Abstract
HRM practices are an important driver of an organizational success. A learning organization is dependent upon the HRM practices prevalent in an organization, thus contributing to organizational effectiveness. It is vital for an organization to have a well-defined HRM practices that will induce an environment of learning within an organization, which will lead to success of the firm. The objective of this study is to analyze on the HRM Practices and key elements of learning organization and their impact on organizational effectiveness. The study will also investigate the interrelationship between HRM practices, LO and OE. From the study of previous literature, the relationship between HRM practices and LO, LO and OE, and HRM practices and OE is also depicted. Finally, this study will also be recommending key HR practices for learning organization which will lead to organizational effectiveness. Previous researches have been studied in order to extract useful information that will answer the questions of this study. This study will be beneficial for the managers and policy makers of an organization because then, they will be having much clarity on how to manage their human resources in the benefit of the organization as a whole and a mutual profit is sought as far as the objectives of an individual employee or an organization is concerned.
1. INTRODUCTION

1.1 HRM Practices

[1] Caligiuri (2013) highlighted that the HRM practices effectiveness is based on certain contingencies in multinational companies. It includes the moving parts such as country-level differences and cross-cultural differences in human resource activities which have a great effect on the HRM practices.

[2] Kim (2005) said that “good employees are supposed to have such characteristics as high satisfaction with their jobs, high commitment towards the organization, high motivation to serve the public and strong intentions to work for the organization willingly and devotedly”. Thus, contributing in the learning of the organization.

[3] Garavan (2000) determined that routine work of HRM and HRD is in the learning organizations building as: encouraging employees utilizing and managing knowledge; demonstrating networks appropriately; also involving learning in a double-loop system.

[4] Johnson (2000) detailed the best practice or high performance work practices are described as HR methods and systems that have universal, additive, and positive effects on organizational performance.

The variables for HRM Practices included in this study are as follows:-

i.) Recruitment and Selection

ii.) Training and development

iii.) Performance appraisal

iv.) Compensation and benefits

v.) Employee relations

I. Recruitment and selection - Some organizations like public sector adopt centralized recruitment whereas other organizations resort to decentralized system. There can be different sources of recruitment namely internal sources like vacancies, transfers, promotions, retired and retrenched employees, dependents and relatives of deceased and disabled employees or it can be external sources like education and training institutions, search engines, employment exchanges etc. Recruitment technically precedes selection. Selection is the process of matching the qualifications of applicants with job requirements.

II. Training and development - Training is done to increase the skills and knowledge of an individual of doing a job specifically. There are different types of training programs like Orientation training, Job training, Safety training, Promotional training, Refresher training, Remedial training etc. to enhance the skills of employees.

III. Performance appraisal - As defined by [5] Kleiman (2006) performance appraisal is related to the evaluation of the performances of its employees. It can easily create competitive advantage by the proper application of performance appraisal techniques by establishing performances of the employees at their job in two ways: by directing behaviors of the employees towards objectives of the organization and also ensuring that the objectives are met by controlling and monitoring that behavior.
IV. Compensation and benefits- According to [6] Noe (2004), “incentive pay is pay tied to individual performance, profits and other measures of success. Organizations select forms of incentive pay to energize, direct or control employees’ behavior. It is influential because the amount paid is linked to predefined behaviors or outcomes”. HR Focus (May 2003), has developed a system of pay, which are as follows:
   a) Define pay.
   b) Articulate your compensation philosophy
   c) Develop job descriptions and job value information.
   d) Obtain data.
   e) Establish salaries and ranges.
   f) Periodically review.
   g) Communicate.
   h) Support your policies.

V. Clark and d’ Ambrosio (2005) identified “small or no salary increase and rising cost of health insurance paid by employees have made total compensation in many institutions less competitive”.

VI. Employee relations- The term employee relations are used for both collectively and individually so as to analyze negative impact of human results from an economic perspective.

