SOCIAL SCIENCES & HUMANITIES

The Impact of SHRM on Man Power Sustainability in a Manpower Agency of International Airport in Tamil Nadu, India – An Empirical Study

A. Vasumathi* and Colin Crispin C.

VIT Business School, VIT University, Vellore, 632 014, Tamil Nadu, India

ABSTRACT

Human Resource practices are the heart of most organisation for sustaining talented employees. Sustainable manpower is required by any organisation to facilitate productivity, minimise training costs, implement effectiveness of training inputs and cost of production. Organisations can adopt best strategies to overcome competition by effectively participating in CSR activities and creating good organisational image among employees and society. By considering the importance of manpower sustainability in their organisation, the researchers studied the impacts of SHRM on employees' performance for manpower sustainability. The research study involved 100 employees, who were working in a manpower agency of Chennai International Airport at the time of the study. The researchers found that there is a significant association between age of the respondents and their willingness to continue working in the organisation. The researchers also found that 56% of employees aged less than 30 years (44 employees out of 79 employees in that age group) were willing to continue in the organisation for the maximum period of 2 years. This study revealed that there is a significant variance between educational qualification of the employees and their responses that they perform better in the organisation, company inspires them to work towards organizational goal and frequency of supervisors' feedback. This study also revealed that the employees having a bachelors' degree agreed that they were performing better and the superior gives feedback about their performance frequently than the other employees with other qualifications. Meanwhile, compared to other employees of other qualifications, those with post-graduate qualification agreed that the company inspires them to work and they were willing to work to achieve organisational goal. The

E-mail addresses:
vasumathi.a@gmail.com (A. Vasumathi),
colin.cris@gmail.com (Colin Crispin C.)
* Corresponding author

researchers also found that there is a negative correlation between experience of the employees and their response towards current salary and other packages. This study revealed that the age group of the employees is an important independent variable in predicting the employees' responses towards the manpower agency who recognises their performance.

Keywords: SHRM practices, performance, manpower, sustainability and organizational goal

INTRODUCTION

Various studies have proven the positive impacts of SHRM on organisational performance (Huselid, 1995; MacDuftie, 1995; Huselid & Becker, 1996; Huselid et al., 1997). Job performance has become an important source to measure organisational performance (Abubakar, 2013). The area of strategic human resource management (SHRM) is an interesting topic to many researchers over the past decade because of its potential impacts on the perceived organisational learning issues. Recently, researchers began to examine the impacts of SHRM on employees' performance through organisational learning and discovered there was an unexpected negative relationship (Bennett et al., 1998). Organisational and departmental performance consists of individual performance, which was found to be related to employees' work attitude (Judge et al., 2001). SHRM practices enable firms to bring their overall objectives into better alignment with the actions of their employees (Jery, 2013).

Statement of the problem

The Indian airlines industry, which encapsulates the development, management and operation of aircrafts, continues to lurch from one crisis to the next (Airline industries India, 2014). Manpower agency considered for the study, operates across domestic and international markets, competing with the world leading giant airlines, as well as local operators. The growth potential of the company has been diluted due to poor staff morale, unfavourable policies, practices, unresolved human resource issues, unviable business model, drastic cut in allowances, airlines' regulations and inefficient recruitment processes and policies. These issues have brought down the employees' strength with airlines in its fleet. The employee per airline company ratio has come down in recent years. Employees' behaviour in airline industry plays a critical role in the industry and poor customer service will lead to poor impact on the image (Setia et al., 2013). The Indian airlines industry is run safely and smoothly by the management. The researchers found that there is a high labour turnover rate in the manpower agency due to the different problems faced by the employees from organisation and customers. This study would troubleshoot the reasons for the reduction in the attrition rate of the employees, how job satisfaction would increase among employees, employees' expectations and support from the organisation towards performing better for the customers and better working environment (Pankaj,

2011). Based on the review on various literatures, none has studied the impacts of SHRM for improving employees' performance for manpower sustainability in the Manpower agency of Indian airlines. This motivated the researchers to study the same. Manpower is an important resource for any organisation. Most businesses find themselves struggling to understand how to build a better SHRM model for improving employees' performance for manpower sustainability especially in the 21st century. Once the employees are well trained and have gained more experiences, many organisations face difficulty to sustain them for a longer period.

