

## A STUDY ON EMPLOYEE PERCEPTION ABOUT ORGANIZATIONAL HR PRACTICES AND CULTURE

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### ABSTRACT

In any organization HR practices play the very important role in the development of the organization and it keeps the employee happy with their work. Organization working culture is going to define the employee perception about the organization and HR Practices. In a present situation many organizations are focusing to create employee's friendly environment and working condition. Due to the bad Culture and unfriendly HR practices employees are leaving their job or they changing their work place one organization to another organization and its also somewhere becoming the trend of the employees in the organization. the study aims to understand the HR practices and culture of the companies. The main purpose of study is focus on the HR Practices and culture in the company.

### 1. INTRODUCTION

Organization is a place where the entire employees are going to work together. Commonly in any organization perception towards the work and organizational Human recourse practices play the very important role. Human Resource practices in organization describe about the perception of the employee towards the job and organization. In my internship study I focused on the Human Resources practices and Culture.

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#### NEED FOR STUDY:

A best organizational HR Practices and culture is essential to understand the employee's perception towards the organization

- Understanding the employee's perception in the organization.
- HR Practices and Culture are different from organization to organization, so improving organizational culture to promote the employees for doing the work.
- Organizational culture is changing according to the working condition of company for that reason company should update to their employees
- Creating and developing the employee friendly Culture and environment.
- Improve the productivity and quality of working.

#### SCOPE OF THE STUDY:

The scope of the study is vast; the study aims to understand the HR practices and culture of the companies. The main purpose of study is focus on the HR Practices and culture of the SEKARAN REALITIES, and also learns about those HR Practices and culture in the company. It extremely important that company should provide and give the good HR polices and set employee friendly environment in the company.

### 2. OBJECTIVE OF THE STUDY

- To study the HRM practices in a company.
- To analyse the ethical and cultural context of the company.
- To study the existing culture of the organization and its impact on employee's behavior.
- To know the employees and employers' relationship in the company.

### 3. REVIEW OF LITERATURE:

**Ying Wang, sunghoon Kim et.al. Alannah raffery et.al. Karin sanders (2020): -**

The International Journal of Human Resource Management

Scholars are directing more attention to employee perceptions of human resources (HR) practices and have explored issues such as whether and how employees' idiosyncratic or collective perceptions of HR practices shape employee outcomes. To further this area of research, we seek to determine what authors mean when they refer to "employee perceptions of HR practices". We review 105 articles from leading human resource management journals and find that employee perceptions of HR practices is not a monolithic concept. Rather, following previous scholars, we identify three distinct components of employee perceptions of HR practices: the 'what', 'how', and 'why'. We critically summarize extant literature on these three components of employee HR perception and propose future research directions, including enriching the theoretical foundations of HR communication, embracing cross-national contexts, and enhancing practical relevance.

**Shweta Maheshwari et.al. Veena Vohra (2015): -**

Journal of Organizational Change Management

– Prior research in the area of organizational change highlights the critical role played by HR practices during organizational change as it may require altering employee behavior to support the change direction. Human resource (HR) function is considered to be well positioned to influence employee behavior by institutionalizing HR practices that support change. Further there is a significant body of literature that suggests that employee behavior is significantly influenced by the perceptions of HR practices during change. HR practices which create positive employee perceptions increase employee commitment to change. The purpose of this paper is to provide a conceptual framework that identifies critical HR practices that support organizational change and examines their impact on employee perception and commitment to change.

**Antonio Ortega-Parra et.al. Miguel Ángel Sastre-Castillo (2013): -**

Management Decision

Previous research demonstrates the link between corporate culture and organizational commitment. Given the potential differences in espoused corporate culture and its perception by employees, the purpose of this paper is to find an answer to the following question: how does employees' perception of company values affect their own commitment to that organization.

**Shruti Lamba et.al. Nirmala Choudhary (2013): -**

International Journal of Advancements in Research & Technology

In this era of highly competitive environment, organizations in Manufacturing sector and Service sector are trying hard to win the mind of customers by providing them value added service and quality innovative products to remain competitive in the market. The objective of this study is to investigate the impact of HRM practices on Organizational commitment of Employees in various sector in India. The study revealed that how HRM practices provide an edge to employee's commitment towards an organization goal in the global

competitive market. Through study it is found that HRM practices influence the Organizational Commitment of Employees.

**Jacob Cherian et.al. Jolly Jacob (2012): -**

Canadian Center of Science and Education

There is a great deal of increase in the adoption of environment management systems by the corporate sector. Literature has given importance to adoption of environmental practices as a key objective of organizational functioning making it important to identify with the support of human resource management practices. Today there is debate and uncertainty associated with how green management principles can be implemented effectively amongst the workforce of the organization. This review article identifies how corporations today develop human resource policies for promoting environment management initiatives.