1.2 Learning Organization

[8] Aydin and Ceylan (2009) described “learning organizations as an organization capacity to develop capabilities to acquire new information and convert that information into knowledge”. It is a combined process of internal and external organizational systems alignment, culture of learning, including an emphasis on exploration and information, open communication, staff empowerment, and support for professional development. Learning organization may become the only sustainable source of competitive advantage. Learning organization is responsible for building an organization.

[9] Jackson (2006) defined that the need for the organizations to learn as holistic entities became more pronounced with the onslaught of globalization, favoring learning organization as a means of creating competitive advantage.

[10] Peter Senge (1997) identified a learning organization is where (i) expansion of the employees capacity so as to increase the results of the organization, (ii) thinking patterns, where (iii) aspirations of the employees, (iv) learning is continually done in an organization. It takes a lot of commitment to build a learning organization. There are 5 characteristics of a learning organization: Systems thinking, personal mastery, mental models, building shared vision and team learning.

Systems thinking- The idea of the learning organization developed from a body of work called systems thinking.

Personal mastery- is the commitment of a person doing a job to the learning process. A learning organization is the sum of an individual’s learning.
Mental models- These are perceptions of an individual as well as organizations. Also, these models must be changed so as to become a learning organization.

Shared vision- It is important in encouraging the employees so as to learn effectively in the development of a shared vision, because it provides common identities that provide focus and energy for learning. The learning organization tends to have flat, decentralized organizational structures.

Team learning- The advantages of the learning of the team is related to the employees growth which is happening quick and the organization’s problem solving capability which in turn is enhanced through access to expertise and more importantly the knowledge.

[11] Yogesh Malhotra (1996) defined LO as Organizations with ingrained philosophies for anticipating, reacting and responding to change, complexity and uncertainty. The concept of a Learning Organization is relevant when there is increasing uncertainty and complexity within the environment of the organization.

[12] McGill (1992) also proposed a definition for the LO that if a company is able to respond to other information’s which is new done by exchanging the information processing and evaluation techniques.

[13] Pedler, Burgoyne, Boydell (1991) defined that the learning organization is dependent on the training quality of the employees within the organization. A learning organization is characterized by the learning of an organization as a whole and also of its members to a great extent.

The advantages of learning organization are;

- high levels of innovation is maintained and remained competitive
- response to external pressures
- knowledge so as to better form a relationship between resources and customer needs
- quality of outputs is increased at all levels
- Corporate image is improved because of people orientation
- the pace of change is increased

1.3 Organizational Effectiveness

[14] Richard (2009) delineate effectiveness of the organization is connected with the interior performances outcomes. Organization effectiveness is important to success in any economy. Effectiveness of the organization can facilitate in achieving meant goals through communicative competency and ethics. Organization effectiveness additionally facilitates within the overall development of a company.

[15] Ortiz American state Guinea (2005) delineate that an effectiveness of the organization is once however booming associate degree organization is in terms of satisfaction with the work and therefore the impact of it on the people and therefore the organizations.

[16] Mintzberg (1991) recommended that effectiveness of the organization can occur once the interaction of seven basic forces; direction, efficiency, proficiency, innovation,
concentration, cooperation/culture and competition/politics are managed effectively. Effectiveness of the organization is measured in terms of 4 indicators; client orientation, worker satisfaction, commitment within the organization and monetary and growth performance.

**Initial indicator: Client Orientation**
Marketing is obtaining nice importance for the corporations day by day that facilitate them to extend their profits. The market familiarized corporations perform serious analyses for the selling construct.

[17] Deshpande (1993) outlined “customer orientation is that the set of beliefs that puts the client into the middle, whereas not excluding those of all different stakeholders like house owners, managers, employees, so as to develop a long-run profitable enterprise”. Therefore, the organizations use the client data to forecast the long run desires of them.

**Second Indicator: Worker Satisfaction**
[18] Lawler (2003) argued that “a firm’s hour strategy ought to be focused on developing skills and guaranteeing motivation and commitment”. During this statement, guaranteeing the motivation’ worries with the worker satisfaction. That’s why; the satisfaction of the workers takes on other importance.