Objectives of the Study

All the industries face labour turnover problem, which leads to the increase in recruitment cost, training cost and spending more time in selecting the right staff for the right job. Manpower agencies in India are also facing this issue. Labour turnover in the manpower agencies of International airport would affect their growth in the domestic and international market. This motivates the researchers to study sustainable manpower in the airline industry which would lead to the following objectives:

- To find the association between age of the employees and their willingness to continue in the organisation.

- To find out the significant variance between the respondents' educational levels and their performance within the company, working towards achieving organisational goal, organisation inspires employees to work.

- To find the relationship between the respondents' work experience and their satisfaction with salary and other perks.

- To find out the important independent variable in predicting the employees' response to the manpower agency's recognition of their performance.

LITERATURE REVIEW

SHRM practices and organisational performance

Most of the empirical studiers on SHRM performance have sixteen best practices; later it is consolidated with seven best practices proposed by Pfeffer (1998). The practices that organisations mostly adopt are participation and employment; performance appraisal; compensation; training and development and sharing information, which were implemented to achieve their long-term goals. It is argued that selecting the best human resource practices and implementation can bring productivity, profitability and resource to the organisation (Tamer & Satwinder, 2010). As suggested by Lado and Wilson (1994), "HR practices" generally denote to a set of internally practices adopted by firms to enhance the ability, skill, knowledge and motivation of employees as these practices support and develop the human resources which add value to the firm (Wright, Smart, & McMahan, 1995). These practices were widely used in the western countries and

regarded as the "main stream" (Lepak, Bartol, & Erhardt, 2005) or "best" human resource practices (Wright & Gardner, 2003). Internal consistency is required among the employees to perform well. For example, extensive training which should be complemented by compensation, promotion and performance appraisal to reduce employee turnover (Baron & Kreps, 1999).

Relationship between SHRM and firm performance

The two broad streams have emerged to examine the relationship between SHRM and firm performance. The first approach is the direct relationship between individuals with the HR practices and organisational performance (Schuler & Jackson, 1999; Chand & Katou, 2007). The second stream focused on the indirect relationship between the individual and firm performance (Wright & Gardner, 2003).

Direct relationship between SHRM and firm performance

Set of HR practices should generate excellence in the organisation such as choosing the right candidates without training or without giving authority to take decision that will produce less effect on performance (Wall & Wood, 2005). On the other hand, HR practices do not directly affect the organisational performance and some of the best practices affect the organisational effectively. Such practices which do not directly affect organisations are termed as black box (Katou & Budhwar,

2006). Pfeffe (1998) reshapes the HR practices into seven practices as follows:
• Job security
• Selective hiring of new personnel
• Self-managed teams and decentralisation of decision-making as the basic principles of organisational design
• Comparatively high compensation contingent on organisational performance
• Extensive training
• Reduce barriers and wage differences across different levels
• Sharing of information related with financial and performance within the organisation (Tamer, 2013).

Indirect relationship between SHRM and firm performance. Set of researchers have argued that individuals or bundles, HR practices do not directly affect the organisation performance (Katou & Budhwar, 2006). A number of the best HR practices only impact some of the mediate variables and these ultimately impact the performance of an organisation. This can be termed as the "black box" issues in the human resource performance. Researchers have started to penetrate the inside of the "black box" to identify the best HR practice that could impact organisational performance (Way, 2002; Ahmed & Schroeder, 2003; Katou & Budhwar, 2006; Beltran-Martin, 2008). Many academics, researchers and professionals have tried to find out the impacts of HR practices on organisational performances but because there is no method available to proceed further research on the black

box, it has become hard to determine whether HR practices could indirectly impact origination performance (Wright & Gardner, 2003).

Employee engagement and sustainability

Sustainability is commonly considered as an important goal for organisations. Sustainability refers to longevity, continuity and capability to maintain. According to the World Commission on Environment and Development, sustainability means to meet the needs of the present without compromising the ability of future generations to meet their own needs (United Nations Documents, 1987). Hart and Milstein (2003) define organisational sustainability as the capability of an organisation to contribute to sustainable development delivering simultaneously economical, social and environmental benefits – the so-called triple bottom line. It is a balanced organisational approach which includes economic, environmental and social dimensions in holistic and enduring ways. Scholars and practitioners have identified human capital as a strategic resource that enables organisations to develop organisational capabilities which contribute to high firm performance (Arthur, 1994; Huselid 1995; Lawler et al., 1995; Delery & Doty, 1996; Pfeffer & Veiga, 1999). Some research even suggests that technology and finance are becoming less important than human resource as a source of competitive advantage (Guest, 2011).

