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## Stubborn Traditionalism of Corporate and Job Satisfaction of HR Professionals (with Special Reference to Various Private Organizations)

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### **Abstract:**

*We scrutinize the widespread outlook that “stubborn traditionalism” stays alive in HR i.e. Progressing of HR profession is still very sluggish and sometime resulting irrelevance to the industrial situation and sometimes it is understood that the modern HR system may not have enough credentials to prove effective and that reduces the ‘job satisfaction’ of HR professionals. It is true that resistance rises as a discarded blockade to prevent the effectiveness of HR system. Our data depends on twenty five interviews that were held (as a piece of small investigation of HR functions) with HR Managers/Executives, various multinational companies in the local arena. This data uncovers ‘traditional system’ in which the HR professional still exercises their functions and also find out the ‘satisfaction level’ because of that pattern of functions.*

**Keywords:** Human resource management, stubborn traditionalism, job satisfaction, corporate strategy, human resource strategy and corporate decision.

### **1. Introduction**

HR is not, notwithstanding, a solid thing. A few people organizations as yet stick to an old style of faculty organization and approach police, and a few pioneers and organizations all the more completely perceive the association in the middle of ability and results, and the capacity of HR is decently coordinated with the execution of business method. We realize that HR experts are encountering the negative perspectives of the capacity straightforwardly.

Kahnweiler (2006) recognized five most important challenges come across by HR professionals:

- Lack of power;
- Walking a tightrope;
- Dealing with sceptical customers who view HR negatively; Vulnerability;
- And being overwhelmed.

Managing an affiliation's endowments, especially in distributing the ideal individual to the right occupation at the perfect time is among the top test for Human Resource (HR) specialists. A survey of capacity organization issues can be settled by using gathering and desire framework as a piece of Data mining. Capacity's execution can be expected by using past experience adapting as a piece of HR databases. For test purposes, possible characterization and desire techniques to be used as a piece of appeal to find the suitable frameworks for HR data. At any rate, now a day, the top management consistently using their vitality to pick the employees as per their discretion. In light of present circumstances the HR dominance ruin can't use their capacity

### **Objective**

This article will study following objectives by means of cross-sectional analysis of HR leaders.

1. To understand the rapport between Human Resource Strategy and corporate strategy.
2. To analyze the satisfaction of the information's they receive from the top management concerning various corporate decisions.
3. To explore stubborn traditional attitude of top Management towards their decision.
4. To explore the effect on job satisfaction by considering aforesaid points.

In the first place we find that moderate advancement matters, on the grounds that advance on HR practical gimmicks is identified with imperative results, including HR's part in procedure, viability as a capacity, and hierarchical execution. Second, we investigate one clarification for HR's adamant traditionalism, in the association's administration approach. Our results propose that the association's administration methodology may without a doubt somewhat clarify an absence of HR advancement. The more associations seek after a bureaucratic and ease administrator methodology to administration, the less their HR association takes part in cutting edge key exercises, is fulfilled by its HR aptitudes, plays a solid vital part, executes a HR choice science, and increases the value of the

association. Conversely, the more associations seek after high-contribution and practical methodologies to administration, the more noteworthy are these HR characteristics.

## 2. Literature Review and Hypothesis

John Boudreau and Edward E Lawler in their research paper stubborn traditionalism in HRM: Causes and consequences examine that widely-held view that “stubborn traditionalism” exists in HR, meaning that while the HR profession has progressed, its progress remains slow, and may not be sufficient to maintain effectiveness and relevance” stubborn traditionalism in HRM.

Corporate HR is more towards strategic, policies, procedures and that they take the choices that are within the interest of corporate level. They are more concern for aligning the HR with business and of course moving organization development. But there is a doubt that how far HR involved in the business as well as corporate strategy.

Krishnan, Rishikesha T. “Linking Corporate Strategy and HR Strategy: Implications for HR Professionals,” said that HR has come onto the prime position even in India’s traditional business enterprise also, – two traditional business houses they have created an example of HR intervention for the upgrading professionalization, independence in operational decision-making, greater transparency in performance measurement, and market-linked compensation.

Job satisfaction is positive thinking towards the job. But few of the components are very important for employee’s job satisfaction like salary, wages, status, achievement, working condition

### Job Satisfaction

E. A. Locke quoted as “Job Satisfaction is a pleasurable or positive emotional state from the appraisal of one's job or experience.” Keith Davis stated as “Job satisfaction is a set of the favorable or unfavorable feelings with which employees view their work.” Job satisfaction is also defined as an individual’s general attitude regarding his or her job (Robbins, 1999). Mullins (1993) mentioned that motivation is closely related to job satisfaction. Vroom said about job satisfaction as “Job satisfaction is generally considered to be an individual’s perceptual or emotional reaction to important parts of work.” According to Robbins (1999), a satisfied workforce can increase organizational productivity through less distraction caused by absenteeism or turnover, few incidences of destructive behavior, and low medical costs.