**Third Indicator: Organization Commitment**
It is wide accepted that structure commitment is that the psychological strength of the linkage of a member to his organization within the literature. In step with Meyer associate Degreed Allen “a worker will at the same time be committed to the organization in an affection, normative, and continuance sense, at varied levels of intensity”.

**Fourth Indicator: Monetary and Growth Performance**
The monetary performance is that the live of a firm’s monetary health and therefore the growth performance is said with the rise within the volume of sales, variety of workers and new product compared to previous periods. The monetary and growth performance may be a concrete indicator that informs regarding the strength of a firm.

2. **OBJECTIVES OF THIS STUDY**
The following are the objectives of this study:

I. To review HRM practices, learning organization and their contribution to the organizational effectiveness.
II. To find out the relationship between HRM practices and learning organization.
III. To find out the relationship between LO and OE.
IV. To find out the relationship between HRM practices and OE.
V. To investigate the interrelationship between HRM practices, learning organization and organizational effectiveness.
VI. To recommend key HRM Practices that may lead to the learning organization and improvement in the effectiveness of the organization.
3. REVIEW OF LITERATURE

3.1 HRM and Learning Organization

[19] Ali (2013) prompted that “there could be a got to review the challenges for the operate and its responsibilities in organizations to address the new trends. At a sensible level, it’s a requirement to anticipate and indurate the seemingly challenges that are sequent to the immensely hyperbolic competition owing to speedy development of technology, especially, the impact of IT, and internal necessities”. With technology up gradations, new breed of ‘knowledge workers’ in ‘learning organizations’ can create the differentiation. This intellectual capital can demand abundant nurturing from the enterprise, so as to present back within the form of superior results.

[20] Cabrales, Real, Valle, (2011) incontestable that “there is direct association of choice and appraisals practices and each dimensions of human capital with learning. Moreover, biological process practices are related to the worth of human capital, and therefore the choice and appraisal practices are associated with uniqueness”.

[21] Baldini (2005) assessed the role of human resources (HR) policies, practices in fostering data sharing (KS), institutional learning and alter (ILAC) within the CGIAR. It’s supported interviews and reviews of 60 minutes documents. variety of common 60 minutes policies and practices were found that is classified into six broad classes like Leadership and strategy, organization, staffing, learning and employees development, performance management, rewarding. Whichever approach adopted, 3 factors sway be crucial for success: high leadership support, robust internal communications and an acutely aware and formal link to the organization’s strategy.

[22] Green (2006) rumored that organizations that vertically aligned and horizontally integrated operate and practices performed higher and made a lot of committed and glad operate workers UN agency exhibited improved individual and structure performance and so conjointly contributed to the educational of the organization.

[23] Bhatnagar and Sharma (2003) centered on the empirical analysis of strategic roles and structure learning capability. They showed that strategic roles and structure learning capability are absolutely associated with one another and therefore the business partner role of will associate absolutely with the educational capability of the managers, so establishing Associate in nursing empirical link for variables that had solely an abstract relationship.

[24] Budhwar and katou (2003) found that policies of achievement, training, promotion, incentives, benefits, involvement and health and safety are absolutely associated with learning organization.

[25] Greer (2001) showed that the functions are a very important think about a company learning and conjointly in its performance effectively. So there study contributes to the speculation of strategic HRM, wherever it tries to prove however strategic roles are connected conceptually and by trial and error to learning organization capabilities at the social control level.
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[26] McCracken and Wallace (2000) prompted that active leadership from high management is important to maximizing the returns from. However, it's necessary that senior managers scan their operative environments ([27] Maxwell, 2004), that in turn is achieved through the aptitude of learning organization.

[28] Delaney and Huselid (1996) found that practices that are in harmony with high involvement of strategy, like extremely selective staffing, compensations, and trainings, were absolutely coupled to learning organization and performance.

[29] Huselid (1995) studied “high involvement of practices to be powerfully and absolutely coupled to varied measures of learning organization and performance, together with work attachment, firm money performance, and productivity”.