The resource suggests that valuable and firm specific human resource practices will promote organisational performances through retaining, motivating, empowering and developing employees (Barney, 1991; Gong et al., 2009). The link between human resource practices and organisational performance has received considerable research attention with a wide range of human resource practices empirically identified as higher performance work practices (Becker & Hudelid, 1998; Combs et al., 2006). Pfeffer (2010) suggested that the importance of managing human resources includes protecting resources and avoiding waste in operations so as to lessen the burdens of economic activities on the environment in order to possess environmental integrity.

Human resource practices would lead to a higher level of organisational performance (e.g., Collins and Clark, 2003; Sun et al., 2007; Gong et al., 2009). Recently, researchers have explored how organisational values have impacted human resource practices and firm performances (Lepak et al., 2007; O'Neillo et al., 2011). However, little is known about how individual – level values influence the effective adoption of higher – performance and human resource practices which ultimately lead to improved organisational sustainability beyond economic sustainability. In particular, employees perceive that their work context allows them to achieve their personal goals and become involved and devote more time and effort to the

organisational performance, thereby contributing towards the organisation's productivity and competitiveness (Brown & Leigh, 1996). Choi and Ng (2011) narrated that economic sustainability is concerned with economic well-being and standard of living, as well as its mirror image: job loss, insecurity and financial risk. In an organisation, there are two types of employees; service employee and non-service employee. Service employees are related with direct communication towards the customer that determines the skill of serving behaviours (Olivia, 2014).

Meanwhile, employees' engagement activities are characterised by positive attitude and fulfilling the organisational performance (Schaufeli & Bakker, 2010). Kahn (1990) suggested that individual performance can be determined upon their physical cognitive, job security, satisfaction and emotional involvement. This leads to manpower sustainability. There are two concepts that define the characteristics of an employee to work; personal engagement to work and disengagement to work. Personal engagement to work is employees' dedication to work, i.e. to remain physically, cognitively and emotionally present at work (Handa & Gulati, 2014).

According to the author Michael Cardus (2013), there are five leavers that lead to employees' engagement to work; these are competent manager, contextual goals, objective metrics, resources and autonomy. Based on various literatures, the researchers have developed the following theoretical framework (Figure 1).
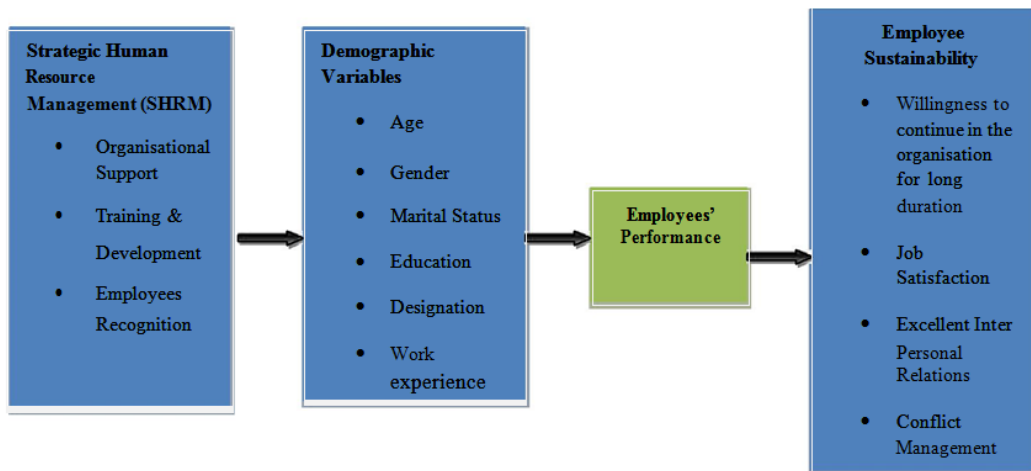

Figure 1. Research model

RESEARCH METHODOLOGY

Type of research

The purpose of adopting descriptive research is to examine a phenomenon that is occurring at a specific places and time. Based upon this, the descriptive type of research was adopted in this study.

