EMPLOYEE PERCEPTION ABOUT ORGANIZATIONAL HR PRACTICES AND ITS CULTURE

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Abstract - *A study on employee perception about organizational HR practices and culture at IWL India Private Limited. This study explores employee perceptions of organizational HR practices and culture and their impact on employee satisfaction and engagement. The research aims to understand how employees perceive various HR practices, such as recruitment, training, performance management, and compensation, and how these practices influence their perceptions of the organization's culture. The study also examines the relationship between employee perceptions of HR practices and their job satisfaction, organizational commitment, and intention to stay with the organization. The research adopts a descriptive research design to analyze the perspectives of 200 employees through a survey questionnaire. Using SPSS 16 for data analysis, quantitative research methodology is used. The questionnaire assesses the overall HR practices and culture. The transparency, flexibility, monetary rewards and remuneration, HR practices and culture which makes task easier and comfortable, and employee's opinions and ideas in the study. The findings aim to provide insights into how employees perceive these practices and their impact on organizational culture. This study contributes to the existing literature by offering a comprehensive analysis of employee perceptions, which can guide organizations in improving their HR practices and fostering a positive organizational culture.*

***Key Words*:** *HR practices, organisational culture*

I.　　INTRODUCTION

HR PRACTICES

An HR practices is an element of an HR team's strategy for guiding and managing an organization according to legal regulations, employee expectations and organizational goals. Successful practices align with an organization's business plan and contribute to its growth and productivity. Practices differ from activated, which are daily tasks that allow an HR tram to execute its practices and strategy. These include duties like processing payroll, hiring professionals and training new team members.

- Setting HR department goals support the organization's mission and values.
- Creating policies for recruiting, training and retaining employees
- Determining the types and levels of employee compensation and benefits
- Developing continuing education and career advancement and benefits
- Establishing guidelines for managing and communicating with employees
- Maintaining a healthy and inclusive organizational culture

HR practices means that which human resources personnel can develop the leadership of employees. This occurs that the practice of developing extensive training courses and motivational programs, such as devising systems to direct and assist management in performing on going performance appraisals. The success of any business depends the maximum amount on applicable effective well communicated with every minutes and business practices because it depends on meeting the wants of mandated laws and laws indeed sensible coming up with and also the development of the effective practices create restrictive compliance abundant easier. HR Practices helps in increasing the productivity and quality and to realize the competitive blessings of a personnel strategically aligned with the organization's goal and objectives. The impact of human resource management observes like compensation practice, performance analysis observe and promotion observe on employees' job satisfaction, perceived performance, commitment, turnover intention and citizenship behavior cannot be unmarked. of these employees' outcomes have terribly important bearings on the operation of organization in spite of its size and nature hyperbolic job satisfaction, structure commitment, structure citizenship behavior, performance and ablated turnover intention facilitate the organization accomplish its goals and objectives. Employees' discontentment conjointly culminates in low level of employees' commitment to the organization and high level of turnover intention.

HR practices are the plans, guidelines, and protocols that the Human Resources (HR) division of a company uses to manage its workforce and foster a positive work environment. A wide range of topics are covered by these

procedures, such as hiring, onboarding, training, performance management, pay, benefits, employee relations, and more. A competent and motivated workforce that can contribute to the success of the company is what HR practices aim to attract, retain, and develop. Higher employee satisfaction, more productivity, and improved overall organizational success can all be attributed to effective HR procedures. HR procedures are essential for forming company culture, raising employee happiness, and improving productivity inside the company. Organization must manage their human resources well if they are to meet their strategic objectives and stay competitive in the fast-paced commercial world of today. The purpose of this study is to investigate the various HR strategies used by businesses and how they affect worker performance, satisfaction. Recruitment and selection, training and development, performance management, pay and benefits, employee relations, and workforce planning are just a few of the many tasks that make up HR practices. These procedures are intended to draw in, hold on to, and nurture a knowledgeable and driven workforce that can support the growth of the company.