[30] Barney (1992) showed that “HR systems could contribute to the capability of the organization to find out by facilitating the event of organization-specific competencies. HRM is seen as personnel management with a stress on the acquisition, organization and motivation of human resources ([31] Amstrong, 2000)”.

[32] Senge, (1990) delineated that HRM is capable to supply varied ways in which to assist folks inside the organizations to attain 5 disciplines -- “Personal mastery”, “Mental models”, “Building shared vision”, “Team learning” and “System thinking”. Some helpful methods for HRM to play a replacement role are listed below:

i.) Personal mastery: Since HRM is additionally chargeable for hiring workers, it'd be necessary to search out if the new workers are actually love their jobs and willing to find out things from their jobs. Recruiting people that have a positive operating perspective can profit the organization to make an improved culture.

ii.) Mental models: For the aim of coaching their minds, HRM will give folks with atomic weight categories. Additionally, honest rewarding systems are necessary for encouraging workers to be a lot of openness and positive to things and to colleagues and willing to adopt new challenges.

iii.) Building shared vision: For the aim of building shared vision, HRM must give two-ways communication flows and issue company newsletters in order that folks are going to be easier to carry shared visions of future with commitments and mutual understandings.

iv.) Team learning: For the aim of team learning, HRM must give on-the-job coaching categories and holding cluster activities or attention-grabbing comes to present folks probabilities to figure and to find out along.

v.) System assuming: For the aim of serving to folks think a lot of consistently, HRM must produce pointers of general problem-solving procedures to workers.

3.2 Learning Organization And Organizational Effectiveness

[33] Chi (2010) explored “the effects of learning organization practices on commitment and effectiveness in Taiwanese little and medium-sized enterprises (SMEs). The results prompt that learning organization practices is viewed as a very important antecedent issue for structure commitment, further as for effectiveness of the organization. It’s a moderately positive association with structure effectiveness and a powerfully positive relation with structure commitment. Moreover, the link between commitment and
effectiveness is reciprocal however not equal. Organization commitment features a moderately positive impact on effectiveness; but, structure effectiveness features a weak positive influence on commitment”.

[8] Aydin and Ceylan (2009) ascertained that a company that features a high level of LO could have higher level of worker satisfaction which can successively improve the money and growth performance of such a company resulting in positive effectiveness within the organization. Also, a company with high level of LO would have abundant data resources embodied in its workers and embedded within the organization. It’s thus essential for high management and managers to put larger stress on data creation and data sharing through numerous means that to encourage learning activities that successively may contribute to improvement of the organization’s innovation capabilities and competitive advantage.

[34] Zink (2008) analyzed that however the educational Organizations will drives organization effectiveness. The most theme of Learning Organizations is that the productive organizations should frequently adapt to and conjointly learn thus on reply to changes absolutely within the setting and grows.

[35] Harris, Mowen, and Brown, (2005) indicated that learning orientations features a robust influences on employee’s satisfaction with the task and their talents to brazenly accepts the challenges and commitment towards the organization that results in organization effectiveness.

[36] Hasan (2006) studied that organizations with a powerful learning orientation usually have a simpler educational program in system (IS) implementation and their effective educational program, in turn, drives higher user satisfaction and overall IS effectiveness, as in it contributes to the organization effectiveness.

[37] Lopez, Peon, and Ordas (2006) examined the linkage among practices supported high performance, learning organizations, and therefore the business performances. However, they detected that practices supported high performance had a positive result upon organizations learning. Therefore, per Lopez ended that it's important to clarify regarding learning organizations and organizations effectiveness.

[38] Farell and Movando (2004) proven that learning organizations conjointly results in effectiveness and originality.

[39] McDonald (2002) argued that learning prospects features a robust influence on the originality of Associate in Nursing business person for little and medium sized companies. Also, it absolutely was expressed that learning organization makes business process reengineering (BPR) easier for organizations effectiveness.