Sample

India has 12 international airports. For the purpose of this study, the researchers selected the manpower agency at Chennai Anna International Airport. There are more than 5000 employees working as customer service agents in that manpower agency who works for Indian Airlines and the agency has 8 branches at international airports in India. The researchers approached the Chennai branch, where more than 1000 employees are working as customer service agents, and thus allowing the researchers to attain a sample size of 100 from the customer service department (ground handling service). The sample size can be derived by using the following formula:

$$n = (z\sigma/d)^2$$

Where z = Value at a specified level of confidence

σ = Standard deviation of the population

d = difference between population mean and sample mean

It is difficult to find standard deviation and mean of population. For this reason, the researchers used the convenience sampling method and selected this manpower agency at Chennai International Airport, India. Employees, whoever was approachable and ready to respond, were selected as the sample.

Research Instrument

This study is purely empirical in nature. The researchers distributed copies of the questionnaire to collect the necessary information from the target respondents. The target respondents have designations such as Junior Customer Service Agent (Jr. CSA), Customer Service Agent (CSA) and Senior Customer Service Agent (Sr. CSA). The researchers had developed a well-structured questionnaire that consists of five parts to determine the impacts of SHRM practices on Manpower sustainability in a manpower agency. Apart from the questions developed by the researchers for the questionnaire, most of the questions were adopted from the survey of organisational support scale developed by Rhoades and Eisenberger (2002). Part I consists of questions that seek for the respondents' demographic background information and require the participants to provide details such as gender, age, qualification, designation, marital status and number of years working at the organisation. There are 11 items in Part II to gauge information about employees' performance. Part III consists of employees' affective commitments and obligation towards the organisation. Part IV measures the respondents' perception of human resource

department for sustainable manpower resources. Part V measures the overall job performance in the organisation.

Data Analysis Procedures

Data collected from the questionnaires were entered and analysed by using SPSS software (Statistical Package for Social Sciences) for statistical analysis. Meanwhile, Pearson's Chi-Square test was used to estimate the association between independent and dependent variables. In this regard, the researchers were finding out the level of association between the employees' age and their willingness to continue in the organisation. Correlation coefficient was used to find out the degree of relationship between the independent and dependent variables. Hence, the correlation analysis was carried out between work experience of the respondents and their satisfaction with salary and other perks. ANOVA was used to find out the significant variance between one independent with many dependent variables. Meanwhile, regression was used to find out the important independent variable in predicting the employees' response towards their company's recognition of employees' performance.

DATA ANALYSIS

Chi-Square Test

H1: There is a significant association between age of the respondents and their willingness to continue working in the same organisation.

Table 1
Cross tabulation

Particulars		Age				
		<30	30-40	40-50	>50	Total
Continue working in the same company	<1	14	2	1	1	18
	1-2	30	6	2	0	38
	2-5	16	3	1	0	20
	5-7	17	4	1	0	22
	>7	2	0	0	0	2
Total		79	15	5	1	100

Table 2
Chi-Square Value

Particulars	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.453	12	.941
Likelihood Ratio	4.726	12	.967
Linear-by-Linear Association	.487	1	.485
N of Valid Cases	100		

Table 3
Directional Measures

Particulars			Value	Asymp. Std. Error	Appro x. T	Approx. Sig.
Nominal By Nominal	Lambda	Symmetric	.012	.012	1.005	.315
		Continue in the company Dependent	Same .016	.016	1.005	.315
		Age Dependent	.000	.000	.000	.000
	Goodman and Kruskal tau	Continue in the company Dependent	Same .014	.003		.944
		Age Dependent	.007	.006		.999

Table 4
Symmetric measures

Particulars		Value	Approx. Sig.
Nominal	by Phi	.234	.941
Nominal	Cramer's V	.135	.941
N of Valid Cases		100	

Table 1 shows that the only 2 employees aged below 30 years were willing to continue working in the same agency for more than 7 years and no respondent aged over 30 years was willing to continue in the same agency for more than 7 years. Forty four respondents aged below 30 years were willing to continue working in the agency for a maximum of two years. Forty two employees were willing to work with the agency for 2-7 years. These showed a danger signal to the agency towards its lack of manpower sustainability which would occur after two years and seven years.