Even though HR procedures are crucial, more research is required to identify the precise procedures that have the greatest impact on organizational effectiveness. By investigating the connections between different HR practices and their effects on worker performance and satisfaction, this study aims to close this gap. Organizations can more effectively customise their HR strategies to match the demands of their workforce and accomplish their strategic goals by developing a deeper awareness of these interactions.

ORGANIZATIONAL CULTURE

Organizational culture refers to the shared values, beliefs, norms, and practices that characterize an organization. It is often described as the "personality" of an organization and influences how employees interact with each other, make decisions, and perceive the organization's identity. Organizational culture is a key determinant of organizational success, as it shapes employee behavior, attitudes, and performance.

II. REVIEW OF LITERATURE

A Study on Employee Perception towards HR Practices of Pallava Textiles Pvt., Ltd., to Erode (2023): Determining the study of employee perception is the goal of the inquiry. The purpose of this study was to investigate how much employees believe their managers provide learning-friendly work environments and model behaviors in one-on-one settings; also, the sources and modes of learning that they use. Employee self-completion questionnaires were used to collect data from Pallava textile manufacturing companies. Descriptive

statistics and tests were used for analysis. The study presents demographic factors that seem to matter in research on employee learning in small businesses.

Employee engagement in nonprofit organizations: the role of perception of HR and organizational culture (2023): Employees' physical, mental, and emotional energies are expended when they believe that their work and affiliation with the company are valuable, relevant, and significant. The study highlights how crucial PHRP is as engagement antecedents at the individual and organizational levels. The results show that, in order to fully comprehend the complex environment of non-profit organizations, it is imperative to investigate the contextual drivers of HR practices and engagement. The data reaffirms that HR strategies that promote engagement must be developed and implemented by nonprofit managers.

A Study on Employee's Perception of Organizational HR Practices and its Culture (2022): The Human Resources (HR) department of an organisation or association is often in charge of creating, implementing, and maintaining policies regarding labourers and the group's relationship with its employees. Because they may assist employees in a variety of ways, the HR department is important in this particular market. HR may support an employee's development by offering them a creative work environment in addition to a variety of training and development opportunities. HR is required to perform all duties with a modicum of compassion or understanding. The study, with its small sample size, was highly beneficial in providing a more detailed understanding of the employee's opinion.

A study on employee perception towards organizational climate and HR practices in it companies at Chennai (2022): According to this study, there are notable variations in how employees see HR procedures and organisational climate depending on organisational and demographic factors. This poll was completed by Chennai-based IT companies. This study's research design is primarily descriptive. The non-probability sampling method used for this investigation is convince sampling. In this study, both primary and secondary data are used in the data collection process. The primary data were gathered via distributing a questionnaire to the employees. Research papers, journals, and websites served as the secondary data sources. Percentage analysis, the SPSS chi-square test, and regression analysis are the tools used to analyse and interpret the variables.

The Role of Organizational Culture in the Influence of HR Practices, Knowledge Management, and Talent Management on Organizational Performance (2021): This study's design makes use of structural equation modelling for hypothesis testing. The study's sample consisted of management personnel from mining enterprises located in the province of East Kalimantan. The number of samples that meet the criteria for analysis

is from 127 employees of coal mining companies taken from 10 existing companies. The sample collection of respondents is carried out proportionately to company employees based on production capacity per year using purposive sampling method. Future studies may concentrate on environmental and socioeconomic problems related to the mining sector in Indonesia or other nations.

Employee's Perception towards HR Practices (2021): The primary goal of this study is to understand how employees view the HR procedures that the company uses. The nature of the study is descriptive. The study's goal is to ascertain how employees feel about HR procedures, including how they view internal communication, training, development, and performance management, and whether or not they are happy with the HR procedures that the company follows. There are 110 people in the sample. Convenience sampling was the mode of sampling employed in this investigation. An organised questionnaire was used to collect the data, and SPSS was used for analysis.

Impact of Organizational Culture on HR Practices in Nepalese Insurance Industry (2020): Organizational culture has to adapt to satisfy the necessity of a dynamic business environment. So, an optimal culture is required to move the business activities efficiently, operate competitively and achieve success all told its endeavor. The statistical analysis was made collecting 100 responses from employees of various insurance companies within Kathmandu valley. The purposive sampling method was used while selecting sample employees. The study results showed the strong relationship between the organization's culture, and HR practices explained by recruitment & selection, training & development and pay structure.

