

Influences of HR Practices on Employee Empowerment- Evidence from Differently abled Employees of Corporate Sector

N. Jayagowri, Ph. D¹Dr. J. Arthi²

1- PhD Research Scholar, 2- Associate Professor,
Department of Business Administration, Avinashilingam Institute for Home Science and Higher
Education for Women, Coimbatore, Tamil Nadu, India
Corresponding author mail: jayagowriumamaheswari@gmail.com

ABSTRACT

In terms of its relevance in practically every quarter of society, our nation's path from diversity to inclusion has been a success. When it comes to the issue of equal opportunity for people with disabilities, there appears to be a muddled response. Persons with disabilities (PwDs) account for fewer than one percent of personnel in Indian corporates, according to Business Standard research published in 2019. These numbers highlight the shockingly low employment options for people with disabilities in the corporate sector. This capacity pool is full with untapped skills that are just waiting to be discovered. PwDs frequently go without employment possibilities despite the industry's economic expansion and the nation's labour force growing by about one million people each month. In addition to guaranteeing that at least 3 percent of the workforce in organisations is specially challenged, also provide clear guidelines for empowering PwDs to learn and advance in their careers. Similar HR procedures must be offered to employees with disabilities as well as to everyone else. Despite the industry's economic expansion PwDs are regularly deprived of employment opportunities. The laws also make it clear how PwDs are expected to study and advance in their careers. Employees with different abilities must have access to the same HR practices as everyone else. They must also be given the tools they need to perform well at work and have a successful career. Consistent sensitization is, however, required. Based on 50 samples collected from the corporate sector in Coimbatore, this study attempts to assess HR Practices and their impact on employee empowerment of differently abled employees.

Keywords:-Specially Challenged, differently abled employees, HR Practices, Employee Empowerment, Corporate sector

INTRODUCTION

According to the Census of 2011, there were 26.8 million which represents around 2.21% of Indian population. Of these, 1.34 million, or more than half, are in the 20 to 60 age range, which is the most employable. Within the next five years, an additional 17 percent (4.6 million) of workers aged 10 to 20 will be entering the workforce. Over the years, our nation has passed numerous disability-related constitutional and legal measures, which addresses 21 types of disabilities. The National Skill Development Corporation, which focuses on skills, also emphasises courses offered by community colleges and nonprofit organisations. In order to upskill people with disabilities and prepare them for employment, numerous Indian firms have started to accomplish some excellent work as part of their volunteer and corporate social responsibility projects. The history of human resource management dates back to ancient India. The Arthashastra, the first management treatise ever written, included descriptions of many aspects of human resource practises in ancient India. (Seema, Sanghi, 2014).

Human resource practices refer to the procedures used to carry out human resource development operations in accordance with an organization's Vision, Mission, and objectives. In every organization, human resource performs are critical for the success. Human sourcepractices must be implemented in order for the organization's human resource performance to improve. "**Inclusiveness**" has become one of the main parts of HR practices in firms with the application of the Rights of PwD Act in India, which ensures equal opportunity for differently abled employees. This study examines how HR Practices in the corporate sector Coimbatore district affect the empowerment of differently abled people working in the sector. Some of the practices considered for the study are Recruitment and selection, Training and development, Counseling Programme, Team work and Grievance redressal.

LITERATURE REVIEW

There are benefits to including PwD that go beyond those that are strictly humanitarian, according to a number of studies and surveys. The inclusion of them is actually justified from a business standpoint. In a report released by the Boston Consulting Group, it was found that businesses that hired PwDs had higher productivity, lower attrition rates, and lesser absenteeism, all contributed to improved bottommost lines and advanced levels of buyer satisfaction.

Subhash C and Divya Malhan (2009) According to a set of efficient human resource practices, a company's performance can be influenced by human resources, which can create a competitive edge for a business, human resource practices.

Wan et al. (2002) characterise the pattern of interaction between HRM practises and company performance. The objectives of the organisation are positively impacted by HRM practises. Regression study revealed that important HRM practises adoption and promotion enhanced organisational performance. The most essential HRD activity for improving financial performance is performance appraisal.

DIFFERENTLY- ABLED EMPLOYEES

The World Health Organization states that the term disability is an canopy term that includes impairments, activity constraints, and participation restrictions. The Person with Disability Act of 1995 defines a person with a disability as having at least a 40% disability, as determined by a medical authority. The Person with Disabilities Act of 1995 contains provisions relating to the employment of individuals with disabilities, including the reserve of vacancies of not less than 3 percent of posts in organisations affiliated with the federal, state, and local governments.