The Chi-square test in Table 2 reads a significance level of 0.941. This means that the Chi-square test shows a significance association between the two variables, age of the employees and their willingness to continue working in the same organisation. The chi-square test also revealed the association between age of the respondents and their willingness to continue working in the same organisation at 95% confidence level. It is greater than the hypothetical value 0.05. Hence H1 is accepted. There is a significant association between the age of employees and their willingness to continue working at the same organisation.

The Crammer's V 0.135 in Table 4 reveals that there is no association between age of the respondents and their willingness to continue working at the same organisation.

The asymmetric lambda value 0.000 in Table 3 infers that there is 0% error reduction in predicting the employees' willingness to continue in the same organisation when the age of the employee is known. Hence, it is concluded that the age of employee can help in predicting the willingness to continue in the same organisation at 0% accuracy level.

Anova analysis

H2: There is a significant variance between education level of the respondents and employees' performance within the company.

H3: There is a significant variance between education level of the respondents and their response towards the company's inspiration to work.

H4: There is a significant variance between educational level of the respondents and their response to working towards organisational goal.

H5: There is a significant variance between educational level of the respondents and their response to the frequency of supervisory feedback.

Table 5
Descriptive Measures

Particulars		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean Lower Bound	Upper Bound	Minimum	Maximum
Performance	Below Bachelors	31	2.42	.992	.178	2.06	2.78	1	5
	Bachelors	60	2.13	.833	.108	1.92	2.35	1	4
	Above Bachelors	9	2.22	1.093	.364	1.38	3.06	1	4
	Total	100	2.23	.908	.091	2.05	2.41	1	5
Additional Job	Below Bachelors	31	2.39	.989	.178	2.02	2.75	1	5
	Bachelors	60	2.47	.947	.122	2.22	2.71	1	5
	Above Bachelors	9	2.11	.928	.309	1.40	2.82	1	4
	Total	100	2.41	.954	.095	2.22	2.60	1	5
Organisation goal	Below Bachelors	31	2.13	.763	.137	1.85	2.41	1	4
	Bachelors	60	2.18	.792	.102	1.98	2.39	1	5
	Above Bachelors	9	1.67	.500	.167	1.28	2.05	1	2
	Total	100	2.12	.769	.077	1.97	2.27	1	5
Feedback	Below Bachelors	31	2.32	.832	.149	2.02	2.63	1	4
	Bachelors	60	2.03	.823	.106	1.82	2.25	1	4
	Above Bachelors	9	2.11	.782	.261	1.51	2.71	1	3
	Total	100	2.13	.825	.082	1.97	2.29	1	4

Table 6
ANOVA

Particulars		Sum of Squares	df	Mean Square	F	Sig.
Performance	Between Groups	1.673	2	.836	1.014	.367
	Within Groups	80.037	97	.825		
	Total	81.710	99			
Inspires	Between Groups	1.013	2	.506	.551	.578
	Within Groups	89.177	97	.919		
	Total	90.190	99			
Organisation goal	Between Groups	2.093	2	1.046	1.798	.171
	Within Groups	56.467	97	.582		
	Total	58.560	99			
Feedback	Between Groups	1.714	2	.857	1.267	.286
	Within Groups	65.596	97	.676		
	Total	67.310	99			

From Table 5, the highest mean score is 2.42 was obtained for the first item. This infers that the respondents whose qualification is less than graduate neither agreed or disagreed that the performance was best within the company. The least mean score is 2.13, and this infers that the respondents having bachelors' degree qualification agreed that the performance was best within the company. The second highest mean score is 2.47, inferring that the respondents whose qualification less than graduate neither agreed or disagreed that the company inspired them to work. The least mean score was 2.11, which showed that the respondents with post-graduate qualification agreed that the company inspired them to work.

The highest mean score is 2.18 for the third item, which infers that the respondents with bachelor degree qualification agreed that they were working towards

organisational goal. The least mean score is 1.67, inferring that Post-Graduate employees agreed that they were working for organisational goal.

For the fourth item, the highest mean score was 2.32, which inferred that employees without a bachelor degree, agreed that the supervisor gave feedback. The least mean score was 2.03, which inferred that the graduate employees agreed that the supervisor gave them feedback.

