

A Study on The Employee Perception Towards HR Practices

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Abstract

This study investigates employee perceptions towards HR practices to identify specific practices that are positively perceived and areas requiring improvement. Additionally, it aims to understand the influence of employee perception on job satisfaction and engagement levels, ultimately providing recommendations for enhancing HR practices. Employing a descriptive research design, data were collected via a questionnaire distributed among 125 randomly sampled employees. Both primary and secondary data sources were utilized, with primary data obtained through the Questionnaire and secondary data from internet sources, existing research, and scholarly work. Analysis was conducted using percentage analysis, correlation analysis, and weighted average method. The findings offer insights into the current state of employee perception towards HR practices and highlight areas for enhancement to foster greater job satisfaction and engagement.

Keywords: HR practices, Employee perception.

Introduction to the Study:

In today's dynamic and competitive business landscape, organizations recognize that their most valuable asset is their workforce. Human Resource Management (HRM) practices are pivotal in shaping the organizational climate, fostering employee satisfaction, and enhancing overall productivity. The relationship between HR practices and employee perceptions is intricate, multifaceted, and crucial for organizational success. Understanding how employees perceive HR practices is essential for designing and implementing effective strategies that align with organizational goals while meeting the diverse needs of employees. Employees' perception of HR practices encompasses a wide array of factors, including recruitment and selection processes, performance management systems, training and development initiatives, compensation and benefits structures, workplace diversity,

and employee relations. These facets significantly influence employees' attitudes, behaviors, and overall organizational satisfaction. Over the years, extensive research has been conducted to explore the impact of HR practices on various organizational outcomes. However, the literature on employee perceptions of HR practices remains a critical area of study due to its implications for employee engagement, retention, and organizational performance. Despite the growing body of knowledge in this field, there is still a need for in-depth investigation and analysis to uncover the underlying factors that shape employees' perceptions of HR practices. This study aims to bridge this gap by comprehensively examining employee perceptions of HR practices. By delving into the nuances of employee experiences, attitudes, and expectations regarding HRM processes, this research seeks to uncover insights that can inform HR professionals, organizational leaders, and policymakers in designing and implementing strategies that foster a positive work environment and maximize employee potential.

REVIEW OF LITERATURE:

Gupta, S., & Sharma, P. (2024)- Employee Perception of HR Initiatives: This literature review provides insights into the multifaceted nature of employee perception towards HR initiatives, considering factors such as fairness, transparency, and trust. It highlights the importance of aligning HR practices with organizational goals to enhance employee engagement and satisfaction. **Nguyen, T. H., & Vu, A. T. (2023)**-Employee Perception of HR Practices: This review explores the existing literature on employee perception towards HR practices, focusing on factors influencing perception, its impact on organizational outcomes, and potential strategies for improving HR practices to align with employee expectations and needs. **Lee, H. Y., & Kim, S. W. (2023)**- A Meta-Analysis of Employee Perception Studies in HRM: Trends and Future Directions.

Through a meta-analysis of existing literature, this review identifies key trends in employee perception studies within the field of HRM. It discusses methodological approaches, common findings, and areas for future research to deepen understanding of how employees interpret and respond to HR practices. **Chen, L., & Wang, Y. (2023)**-Examining Employee Perception towards HR Practices: This review examines cross-cultural variations in employee perception towards HR practices, exploring how cultural values and norms shape attitudes and expectations. It highlights the importance of cultural sensitivity in designing HR strategies that resonate with diverse employee populations across different contexts. **Smith, J., & Patel, R. (2022)**-Understanding Employee Attitudes towards HR Practices: This review synthesizes recent research on how employees perceive HR practices, examining the role of organizational culture, leadership, communication, and employee involvement in shaping perceptions. It also discusses the implications for HR professionals in designing effective practices. **Guest, David et al. (2010)**: Guest and his collaborators explore the impact of HR practices and effectiveness on organizational outcomes from a stakeholder perspective. By considering the perspectives of various stakeholders, including employees, the study provides a

comprehensive understanding of how HR practices influence organizational performance.

Research Methodology:

A descriptive research design is used in this study. The primary objective of the study is to identify the employee perception towards HR practices, and the secondary objective is to identify specific HR practices that employees positively perceive and those that may need improvement and to understand the impact of employee perception on job satisfaction and engagement levels. A direct survey using Google Forms was used to collect data for the study. The limitation of the study is that the available timeframe may limit the study, Findings may only apply to some industries or organizational contexts, and Individual experiences may influence employee perceptions. In this study, the Primary data is collected by providing a Questionnaire. In this study, the data collected from secondary sources are the internet, websites, existing research scholarly work, etc.