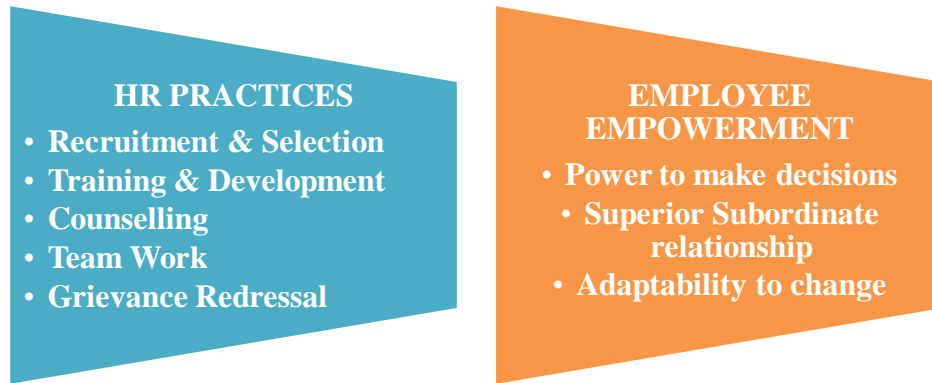
EMPLOYEE EMPOWERMENT

(Lakew, 2011) 'Participative management, delegating, and the imparting of power to lower-level personnel to make and enforce decisions' is how the notion of empowerment is defined. It's all about accountability and trust when it comes to employee empowerment. It occurs when employees are given some autonomy and responsibility for making decisions in their regular work. When employees are given the freedom to take charge, make their own decisions, and chart their own path to success, a stronger workplace culture emerges. "When people feel empowered at work, it's related with higher job performance, job satisfaction, and dedication to the organisation," the Harvard Business Review claims.

RESEARCH METHODOLOGY

The study uses an exploratory survey using a structured questionnaire. The respondents are differently-abled employees working in corporates located in Coimbatore. We selected our respondents using a list (name the list) using random numbers, and thus our sampling method is

simple random sampling. Then we administered the questionnaire for 50 respondents, and surprisingly collected data from all of them.



ANALYSIS OF RESULTS

1. Percentage Analysis of Recruitment & Selection

Mode of Recruitment	Frequency	Percentage
Direct Competition	38	76%
Campus Placements	12	24%
Total	50	100%
Concession Aailed		
Age relaxation	29	58%
Educational Qualification	21	42%
Total	50	100%

Table 1: Recruitment and selection details of the 50 Corporate Employees

From Table 1, it may be observed that most of the employees- i.e. 76% who work in the corporates have been recruited through Direct Competition method and 24 % have been recruited through campus placements. The top concessions aailed are age relaxation and relaxation in educational qualifications.

2. Mean Score Analysis of theother HR Practices

The 5-point scale questions based on the satisfaction levels of the HR practices adopted in their corporates were asked to the respondents. The scale is stated as below:

5- Strongly - agree, 4- Agree, 3- Neutral, 2- Disagree, 1- Strongly-disagree

Means score values of responses for various HR Practices are tabulated below:

HR PRACTICES	MEAN SCORE VALUE
Training and Development	4.2354
Counseling	4.1987
Teamwork	4.4705
Grievance Redressal	3.7314

Table 2` : Mean Score Values of the HR Practices adopted by the banks

From the Mean Score Values mentioned in Table 2, it is inclined that the HR practices adopted by the Corporates are considered to be satisfactory by the employees and hence the means score values are higher. The Grievance redressal, however is comparatively low, as there is an underperforming special grievance redressal mechanism or administration for the grievances of the differently abled employees. The grievance redressal is important for differently disabled employees, as they are less vocal.

3. Mean Score Analysis of other Employee Empowerment Factors

EMPLOYEE EMPOWERMENT FACTORS	MEAN SCORE VALUE
Power to make decisions	4.3112
Superior Subordinate relationship	4.1058
Adaptability to change	4.3956

Table 3` : Mean Score Values of Employee Empowerment Factors

According to Table 3, employee satisfaction with empowerment elements is high, and employees feel empowered in terms of decision-making, superior-subordinate relationships, and adaptation to change. The findings indicate that the company's employees enjoy a positive working environment.