The probability values in the ANOVA table 6 for the first to fourth items are 0.367, 0.578, 0.171 and 0.286, respectively. They are more than 0.05. Hence, at 95% confidence level, H2, H3, H4 and H5 are accepted. Thus, there is a significant variation between educational qualifications of the respondents with employees' performance within the company, the response towards the company inspires to work, working for organizational goal and frequency of the supervisor gives feedback.

Correlation analysis

The relationship between work experience of the respondents and their response to the current salary packages. The Pearson's correlation result in Table 7 read a value of -0.010, which reveals that there is a negative correlation between work experience and satisfaction with salary packages. This means employees with experiences of more than 5 years were not happy with the current salary and packages given by the organisation.

Table 7
Correlation Value

Particulars		Working years	Salary & other packages
Working years	Pearson Correlation	1	-.010
	Sig. (2-tailed)		.924
	N	100	100
Salary & other packages	Pearson Correlation	-.010	1
	Sig. (2-tailed)	.924	
	N	100	100

Multiple Regression Analysis

Multiple Regression Analysis of the company recognises the employees on their excellent performance with the age, gender, marital status, designation, educational qualification and working experience of employees.

Table 8
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.147	.022	-.042	.996

Table 9
ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.039	6	.340	.342	.913
	Residual	92.321	93	.993		
	Total	94.360	99			

Table 10
Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	2.457	.532		4.618	.000
	Gender	.091	.214	.046	.427	.671
	Age	.207	.231	.128	.895	.373
	Education	-.130	.178	-.080	-.732	.466
	Marital status	.029	.237	.015	.122	.903
	Position	-.032	.185	-.021	-.173	.863
	Working years	-.114	.187	-.080	-.608	.545

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	Marital status	.029	.237	.015	.122	.903
	Position	-.032	.185	-.021	-.173	.863
	Working years	-.114	.187	-.080	-.608	.545
2	(Constant)	2.484	.479		5.191	.000
	Gender	.087	.209	.043	.414	.680
	Age	.221	.199	.137	1.111	.269
	Education	-.130	.177	-.080	-.736	.464
	Position	-.033	.183	-.022	-.182	.856
	Working years	-.113	.186	-.079	-.608	.544
3	(Constant)	2.464	.463		5.325	.000
	Gender	.083	.208	.042	.402	.689
	Age	.216	.196	.134	1.103	.273
	Education	-.133	.176	-.081	-.757	.451
	Working years	-.128	.167	-.090	-.766	.446
4	(Constant)	2.581	.358		7.214	.000
	Age	.230	.192	.142	1.194	.236
	Education	-.143	.173	-.087	-.825	.412
	Working years	-.129	.166	-.090	-.775	.440
5	(Constant)	2.488	.336		7.399	.000
	Age	.160	.170	.099	.943	.348
	Education	-.153	.172	-.094	-.889	.376
6	(Constant)	2.270	.230		9.862	.000
	Age	.117	.163	.073	.720	.473
7	(Constant)	2.420	.098		24.788	.000

From Table 10, the equation can be written as follows:

$$Y = 2.457 + 0.091 \text{ (gender)} + 0.207 \text{ (age)} -0.130 \text{ (educational qualification)} \ 0.029 \text{ (marital status)} -0.032 \text{ (designation)} - 0.114 \text{ (working experience)}$$

Here, Y is the company that recognises employees for their excellent performance. The Y value may increase or decrease depending on the independent variables. The positive values of the independent variables show a direct proportion to the dependent variable viz. the recognition of the employees. The negative values of the independent variables show an indirect proportion to the dependent variable.

The measure of strength of association in the regression analysis is given by the coefficient of determination denoted by R^2. The coefficient varies from 0 and 1 and represents the proportion of total variation in the dependent variable that is accounted by variation in the factor. From Table 8, the R^2 value is 0.022 which means that 22% of the variation shows that the company recognises employees on their excellent performance as explained by six independent variables.

There is also the t-test value for the significance of individual independent variables to indicate the significance level at 90% confidence level. From Table 11, all the independent variables are statistically significant since their p level is greater than 0.1.

From the analysis of variance presented in Table 9, the significance of F is 0.913. This indicates that the model is statistically significant at a confidence level of 95 %. It proves that there is a significant difference between the company recognising employees on their excellent performance with the gender, age, education, position, working experience and marital status of the respondents.