A Study on Perception of Employee on Organization HR Practices (2019): Employees perception is formed by organizational roles, styles of leadership, styles of communication at the workplace etc. and so it is very important that the organization be able to form the correct perception in the minds of its employees. This was to test the hypothesis and the relations between fairness perception of human resource (HR) practices and organizational commitment which are affected by the quality of leader. To understand the extent to which the perception enhances the employee in an organization. It also states the factors of perception, primary and secondary objectives, and features of organization and HR practices based on employee commitment in an organization.

A Study of Employee's Perception Of Human Resource Practices And Work Engagement (2019): Questionnaires were given to employees working in hotels in-front of the house and at - back of the house at different levels in different hotels. 425 responses have been obtained after sending 600 questionnaires with a response rate of 71%. After data cleaning, 418 useful samples have been used for data analysis purpose different levels in different departments was taken. As we were looking at the relationships between Human Resource Practices and Work Engagement, two sets of questionnaires were given

Employee perceptions of HR practices: A critical review and future directions (2019): 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. 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.

III. NEED OF THE STUDY

Studying HR practices and culture is essential due to their profound impact on various aspects of an organization. Firstly, HR practices significantly influence employee development and career growth opportunities, shaping the skills and capabilities of the workforce. Secondly, fostering a positive culture that values diversity and inclusion can enhance the organization's brand image, making it more attractive to both employees and customers. Moreover, transparency in HR practices plays a crucial role in building trust between employees and the organization, which is fundamental for maintaining a productive and engaged workforce. Additionally, effective HR practices are key drivers of organizational performance, as they can enhance employee motivation, retention, and ultimately, improve business outcomes.

IV. OBJECTIVE OF THE STUDY

1. To identify the transparency of HR practices and procedures followed in IWL India Private Limited
2. To identify the HR practices which makes task easier and comfortable
3. To analyze the flexibility of HR practices in IWL India Private Limited
4. To find out monetary incentives and renumeration are fairly distributed in the organization
5. To find out employee's opinion and ideas are taken for decision making.

V. RESEARCH METHODOLOGY

Descriptive Research: Research investigations that focus on characterizing the traits of a certain person or group are known as descriptive studies. Exactly and methodically describing a population, situation, or phenomenon is required. Using a variety of research techniques, a descriptive study design can examine one or more variables.

Probability Sampling: Probability sampling is the process of selecting a sample from a population when the selection is predicated on chance or the randomization principle. Compared to non-probability sampling, probability sampling is typically more complex, time-consuming, and expensive.

Simple Random Sampling:
The process of selecting a sample from a finite population by random sampling ensures that every item in the population has an equal chance of being included in the sample and that every conceivable sample combination has an equal probability of being chosen.

Sources of Data:
Research data sources are any number of places, online resources, or other methods that researchers use to find the data they require to address their research questions or test theories. It can be divided into two main categories.

Primary Source of Data:
Primary sources are first-hand accounts of facts or information that researchers obtain straight from the original sources. Fieldwork, experiments, interviews, surveys, and observations are a few examples. Since they offer firsthand knowledge of the phenomenon under study is important.

Secondary Sources of Data:
Information derived from primary sources but lacking originality is found in secondary sources. First-hand accounts are interpreted, examined, or condensed by secondary sources. Reports, books, journal articles, and review papers are a few examples. Background data, context, and insights from other researchers can all be found in secondary sources.

SAMPLE SIZE
The sampling size has been achieved as the total number of respondents for the 25 survey questionnaire was 200 and population size is 250. Total of 200 responses helped the project to analyse the response and it helpful to derive a conclusion regarding employee perception on understanding the HR practices and its culture.