### 2.1. Hypothesis

1. H1 the rapport between Human Resource Strategy and corporate strategy is perfect in my organization (Independent).
2. H2 HR department is always satisfied with the information they receive from the top management concerning various corporate decisions (Independent).
3. H3 Top management do not have stubborn traditional attitude in their decision, they always take the consent of HR department before taking any decision (Independent).
4. H4 HR department is satisfied with their job by considering aforesaid statement (Dependent).

## 3. Research Methodology

The current study is an **exploratory** in nature, as it searches to find out new thoughts and on the way to fetch out the association amid the job satisfaction and the other quality. Research Design is having enough flexibility to give prospect allowing for the various aspects of troubles in the study. It assists in carrying into focus some intrinsic weakness in enterprise regarding which in depth study can be conducted by management.

### 3.1. Unit of Analysis

- The unit of analysis is the HR professional working in the organization.

### 3.2. Methods of Data Collection

According to Saunders and Philip “secondary data can provide conceptual and comparative data, so that we can triangulate our findings”. Stewart and Kamins (1993) argue that researcher using secondary data is at advantage than using primary data as it saves a lot of time.

#### 3.2.1. Data Collection:

- Primary data as the data is based on the questionnaire format.
- The data collection has been done on the basis of the questionnaire made and by the way of:
  - Questionnaire
  - Information about the correspondents
  - To simplify those research queries collections of secondary data is desirable.

To collect this secondary data, following materials shall be taken into consideration.

1. Newspaper
2. Magazine
3. Published summarized articles.
4. Books

The information’s are attending to be evaluated by the strategy of set variables after collection of Primary and secondary information, Here the setting the information’s in a very systematic manner that may make it easier for investigator to draw round and make a case

for every variable. What is more, all information is going to be compiled and can be targeted in a very tabular and graphical type by that it'll be building the researcher at ease to go before comparison. Proportional illustration of the information also will craft the result in additional general summary.

### 3.2.2. Tool for Data Collection:

- For any research study there should be information for analysis. Collection of proper information plays a crucial role in any study. It will be collected from different sources.
- The questionnaire was the most important tools to collect the information from the chosen sample.

### 3.2.3. Sampling Scheme / the Methodology

- Questionnaire was the research tool. All most all questions are close ended. Questionnaire was the major tool by which the relevant data was collected from the respondents, who are selected through sampling process. The questionnaire was drawn on five-point scale technique. The research is explorative in nature.
- In here, the job satisfaction would be the dependent variable and all other variables in which the job satisfaction is associated are all independent variables.
  - Stratified Purposive Random Samplings is the sampling scheme.
  - Scale- Five Point Scale has been chosen for making questionnaire
  - Scale Type- The Graphic Rating Scale
- ✓ Total Sample Size of employee (n = 25)

## 4. Data Analysis

To analyze the information's, measures of central tendency and for p value of t (*Hypothesis testing*) obtained by the study, Statistical Package of Social Science 21.0 was used for the purpose of analysis of data, the.

This information's are going to be analyzed independently and therefore the results shall be figured out to understand validity. The overall aim of this approach is to understand the job satisfaction of HR professional and accordingly we have to analyze the hypothesis. Each case will be analyzed separately. three independent variables like (i) the corporate strategy and human resource strategy will be analyzed, (ii) satisfaction of HR department with the information they receive from top authority and (iii) the stubbornness & traditionalism of the owners, and finally the dependent variable is to be explored i.e. (iv) job satisfaction of the HR professional is dependent variable, which is to be analyzed based on the above three independent variables and accordingly conclusions will be drawn.

### 4.1. Analysis: a) For Hypothesis H1

The rapport between Human Resource Strategy and corporate Strategy is perfect in my organization

		Frequency	Percent	Mean Rank	Median Rank	P-Value of T test (Test value 3)
Valid	Strongly Disagree	14	56.0	2.20	1	.013
	Somewhat Disagree	2	8.0			
	Somewhat Agree	8	32.0			
	Strongly Agree	1	4.0			
	Total	25	100.0			

Table 1

56%respondents are strongly disagreed about the rapport between human resource strategy and corporate Strategy is perfect my organization; 8% respondents somewhat disagreed with the statement though 40 %are on the agreement side but only 4% are strongly disagreed out 40%.

- Interpretation

Mean value is less than 3 so it is understood that maximum HR professional are on the disagreement side. In addition to that the median rank of 'strongly disagreement point' is 1. Furthermore, Since the two sided significance reported in the last column and the first row is less than the significance level of 0.05, we reject the null hypothesis. In our example, p value of .013 is less than 0.05, so we reject H0. In other words, there is significant relation between corporate vision and human resource strategy. That shows that rapport between corporate vision and human resource strategy is low.