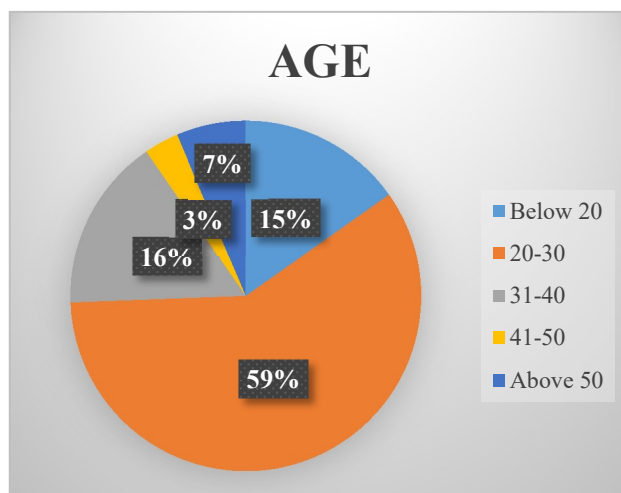
DATA ANALYSIS

1. PERCENTAGE ANALYSIS FOR THE AGE OF THE RESPONDENTS

TABLE 1

AGE	FREQUENCY	PERCENTAGE
Below 20	19	15%
20-30	74	59%
31-40	20	16%
41-50	4	3%
Above 50	8	7%
Total	125	100

CHART 1



INFERENCE:

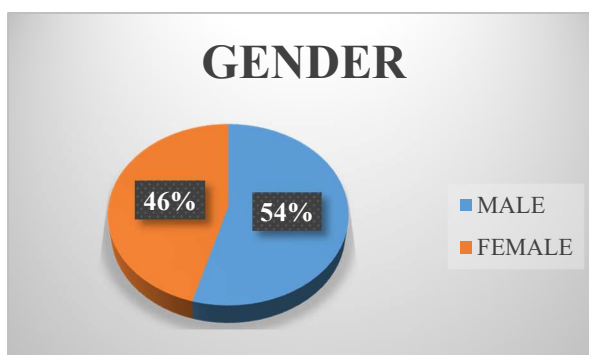
From the above table and chart, it is observed that out of 125 respondents, 15% belong to the age group of below 20, 59% belong to the age group of 20-30, 16% are in the category of 31-40, 3% are 41-50, and 7% are above the age of 50. The 20-30% age group is the major respondents of this study.

2. PERCENTAGE ANALYSIS FOR GENDER OF THE RESPONDENTS

TABLE 2

GENDER	FREQUENCY	PERCENTAGE
Male	68	54%
Female	57	46%
Others	0	0%
Total	125	100

CHART 2



INFERENCE:

The table and chart reveal that 54% of the 125 respondents are Male, and 46% are female.

3. PERCENTAGE ANALYSIS FOR EXPERIENCE LEVEL OF THE EMPLOYEES

TABLE 3

EXPERIENCE LEVEL	FREQUENCY	PERCENTAGE
Less than a year	62	50%

1-2 years	27	22%
2-3 years	9	7%
3-4 years	7	5%
More than 4 years	20	16%
TOTAL	125	100

CHART3



INFERENCE:

The table and chart reveal that out of 125 respondents, 50% have experience of less than a year, 22% have 1-2 years, 7% have 2-3 years, 5% have 3-4 years, and 16% have More than four years.

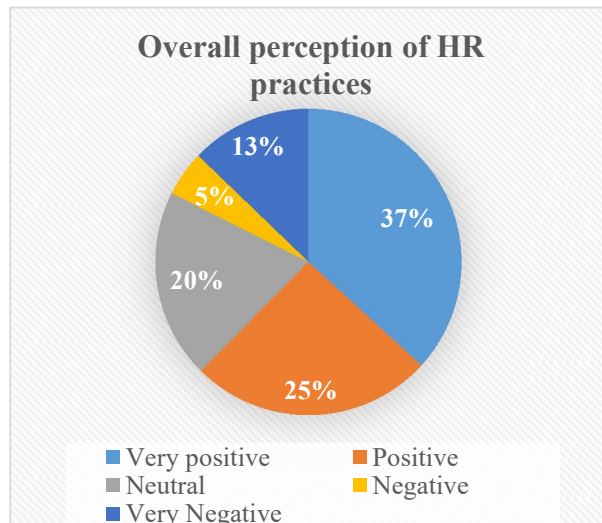
4. PERCENTAGE ANALYSIS FOR OVERALL EMPLOYEE PERCEPTION TOWARDS HR PRACTICES

TABLE 4

OVERALL PERCEPTION	FREQUENCY	PERCENTAGE
Very positive	46	37%

Positive	32	25%
Neutral	25	20%
Negative	6	5%
Very Negative	16	13%
TOTAL	125	100

CHART4



INFERENCE:

The table and chart reveal that out of 125 respondents, 37% perceive very positively, 25% perceive positively, 20 are neutral, 5% are Negative, and 13% perceive very negatively.