NORMALITY TEST
Null Hypothesis (H0): The data follows normal distribution
Alternative Hypothesis (H1): The data does not follow normal distribution

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Transparency of HR Practices	.225	200	.000	.856	200	.000
Task Easier and Comfortable	.194	200	.000	.890	200	.000
Flexibility in HR Practices	.138	200	.000	.948	200	.000
Monetary Incentives and Remuneration	.208	200	.000	.889	200	.000
Employees Ideas and opinion	.206	200	.000	.886	200	.000

a. Lilliefors Significance Correction

INFERENCE:
The Kolmogorov Smirnov test of normality, ($P < 0.05$) Probability value is less than tabulated value. Therefore, the Null Hypothesis is Rejected. Hence, the data does not follow normal distribution

MANN WHITNEY U TEST

Null Hypothesis (H0): There is no significant difference between the mean rank of men and women to the dependent variable (Transparency of HR practices, HR practices makes Task Easier and Comfortable, flexibility in HR practices, Monetary incentives and remuneration and Employees ideas and opinion).

Alternative Hypothesis(H1): There is significant difference between the mean rank of men and women to the dependent variable (Transparency of HR practices, HR practices makes Task Easier and Comfortable, flexibility in HR practices, Monetary incentives and remuneration and Employees ideas and opinion).

Ranks

	Gender	N	Mean Rank	Sum of Ranks
Transparency of HR Practices	Male	171	103.48	17695.00
	Female	29	82.93	2405.00
	Total	200		
Task Easier and Comfortable	Male	171	102.56	17537.00
	Female	29	88.38	2563.00
	Total	200		
Flexibility in HR Practices	Male	171	101.32	17326.00
	Female	29	95.66	2774.00
	Total	200		
Monetary Incentives and Remuneration	Male	171	102.35	17502.50
	Female	29	89.57	2597.50
	Total	200		
Employees Ideas and opinion	Male	171	102.62	17548.00
	Female	29	88.00	2552.00
	Total	200		

Test Statistics[a]

	Transparency of HR Practices	Task Easier and Comfortable	Flexibility in HR Practices	Monetary Incentives and Remuneration	Employees Ideas and opinion
Mann-Whitney U	1.970E3	2.128E3	2.339E3	2.162E3	2.117E3
Wilcoxon W	2.405E3	2.563E3	2.774E3	2.598E3	2.552E3
Z	-1.799	-1.235	-.491	-1.115	-1.271
Asymp. Sig. (2-tailed)	.072	.217	.624	.265	.204

a. Grouping Variable: Gender

INFERENCE:

Probability value is greater than tabulated vale ($P > 0.05$). Hence, we accept null hypothesis, there is no significant difference between the mean rank of men and women to the dependent variable (Transparency of HR practices, HR practices makes Task Easier and Comfortable, flexibility in HR practices, Monetary incentives and remuneration and Employees ideas and opinion).

KRUKAL WALLIS H TEST

Null Hypothesis (H0): There is no significant difference between the mean rank of age to the dependent variable (Transparency of HR practices, HR practices makes Task Easier and Comfortable, flexibility in HR practices, Monetary incentives and remuneration and Employees ideas and opinion).

Alternative Hypothesis(H1): There is significant difference between the mean rank of age to the dependent variable (Transparency of HR practices, HR practices makes Task Easier and Comfortable, flexibility in HR practices, Monetary incentives and remuneration and Employees ideas and opinion).

Ranks

	AGE	N	Mean Rank
Transparency of HR Practices	Below 25	29	89.71
	26-35	87	88.97
	36-45	64	100.88
	Above 45	20	165.08
	Total	200	
Task Easier and Comfortable	Below 25	29	91.91
	26-35	87	91.58
	36-45	64	101.55
	Above 45	20	148.38
	Total	200	
Flexibility in HR Practices	Below 25	29	93.47
	26-35	87	93.88
	36-45	64	103.48
	Above 45	20	129.98
	Total	200	
Monetary Incentives and Remuneration	Below 25	29	91.95
	26-35	87	92.17
	36-45	64	105.04
	Above 45	20	134.60
	Total	200	
Employees Ideas and opinion	Below 25	29	93.22
	26-35	87	95.07
	36-45	64	102.20
	Above 45	20	129.20
	Total	200	

INFERENCE:

Probability value is greater than tabulated value ($P > 0.05$). Therefore, accept Null Hypothesis(H0). Hence, there is no significant difference between the mean rank of age with respect to Flexibility in HR practices and Employees Ideas and opinion.