**Irene Hau-Siu Chow (2012): -**

The International Journal of Human Resource Management

This article attempts to (1) explore the process by which a high-performance work system (HPWS) affects firm performance and (2) demonstrate the mediating role of implementation and organizational culture in the HPWS-performance link. The proposed model was tested using a sample of 243 Hong Kong and Taiwanese firms operating in Guangdong, China. The results from the present study supported the hypothesized mediation of implementation and

organizational culture on the HR–performance relationship. This study offers important insights into the mediating mechanism of the HPWS–performance research. Implications for research and managerial practices are provided.

**Schneider and smith (2004):** -Organizational culture is the basic pattern of shared assumptions, values and beliefs considered to be the correct way of thinking about and acting on problems and opportunities facing the organization. It is what is important and unimportant in the organization. It is often thought of as organization' DNA- i.e., invisible to the naked eye, yet a powerful template that shapes what happens in the workplace. Hence why Schneider and Smith argue that culture begins with leadership and passed on to the organizational members; it is seen as a set of forces that shape and determine human behaviour.

**Martins and Terblanche (2003):** - Culture is deeply associated with values and beliefs shared by personnel in an organization. Organizational culture relates the employees to organization's values, norms, stories, beliefs and principles and incorporates these assumptions into them as activity and behavioural set of standards. Klein, (1996) positioned organizational culture as the core of organization's activities which has aggregate impact on its overall effectiveness and the quality of its product and services. Schein (2004) defined organizational culture as a dynamic force within the organization which is revolving, engaging and interactive and it is shaped up by the employees and management gestures, behaviours and attitudes.

**Sachin (1998):** - The organizational culture is outlined in sachin as overall phenomenon of the organization such as natural settings, the rite and rituals, climate, values and programmers of the company e.g., performance management, training and development, recruitment and selection, etc.

**Kotter et.al. Heskett (1992):** -Organizational culture is conceptualized as shared beliefs and values within the organization that helps to shape the behaviour patterns of employees

**Govindhan (1991):** - Define organization culture as the drive that recognizes the efforts and contributions of the organizational members and provides holistic understanding of what and how to be achieved, how goals are interrelated, and how each employee could attain goals.

**Hofstede (1990):** - Summarizes organization culture as collective process of the mind that differentiates the members of one group from the other one.

**Deal and Kennedy (1982):** -Thus, we can deduct from above definitions that organizational culture could be the means of keeping employees in line and acclimatizing them towards organizational objectives. Deal and Kennedy recognizes the link between culture and organizational excellent performances via its human resource development programmers. These cultural values and human resource development programmer are consistent with organizational chosen strategies that led to successful organizations.

Organizations differ in their cultural content in terms of the relative ordering of beliefs, values and assumptions. For instance, some organization practices place a premium on their recruitment and selection, training and development programmer, compensation administration and even, performance management. Also, some place a premium on career development, goal setting and pay-for-performance, all with the intent of maximizing employee performance and customer service. This will help to create a culture of high performance across the organization.

An organizational culture can also influence the recruitment and selection activities of an organization. This makes sense because good behaviour is driven by ethical values. An organization can guide the conduct of its employees by embedding ethical values in its culture.

#### 4. RESEARCH METHODOLOGY

CHI SQUARE TEST:

AGE OF THE RESPONDENTS

BASED ON THE TRAINING CONDUCTED BY THE TRAINER ON THE AREAS CAN BE SHOWN ANY DEVELOPMENT

**H0 (NULL HYPOTHESIS)** = There is no significant relationship between age of the respondents and Based on the training conducted by the trainer on the areas can be shown any development.

**H1 (Alternate Hypothesis)** = There is a significant relationship between age of the respondents and Based on the training conducted by the trainer on the areas can be shown any development.

BASED ON THE TRAINING CONDUCTED BY THE TRAINER ON THE AREAS CAN BE SHOWN ANY DEVELOPMENT CROSSTABLE

AGE	AGRE E	DISAGRE E	NEITHER AGREE	STRONGL	STRONGL Y	TOTA L
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			NOR DISAGREE	Y AGREE	DISAGRE E	
20 – 30 years	39.5	7.3	15.2	2. 8	10.2	75.0
31 –40 years	21.1	3.9	8.1	1. 5	5.4	40.0
41 – 50 years	8.9	1.7	3.5	.6	2.3	17.0
50yea rs and above	0.5	0.1	0.2	.0	0.1	1.0
TOTA L	70.0	13.0	27.0	5. 0	18.0	133.0

#### CHI-SQUARE TESTS

	Value	df	Asymptotic Significance (2- sided)
Pearson Chi- Square	10.090 <sup>a</sup>	12	.608
Likelihood Ratio	10.067	12	.610
N of Valid Cases	133		
<b>a. 12 cells (60.0%) have expected count less than 5. The minimum expected Count is.04.</b>			

At 5% level of significance and df (12) the table value is 10.090. calculated value = 0.04

**Significance value (p=0.005) < calculated value H<sub>0</sub> is accepted.**

#### INFERENCE

The results of the “Pearson Chi-Square” say that  $\chi^2(12) = 10.090$ ,  $P = 0.04$ . This tells us that there is a statistically significant association between the age of the respondents and also high-performance work system leads to superior employee performance.