[40] DeLone and McLean (2003) studied on learning organization (LO) and its impact on effectiveness. It's found that once there's a powerful learning culture inside a company, companies will simply face the new challenges. Learning organization affects the performances of its worker and satisfaction with the introduction of latest technology and its implementation.

[41] Murray & Donegan (2003) examined the linkage between learning organization practices and structure effectiveness helps folks discover why issues are seen in an
exceedingly one-dimensional framework, motility queries of the present systems and difficult and questioning paradoxes as they occur.

[42] Lindley and Wheeler (2001) studied that a once organization is in a position to find out quicker than it's solely property competitive advantage over different competitors and so the structure effectiveness and it is also a challenge for the assumptions of business organizations theories.

[43] Slater & Narver (1995) ascertained that due to the inherent flexibility, learning-oriented organizations are ready quickly to reconfigure their design and apportion their resources to target emerging opportunities and effectiveness.

### 3.3 HRM Practices and Organization Effectiveness

[44] Jahanian and Nawaz (2012) examined the result of HRM on the productivities of the organizations manner otherwise Human Resources variables help a company to attain its objective in a good way. Here, the main focus is on seven basic variables of HRM that embody incentive pay, achievement and choice, work teams, employment security, versatile job assignment, skills coaching and communication. The target of the analysis is to search out however these variables operate among four completely different banks chosen; 2 personal sector banks and 2 public sector banks. Workers have opinions regarding different variables; but, the variables that contribute most to the productivity are achievement and choice, skills coaching and job security, that results in the effectiveness of the organization.

[45] Chee Hong and Zheng (2012) known that a good HRM practices specifically worker authorization, coaching and development, appraisal system compensation becomes the most issue for the success of a company on the retention of the staff that is a very important issue for the effectiveness in a company. For this study, Quantitative knowledge was collected victimization the non-probability self-administered form. It absolutely was found that, coaching and development, appraisal system compensations are vital to worker retention except worker authorization.

[46] Dyer and shafer (1998) based that in recent years, strategic human resource management (SHRM) has return a protracted method. Also, the domain incorporating and connecting human resource strategy (HRS) and structure effectiveness (OE) is important as a theoretical and empirical "black box". They need done Associate in Nursing current analysis on people in a company that is agile in nature thus on peer into this "black box" and draw implications for future analysis. Re-conceptualizing of OE, incorporating of the structure capabilities, having a way broader read of HRS, and assessing the vertical and horizontal alignment of activities consistently were a number of the most recommendations.

### 4. CONCLUSION

After careful analysis and study of previous researches, it can be said that satisfaction of an employee is of utmost importance when it comes to achieving the objectives of an
organization because that is only realized when an organization’s workforce is interested in learning new processes or policies and work with their whole heart for the organization. It is observed that the need of learning new processes or policies arises with the advancement in technology. And when the process of imparting new skills, policies and training is provided to an employee, it initiates a cordial learning environment within an organization. The intellectual capital so developed will be requiring abundant nurturing from the organization and which will ultimately help the organization to succeed. Thus, having a learning environment and maintaining it is very essential for human resource management and development of an organization. Also, the appraisal practices for an employee have a greater influence on the learning environment within an organization. Studies conducted within the CGIAR shown the role of human resources (HR) policies, practices in fostering data sharing (KS), institutional learning and alter (ILAC). It can also be stated that organizations which are vertically aligned and horizontally integrated, is successful in imparting education to its employees because of which they tend to feel happy and are committed towards their organization. Thus, the individual and firm performance is improved as well maintaining a learning environment in an organization. Studies have revealed that the HRM policies of achievement, training, promotion, incentives, benefits, involvement and health and safety are certainly dealing with learning organization. Also, organizations which are having greater involvement of HRM practices like extremely selective staffing, compensations given to employees, and trainings provided, were certainly related to a learning organization and much higher performance from its employees. Furthermore, it is observed that HRM practices of selective hiring, strategic coaching, worker participation in deciding, and contingent reward will increase the flexibility of the organization to learn. Studies have depicted that the higher employee satisfaction is the result of a learning environment in an organization which helps in maximizing the profits, thus contributing to organizational effectiveness directly. A lot of competition is prevailing in today’s environment, so it is important to maintain originality in an organization, which comes through learning organization, eventually a network of whole new ideas, procedures, and policies is started leading to innovativeness amongst the employees of an organization. The commitment of the employees will also be strengthened, which ultimately leads to organizational effectiveness. Studies have revealed that learning organization is very important for commitment from the employees and also for the effectiveness of the organization. Organization commitment features a moderately positive impact on effectiveness; but, structure effectiveness features a weak positive influence on commitment. Also, with the high level of learning environment within an organization, there are high levels of profits in terms of growth and money generation for an organization resulting in a positive effectiveness within an organization. It is expressed that learning organization makes business process reengineering (BPR) easier for organizations effectiveness. Also, it is important to state that in a learning oriented organization, they are far more flexible in adapting to changing needs and grabbing
opportunities, can reconfigure their designs accordingly leading to effectiveness within an organization.