Probability value is lesser than tabulated value ($P < 0.05$). Therefore, reject Null Hypothesis(H0). Hence, there is significant difference between the mean rank of age with respect to Transparency of HR practices, HR practices makes tasks easier and comfortable, Monetary incentives and ideas.

CORRELATION

Null Hypothesis (H0): There is correlation between the variables
Alternative Hypothesis(H1): There is no correlation between the variables

Test Statistics[a,b]

	Transparency of HR Practices	Task Easier and Comfortable	Flexibility in HR Practices	Monetary Incentives and Remuneration	Employees Ideas and opinion
Chi-Square	30.396	16.833	7.014	10.036	6.332
df	3	3	3	3	3
Asymp. Sig.	.000	.001	.071	.018	.097

Kruskal Wallis Test
. Grouping Variable: Age

Correlations

			Trans parency of HR Practices	Task Easier and Comfortable	Flexibility in HR Practices	Monetary Incentives and Remuneration	Employees Ideas and opinion
Spearman's rho	Transparency of HR Practices	Correlation Coefficient	1.000	.734**	.609**	.612**	.521**
		Sig. (2-tailed)	.	.000	.000	.000	.000
		N	200	200	200	200	200
	Task Easier and Comfortable	Correlation Coefficient	.734**	1.000	.754**	.693**	.621**
		Sig. (2-tailed)	.000	.	.000	.000	.000
		N	200	200	200	200	200
	Flexibility in HR Practices	Correlation Coefficient	.609**	.754**	1.000	.744**	.603**
		Sig. (2-tailed)	.000	.000	.	.000	.000
		N	200	200	200	200	200
	Monetary Incentives and Remuneration	Correlation Coefficient	.612**	.693**	.744**	1.000	.757**
		Sig. (2-tailed)	.000	.000	.000	.	.000
		N	200	200	200	200	200
	Employees Ideas and opinion	Correlation Coefficient	.521**	.621**	.603**	.757**	1.000
		Sig. (2-tailed)	.000	.000	.000	.000	.
		N	200	200	200	200	200

**. Correlation is significant at the 0.01 level (2-tailed).

INFERENCE:

There exists a positive correlation between the variables.

VI. SUGGESTIONS

➢ Training programs, workshops, and mentorship initiatives can be utilized to provide staff with opportunities for ongoing learning and development, hence enhancing their skills and expertise.

➢ In order to relieve work stress and work burden, HR policies and practices can include some entertainment activities like fun Friday, sports, team outing, happy hours, etc.,

➢ Implement health and wellness programs to support employee's physical and mental well-being. This can help reduce stress and improve overall job satisfaction.

➢ Rotate employees through different roles or departments to broaden their skills and perspectives, enhancing adaptability and agility within the organization.

➢ Implement more open and transparent communication channels between employees and HR to encourage sharing of ideas and opinions. This could include regular town hall meetings, suggestion boxes, or online forums.

➢ Establish feedback mechanisms where employees can provide anonymous feedback, suggestions, or concerns about HR practices. This could be through surveys, suggestion boxes, or regular check-ins.

VII. CONCLUSION

The study conclude that a happy work environment depends on having a transparent, inclusive HR policy. In-depth analysis is done of the HR policies and procedure of the company. The findings highlight three critical areas – training, communication, and recognition that significantly affect employee engagement and satisfaction. By addressing these problems and implementing the suggested solutions, organizations may improve their HR practices and create a culture that values and supports their workforce. The research underscores the need of aligning the organization's human resources procedures with its fundamental values and goals. The significance of HR departments continuous adaptation to the evolving needs and expectations of its employees is underscored by this. By focusing employee well-being, supporting diversity and inclusiveness, and providing growth and development opportunities, organizations may achieve long-term employee retention and attract top talent. According to the study's overall conclusions, one of the top most criteria for an organization's ability to succeed depends on its HR practices and culture being centered around people. Companies that invest in their employees and create a welcoming and inclusive work environment can

set themselves up for long-term success, development, and innovation.

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