5. WEIGHTED AVERAGE METHOD

To identify specific HR practices that employees positively perceive and those that may need improvement

PRACTICES	Training and Development programs		Performance Appraisal and Feedback		Employee Recognition and Rewards		Communication and Transparency		Employee Relations and Conflict Resolution	
	X1	W	X2	W	X3	W	X4	W	X5	W
Strongly Agree (1)	67	67	28	56	17	51	10	40	3	15
Agree (2)	36	36	50	100	28	84	10	20	1	5
Neutral (3)	47	47	34	68	32	96	10	40	2	10

Disagree (4)	42	42	40	80	25	75	13	52	5	25
Strongly disagree (5)	51	51	35	70	24	72	9	36	6	30
TOTAL	15.26		16.33		17.4		18.26		17.26	
RANK	5		4		2		1		3	

INFERENCE:

From the above table, it is inferred that Communication and Transparency received the highest weighted score, indicating that it is perceived most positively by employees among the HR practices assessed. Performance Appraisal and Feedback followed closely behind in second place. Conversely, Training and Development programs received the lowest weighted score, suggesting they are perceived less favourably compared to other HR practices.

6. CORRELATION ANALYSIS

Null Hypothesis (H0): Considering the influence of these practices, there is no significant relationship between employees' overall perception of HR practices in the organization and their engagement in work.

Alternative Hypothesis (H1): There is a significant relationship between employees' overall perception of HR practices in the organization and their engagement work, considering the influence of these practices.

Correlations		How would you rate your overall perception of the HR practices in your organization?	How Engaged do you feel in your work, considering the influence of HR practices?
How would you rate your overall perception of the HR practices in your organization?	Pearson Correlation	1	.521**
	Sig. (2-tailed)		.000
	N	125	125
How Engaged do you feel in your work, considering the influence of HR practices?	Pearson Correlation	.521**	1
	Sig. (2-tailed)	.000	
	N	125	125

INFERENCE:

From the above correlation analysis, the calculated value of 0.521 is greater than the table value of 0.05. Therefore, the Null hypothesis is rejected.

Considering the influence of these practices, there is a significant relationship between employees' overall perception of HR practices in the organization and their engagement in work.

FINDINGS OF THE STUDY:

1. From the above table and chart, it is observed that out of 125 respondents, 15% belong to the age group of below 20, 59% belong to the age group of 20-30, 16% are in the category of 31-40, 3% are 41-50, and 7% are above the age of 50. The 20-30% age group is the major respondents of this study.
2. The table and chart reveal that 54% of the 125 respondents are Male, and 46% are female.
3. The table and chart reveal that out of 125 respondents, 50% have experience of less than a year, 22% have 1-2 years, 7% have 2-3 years, 5% have 3-4 years, and 16% have More than four years.
4. The table and chart reveal that out of 125 respondents, 37% perceive very positively, 25% perceive positively, 20 are neutral, 5% are Negative, and 13% perceive very negatively.
5. From the Weighted average method, it is inferred that Communication and Transparency received the highest weighted score, indicating that employees perceive it most positively among the HR practices assessed. Performance Appraisal and Feedback followed closely behind in second place. Conversely, training and development programs received the lowest weighted score, suggesting that they are perceived less favorably than other HR practices.
6. From the correlation analysis, the calculated value of 0.521 is greater than the table value of 0.05. Therefore, the Null hypothesis is rejected. Considering the influence of these practices, there is a significant relationship between employees' overall perception of HR practices in the organization and their engagement in work.

SUGGESTIONS FOR THE STUDY:

1. While a majority perceive HR's communication of policies and changes positively, efforts should be made to address the concerns of those who find it ineffective. This could involve streamlining communication channels, seeking employee feedback, and ensuring transparency in communication processes.
2. While a considerable portion of respondents feel involved in decision-making processes, further efforts should be made to increase transparency and employee participation. Implementing employee forums, suggestion boxes, and regular feedback sessions can enhance employee involvement in organizational decisions.
3. While a significant proportion feel recognized for their contributions, addressing the concerns of those who feel recognition is occasional or rare is

essential. Implementing a formal recognition program, providing regular feedback, and publicly acknowledging achievements can help improve employee morale and motivation.

4. While most perceive the performance evaluation process as fair, it is crucial to address the concerns of those who disagree or remain neutral. This could involve providing managers with training on conducting unbiased evaluations, ensuring clear performance metrics, and soliciting feedback from employees on the evaluation process.
5. To address the concerns of those who feel disengaged in their work, HR should focus on implementing initiatives that foster a positive work environment, such as employee recognition programs, career development opportunities, and wellness initiatives.
6. Based on the feedback regarding areas for improvement, HR should prioritize initiatives such as regular employee recognition programs, flexible work arrangements, enhanced training and development opportunities, improved communication channels, and employee well-being programs to enhance overall employee satisfaction and engagement. Regular surveys and feedback mechanisms can help HR gauge the effectiveness of these initiatives and make necessary adjustments.

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