4. Correlation Analysis between HR Practices and Employee Empowerment

Scale		HR Practices	Employee Empowerment
HR Practices	Pearson Correlation	1	.313**
	Sig. (2-tailed)		.000
	Sum of Squares and Cross-products	8.963	3.394
	Covariance	.037	.014
	N	50	50
Employee Empowerment	Pearson Correlation	.313**	1
	Sig. (2-tailed)	.000	
	Sum of Squares and Cross-products	3.394	12.008
	Covariance	.014	.052
	N	50	50

Table 4: Correlation Analysis between HR Practices and Employee Empowerment

Table 4 shows that HR practices and employee empowerment of differently abled employees have a substantial relationship. As the significant value of Pearson correlation is >0.05 , it indicates that if the satisfaction levels on the HR practices adopted by the Corporates vary, the employee empowerment aspects will alter as well.

The results of the analysis show that HR practices have a beneficial impact on the employee empowerment of differently abled employees working in Coimbatore district corporates, as deduced from the analysis of a representative sample of 50 employees. Employees are inspired to improve their work quality and commitment, which drives them to the work and organization. Supervisors operate as subordinates with employees, promoting teamwork and a pleasant work environment. They are given the opportunity to make decisions and are provided the assurance of doing so.

SUGGESTIONS

Creating an inclusive atmosphere for PwDs:

1. **Improving the infra-structure:** The Facilities Manager and HR should work together to renovate the facility with the accommodations needed for the specifically challenged employees

after the company has decided to hire person with disability.Changes required are entry and exit ramps for wheel chair, handrail on all slopes, restroom, and lounge amenities to permit easy movement.

Disability-Friendly Structure, Apparatuses and technology that are accessible and a recognized programme for obliging proprietors are creating certain that employees with disabilities have access to infrastructure that is reachable to people with disabilities, tools, technologies that are accessible, and a formal accommodations programme. For instance, Accenture keeps on-call home nurses/assistants to help employees with impairments with moving around the office and other personal requirements, as needed. For people with disabilities, there are special medical taxis available. The transport staff has received training on SMS communication for staff members who are hard of hearing or deaf.Accenture, ANZ, and Loreal are just a few businesses that have carried out accessibility audits and are working to improve office ergonomics by putting in features like braille name plates on conference room doors, automatic doors with contrasted sign ages, and accessible workstations, in addition to offering employees assistive devices like wheelchairs, joysticks, and pedals.

2. Empowerment - It is critical to guarantee that employees with disabilities receive equal treatment and are not subjected to discrimination compensation, evaluations of performance, and training for the future employment. Since different firms may have different needs for skill development, many of them have career mapping process to determine the need for training and create appropriate growthprogramme. Jubilant Food Works, for instance, claims to have been the first Indian company to institutionalize the all-encompassing progress of individuals with disabilities.

3. Job Analysis:It should be a priority to look for jobs that can be filled by people with a variety of disabilities. This calls for a thorough review of the work to identify the tasks that can be carried out effectively.

4. Training & Awareness building: A well-informed workforce is likewise a well-informed workforce. It's essential that every employee is aware of the company's stated commitment to being disabled-friendly in order to successfully incorporate individuals with diverse abilities into the workplace. Full-bodied employees will gain a better knowledge of how to engage with coworkers who are differently abled through sensitive trainings and etiquette workshops.

5. Assistive Technology: Disabled people can participate fully in the workplace thanks to assistive technologies. Color-coded keyboards, refreshable Braille displays, specialist screen reader software, assistive listening devices, voice recognition and sign language apps, and browsers that

provide a user-friendly and customized Web interface are some of the most common assistive technology aids.

6. Health & Well-being: Employee health and well-being need to be of foremost priority, especially at disabled-friendly workplaces. Games, physical activities, and other recreational options should be encouraged in the organization.

7. Sensitization—In order to confirm the acceptance of PwDs into the workforce, it is essential to sensitize all stakeholders, including leadership, staffing, operations teams, and peers. This is critical in dispelling disability beliefs and removing the cultural stigma connected with it. Sign language instruction is a requirement for new hires at businesses like Lemon Tree in order to improve communication with coworkers who have speech and hearing problems.

Conclusion

HR practices in the workplace play a critical role in employee empowerment. Differently abled employees in the banking sector work toward commitment and adapt to the work culture with effective and inclusive HR practices, resulting in a welcoming work environment. Employee empowerment is formed from a balanced quality of work life and a desire to motivate themselves toward teamwork. When differently abled people are given equal opportunities in the workplace, they are more likely to work toward empowerment by delivering greater results for the business.