Backward and Forward Regression Analysis

From Table 11, the regression equation is:

$$Y = 2.270 + 0.117 \text{ (Age)}$$

Using backward and forward analysis, the researchers found that the important independent variable is age, which plays a major role in predicting that the companies recognise employees on excellent performance than other independent variables such as gender, education, marital status, work experience and position. This proves that older employees in the company received better recognition for their excellent performance.

FINDINGS AND CONCLUSION

From the analysis, Table 1 shows that only 2 employees aged below 30 years were willing to continue working at the same agency for more than 7 years and no respondent aged more than 30 years was willing to continue working in the same agency for more than 7 years. In contrast,

forty four respondents aged below 30 years were willing to continue working in the agency for a maximum of two years. Forty two employees were willing to work with the agency for 2-7 years. These show the danger signal to the agency in lack of manpower sustainability after two years and seven years. This analysis also revealed that 56% of young employees would like to work in this manpower agency for a short period of 2 years. The organisation should take the necessary steps to solve the problems involving young employees, so that its manpower sustainability will be ensured in the future. This will enable the organisation to achieve high growth in the competitive business.

The researchers also found the negative correlation between employees' work experience and their response to the current salary and other packages. Employees with experiences of more than 5 years were not happy with the current salary and packages given by the organisation. Hence, the organisation should consult the highly experienced employees about their expectations of salary and other packages so as to maximise sustainable manpower in the organisation. Moreover, the organisation should make the employees with more experiences in satify by providing excellent salary and packages as otherwise they may join in the competitor's organisation. The company may lose the existing talented manpower and they would spend more money on training for the less experienced employees, which can lead to unnecessary increase in training costs. Also, this may lead to the increase in business operation cost and the company may end up not being able to offer many benefits to attract employees for sustainable manpower.

Using the ANOVA, the researchers found that the graduate employees agreed that their performance is best in the organisation and higher frequency of supervisory feedback than the other employees with other qualifications. Post-graduate employees also agreed that the organisation inspire them to work and working towards organisational goal. This result reveals that the employees with the qualification of less than bachelor degree were not happy with their performance, frequency of supervisory feedback, organisation inspiring them to work and working towards organisational goal. Hence, the organisation should treat all the employees irrespective of their qualification for optimising manpower sustainability. Using the multiple regression analysis, the researchers found that age is the important independent variable in predicting whether the organisation recognises its employees for their performance. It also reveals that older employees felt that the organisation recognise their performance compared to younger employees. Hence, the organisation should recognise the young employees' performance or contribution and motivate them to working towards organisational goals. This study facilitates the organisation in improving manpower sustainability.

IMPLICATIONS OF THE STUDY

Every organisation should take necessary steps to ensure their sustainable manpower in order to compete in a competitive business environment at both domestic and international levels. It is more essential for an organisation to identify the employees' issues frequently and the organisation should address their problems and recognise their performance by giving them appreciation and the right incentives. This would encourage the employees to stay in the organisation for longer duration. A sustainable manpower would lead to any organisation towards productivity and growth. This also leads to lesser administrative cost and in turn the organisation will achieve maximum profit. The organisation will be able to attain more volume of satisfied clients and the clients will promote the organisation to other clients. In this way, the organisation will become sustainable, sincere and have loyal customers. The findings of the research showed that the present employees were not satisfied with their current salary and recognition for their work performance. Many of the employees were not willing to continue working for the organisation because it has treated the employees based on their qualification and present experiences in the organisation. The manpower agency should take the necessary steps and address their grievances so as to achieve less labour turnover and more sustainable man power in the future.

This research contributes the literature on the relationships between the organisation and employees who were working at an airlines' ground handling service in India. It also proves that the company should motivate the present employees to perform better so as to achieve organisational goals. Although the implication of the study is limited to the manpower agency in Chennai international airport, it can be extended to the other branches of international and domestic airlines all over the world for improving employees' performance by sustaining the manpower, as doing this may lead to attracting more customers from the competitors. This study can be extended to other industries in India and abroad. The findings of the study are limited to this manpower agency, and thus, the results may vary with a larger sample size of the target respondents in the same industry or other manufacturing and service sectors.

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