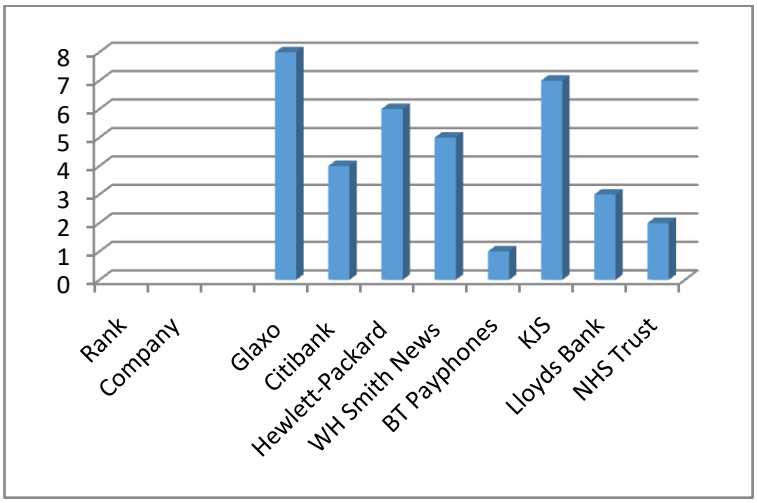

FIGURE 3. Graph is shows in ranking.

Figure 3. Shows the final result Bt payphones is got first rank and Glaxo is got lowest rank

8. Conclusion

Changes in size, structure, and design are a significant focus of the American corporation to improve its competitiveness in the worldwide market. The old bureaucratic structure, with its multi-layered, pyramidal design, is being replaced by flat, horizontal structures in today's chaotic and dynamic organizational environments. Unexpectedly, a fundamentally bureaucratic model contains our notions about how organizations function implicitly (if not outright). Therefore, to incorporate these novel organizational structures, we require theories. More precisely, we need to comprehend the ramifications on the legal, economic, and political levels to properly comprehend the evolution and change in the science and practice of HRM. Responsibilities, the organizational impact of functionality, and human resource management. Productivity and innovation levels are raised through knowledge management operations, which also improve the corporate environment. Human resource change managers can assist firms with local and international human resource management difficulties, as well as with responsible employee capacity building. Even if the administration of human resources has become more crucial to how businesses are structured recently, there are still certain things that may be done better. Enhance the match-level options. For instance, knowledge management entails the use of and development of programmers to represent organizational traits like trust, respect for one another, dedication, and teamwork among the engaged workers. This article's goal, among others, is to draw attention to the crucial connection between management practice and SHRM scholarship. This, in our opinion, is what adds interest to and influences this inquiry. Comparatively, keep in mind that prior attempts to connect HR choices with business performance, like usability analysis, have virtually vanished from the literature. Despite this considerable development, SHRM may be approaching a turning point. The empirical literature once showed managers that HR may affect significant financial outcomes, which was a unique and fascinating conclusion. But that moment is now gone. Managers must now, in large part, "understand it" and think that quality has strategic implications for how they manage personnel. Now they require assistance in understanding. Business strategy and human resource strategy are considered collaborative outcomes because they both involve numerous interactions, events, and connections that have an impact on organizational choices. Multidimensional preparedness and multidimensional need have a significant relationship in that one act as both an input and a constraint on the other. In contrast to what is discussed in the literature or in practice, we propose a broader perspective on strategic human resource management. Previous attempts have mostly ignored the process' inherent multidimensionality while capturing some significant correlations between crucial elements.

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