### 4.2. For Hypothesis H2

HR department is always satisfied with the information they receive from the top management concerning various corporate decisions.

		Frequency	Percent	Mean Rank	Median Rank	P-Value of T test (Test value 3)
Valid	Strongly Disagree	15	60.0	2	1	.001
	Somewhat Disagree	2	8.0			
	Neither Agree nor Disagree	1	4.0			
	Somewhat Agree	7	28.0			
	Total	25	100.0			

Table 2

60%respondents are strongly disagreed about the satisfaction of information they receive from the top management concerning various corporate decision; 8% respondents somewhat disagreed with the statement, only 28 % are on the somewhat agreement side.

- Interpretation

It is understood that maximum HR professional are on the disagreement side because mean value is less than 3 so. In addition to that the median rank of 'strongly disagreement point' is 1. Furthermore, since the two sided significance reported in the last column and the first row is less than the significance level of 0.05, we reject the null hypothesis. In our example, p value of .001 is less than 0.05, so we reject H0. In other words, there is a significant relation of the satisfaction of HR department about the information they get from the top management relating to corporate decision.

#### 4.3. For Hypothesis H3

Top management of corporate do not have stubborn traditionalism attitude in their decision, they always take the consent from HR department before taking any decision.

		Frequency	Percent	Mean Rank	Median Rank	P-Value of T test (Test value 3)
Valid	Strongly Disagree	10	40.0	2	1	.910
	Somewhat Disagree	1	4.0			
	Somewhat Agree	8	32.0			
	Strongly Agree	6	24.0			
	Total	25	100.0			

Table 3

40 %respondents are strongly disagreed about that the top management are not stubborn in their decision concerning the HR decision but on the other side 32% also somewhat agreed about the statement.

- Interpretation

Here mean value is also less than 3 and median rank is also 1. But, since the two sided significance reported in the last column and the first row is 0.910, which is more than the significance level of 0.05; we may not reject the null hypothesis. In our example, p value of 0.910 is more than 0.05, so we can not directly reject H0. In other words, there is no significant relation about the stubborn traditionalism attitude of the top management concerning their decision.

But, if we try to interpret it by descriptive statistics, we may understand from the mean value, which is less than 3 and above all, the median value is 1, then it is observed that stubborn traditionalism attitude in their decision exists in the top management and do not take the consent of HR department before taking any decision, so there is a need to change that attitude.

#### 4.4. For Hypothesis H4

HR department is satisfied with their job by considering aforesaid statement

56%respondents are strongly disagreed about the satisfaction with their job; 4% respondents somewhat disagreed with the statement, though 40 % respondents are on the agreement side but only 4% are strongly disagreed out of 40%.

		Frequency	Percent	Mean Rank	Median Rank	P-Value of T test (Test value 3)
Valid	Strongly Disagree	14	56.0	2.96	1	0.017
	Somewhat Disagree	1	4.0			
	Somewhat Agree	10	40.0			
	Total	25	100.0			

Table 4

- Interpretation

Mean value is less than 3, so it is understood that maximum HR professional are on the disagreement side. In addition to that the median rank of 'strongly disagreement point' is 1. Furthermore, Since the two sided significance reported in the last column and the first row is less than the significance level of 0.05, we reject the null hypothesis. In our example, p value of 0.017 is less than 0.05, so we reject  $H_0$ . In other words, there is significant relation about the job satisfaction of HR professionals in the organization. It shows that the satisfaction level of HR department is low.

## 5. Conclusion

After interviewing twenty five HR professional's workings in different industries, this research paper studies the impact of four major hypotheses on rapport of human resource strategy and corporate strategy, satisfaction of HR department concerning the information they receive from the top management on corporate decision, stubborn traditionalism attitude of the top management towards corporate decision and finally the job satisfaction of HR by considering the first three hypothesis. By virtue of the statistical study on the data using, we have decided to ascertain the conclusion that the satisfaction level of HR department is low because except the third hypothesis all results are found significant at the 5% level of significance. We must ascertain the fourth (dependent) hypothesis that shows that there is a significant relation of job satisfaction of HR professionals by considering rest three hypothesis in the organization. It shows that the satisfaction level of HR department is low because the p value is 0.017, which is less than the significance level 0.05 and accordingly we rejected the null hypothesis.

### Suggestions

Top Management and Human resource department should work along to make corporate culture that pleads the values of all human resource departments and facilitates productivity of all HR employees. To do so, this stubbornness traditionalism attitude must be eliminated, and the focus should be to bring the assets of human resource department to the table to achieve organizational goal.

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