Because of the prevailing high competitive environment, it is important for an organization to utilize its human resources most effectively so as to have an edge over others and also organizational success and effectiveness as a whole. Dedication from the employees is required to achieve organizational objectives and goals. Researches have suggested seven basic variables of HRM practices that include incentive pay, achievement and choice, work teams, employment security, versatile job assignment, skills coaching and communication. It can be concluded that the variables influence of variables like achievement and choice, skills coaching and job security have much higher positive results for an organization. It is important to measure the retention capacity of an organization i.e. how many employees are staying with the organization for a long term. Measurement of which directly depicts the extent of positive organizational effectiveness.

And to achieve higher level of retention within an organization, it absolutely was found that, coaching and development, appraisal system compensations are vital to worker retention, leading to an effective organization. It can be stated through various previous researches that the organization effectiveness depends largely on the innovation, adaptability and speed, which are the parameters of the intellectual employees within an organization, leads to higher organizational effectiveness.

Finally, it is concluded that best of HRM practices are vital for creating a learning organization and a learning organization will help in depicting the extent of organizational effectiveness. When the HRM practices are strategically aligned with the individual needs and organizational needs, mutual benefit is sought at ease. Employee’s feels connected to the organization and puts their maximum effort in achieving short term and long term targets of its organization. Thus, in the whole process, organization effectiveness is achieved with the help of the satisfied employees who are working in the benefit of the organization. Evidences from the previous researches prove that the variables like HRM practices, LO and OE are having common grounds and the success of one helps in achieving the other and vice-versa.

5. RECOMMENDATION AND SUGGESTION

It is recommended that In order to have learning environment within the organization, HRM practices must include recruitment of individuals who are willing to learn new ideas, approaches of doing a particular task, who are flexible enough according to different situations. They should have a positive and lively attitude towards their job or task assigned to them. It should be the sole responsibility of the high level employees, subordinates and superiors that they must encourage an environment where the new ideas are welcomed and are appreciated as well. The employees must feel free to suggest their views and decisions on a particular subject. They should be given enough liberty at least to make decisions regarding their own job profiles. HRM should also concentrate on grievance handling procedures for the employees and these matters should be taken more
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It is required from the senior managers that they must be able to scan their environment so as to grab the emerging opportunities in the benefit of the organization. This requires them to have an aptitude and skill of taking right decisions at the right time. This will also help in bringing maximum returns on investments made by the firm. Previous studies have also suggested that the introduction of techniques like selective hiring, strategic coaching, worker participation in deciding, and contingent reward will increase the flexibility of the organization to learn. HRM must be able to find out the organization specific competencies and must be able to motivate its employees enough to achieve the desired targets. It is also well stated in the studies that a learning organization will have abundant data resources within an organization and it is thus the responsibility of high level managers to have a healthy environment wherein the sharing of the data is done and data creation new techniques are designed and implemented by its intellectual employees.

6. REFERENCES


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**Reports**