#### ONE WAY ANOVA TEST:

Hypothesis is set between the age of the respondents and equal contribution of 12% each from Employer and Employees

#### NULL HYPOTHESIS

**H<sub>0</sub>** = There is no statistically significant relationship between age the respondents and equal contribution of 12% each from Employer and Employees

#### ALTERNATIVE HYPOTHESIS

**H<sub>1</sub>** = There is a statistically significant relationship between age of the respondents and equal contribution of 12% each from Employer and Employees

DESCRIPTIVES								
AGE								
	N	MEAN	STD. DEVI ATION	STD. ERR OR	95% CONFIDENCE INTERVAL FOR MEAN		MINI MUM	MAXI MUM
					LOWER BOUND	UPPER BOUND		
Agree	73	1.63	.717	.084	1.46	1.80	1	3
Disagree	3	2.00	1.000	.577	-.48	4.48	1	3
Neither agree nor	19	1.63	.831	.191	1.23	2.03	1	4

disagree								
Strongly agree	35	1.34	.639	.108	1.12	1.56	1	3
Strongly disagree	3	2.33	1.155	.667	-.54	5.20	1	3
Total	133	1.58	.741	.064	1.45	1.71	1	4

ANOVA					
AGE					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.434	4	1.108	2.087	.086
Within Groups	67.987	128	.531		
Total	72.421	132			

#### INTERPRETATION

This is the table that shows the output of the ANOVA analysis and we have a statistically significant difference between our group means. We can see that the significance level is 0.086, which is more than 0.005. Therefore, there is a statistically significant relationship between the age of the respondents and equal contribution of 12% each from Employer and Employees.

#### 5. FINDINGS

- ❖ 59.4% of the respondents are 20-30 years, 31.6% of the respondents are 31-40 years, 7.5% of the respondents are 41-50 years, 1.5% of the respondents are 50 years and above.
- ❖ 58.6% of the respondents are Male, 41.4% of the respondents are Female.
- ❖ 23.3% of the respondents are Under Graduate, 50.4 % of the respondents are Post Graduate, 18 % of the respondents are Diploma and 8.3 % of the respondents are others.
- ❖ 23.3% of the respondents are finance
- ❖ 50.4 % of the respondents are HR, 18 % of the respondents are Production, and 8.3 % of the respondents are sales, 9 % of the respondents are others.
- ❖ 17.3 % of the respondents are Assistant Executive Finance, 24.8 % of the respondents are HR Managers, 34.6% of the respondents are Production Head, 11.3 % of the respondents are Sales Executive, and 12% of the respondents are others.
- ❖ 42.9% of the respondents are 10000 to 25000, 36.1% respondents are 25000 to 45000, 21.1% of the respondents are 45000 to 60000, and 7.5 % of the respondents are 60000 and above.

#### 6. SUGGESTIONS

- ❖ The Performance Appraisal of employee is evaluated on the basis of 360-degree feedback or 180-degree feedback.
- ❖ The Organization should focus on mentor system intend to help employees in their career progression.
- ❖ The Organization should conduct Psychometric tests for employees.
- ❖ The Training should be mandatory for all level of employees.
- ❖ The Departments should develop constructive attitude towards each other.
- ❖ The company should give the appropriate recognition for the contributions and accomplishments made by employees.
- ❖ A flexible reward system should be adopted by organization to improve employee motivation.

#### 7. CONCLUSION

This Study shows that the company's policy provides facilities for the all-round growth of individuals through in-house and external training, reorientation, lateral mobility, and self-development driven by self-motivation. It aims to groom employees to realize their potential in all facets while contributing to both organizational and personal goals. Emphasizing teamwork as the primary instrument in all activities, the policy fosters collaboration and implements an equitable, scientific, and objective system of rewards, incentives, and control. It ensures that worthy contributions are recognized in a timely and appropriate manner to maintain high employee motivation and morale. Employees acknowledge they understand what is expected from them and how their work goals align with the company's objectives.



The organization inspires them to perform at their best every day. However, employees are dissatisfied with the communication and decision-making process, as it leaks critical organizational information.

Additionally, employees feel their contributions and accomplishments are not appropriately recognized or rewarded. They also believe they are not compensated fairly for their role in the company's success.

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