

# A Study On Employees Perception Towards Hr Practices With Reference To Igarashi Motors India Limited

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**Abstract-** This study investigates the perceptions of employees towards HR practices at Igarashi Motors India Limited (IMIL). The research aims to understand how employees perceive various HR initiatives implemented by IMIL and their impact on employee satisfaction, engagement, and overall organizational performance. A mixed-methods approach incorporating surveys, interviews, and observations will be utilized to gather data.

The study anticipates identifying key factors influencing employees' perceptions, such as compensation and benefits, career development opportunities, work-life balance initiatives, and organizational culture. The data is collected through primary sources. The primary data is collected through the structured questionnaire and interview with employees. Secondary data were collected from the company profile, magazines and so on.

Descriptive research studies are those studies which are connected with describing the characteristics of particular group. The sample size used 200 respondents. The total population 1000 above at Igarashi Motors India Limited (IMIL). The sampling techniques used in the study simple random sampling. The statistical tools applied for this survey was percentage analysis, Chi-square test, Correlation. The data collected were presented in the form bar chart and tables.

This comprehensive research delves into the multifaceted realm of employee perceptions towards human resource (HR) practices within organizations. Key areas of investigation encompass recruitment and selection processes, training and development initiatives, performance appraisal systems, employee relations strategies, and the overall organizational culture. Through an exploration of factors influencing employee perceptions, including organizational climate, leadership effectiveness, and perceived fairness, the research endeavors to provide actionable insights for HR

professionals to optimize their practices and cultivate a more engaged, motivated, and productive workforce.

The findings will contribute to a deeper understanding of the effectiveness of HR practices at IMIL and offer insights for enhancing employee satisfaction and organizational effectiveness.

**Keywords-** Employee perceptions, Employee well-being, HRM implementation, Process based approach.

## I. INTRODUCTION

### Meaning of HR Practices :

HR practices approach that human assets employees can expand the management of personnel. This happens with inside the exercise of growing widespread training publications and motivational programs, inclusive of devising structures to direct and assist control in acting ongoing overall performance appraisals. In an organization, all personal work together. A company HRM practices refers back to the policies, practices, and structures that affect personnel' behaviour, attitudes, and overall performance. It is every so often called involving "people practices".

### Meaning of employee perception:

Employee perception refers to how employees interpret information and experiences in the workplace. Perception is subjective, meaning that each employee may have a different interpretation of the same work situation.

### Definition of HR Practices:

HRM can be defined as the policies and practices required to perform the routines of human resources in an organization, such as employee staffing, staff development,

performance management, compensation management, and encouraging employee involvement in decision making.

#### Functions of HR practices are:

- Recruitment and selection. Attracting and recruiting talented employees takes time and planning.
- Training and development.
- Corporate brand and culture.
- Safety and health.
- Performance management.
- Succession planning.
- Compensation and benefits.
- Compliance and the law.

#### Recruitment and hiring:

One of the maximum famous features of human useful resource control is recruitment and hiring. To continue to be aggressive with inside the industry, companies want to entire and keep pinnacle talent. The HR crew normally meets with a hiring supervisor to examine greater approximately open positions and benefit an in depth information of the type of human beings with the intention to in shape first-class in the ones roles. While in addition they keep in mind education, experience, and skills, HR need to have a take a observe persona trends and operating patterns to growth the possibilities of long-time period compatibility.

#### Creating a rewarding company culture:

One of the most overlooked functions of human resource management is developing an engaging company culture. Keeping employee morale high doesn't just happen during team lunches or after-work drinks. This is done through the company ethos - mission, vision and core values. Another HR responsibility includes ensuring competitive compensation and both tangible and intangible benefits for employees .

#### Features of HRM are:

- HRM is an art and a science
- HRM is pervasive
- HRM is a process
- HRM is a continuous process
- HRM is a service process
- HRM must be regulation-friendly
- HRM is interdisciplinary and fast changing
- HRM is focused on results
- HRM is people –oriented

- HRM is an integrated concept
- HRM is a develops team spirit

#### Human Resource best practices are:

1. Providing security to employees
2. Selective hiring: Hiring the right people
3. Self-managed and effective teams
4. Fair and performance-based compensation
5. Training in relevant skills
6. Creating a flat and egalitarian organization

Making information easily accessible to those who need it

#### HR PRACTICES :

##### Strategic Management :

The strategic Management process is a management technique used to plan for the future: Organizations create a vision by developing long-term strategies. This helps identify necessary processes and resource allocation to achieve those goals.

##### Human Resource Development (training & Development):

Training and Development is a subsystem of an organization which emphasize on the improvement of the performance of individuals and groups. Training is an educational process which involves the sharpening of skills, concepts, changing of attitude and gaining more knowledge to enhance the performance of the employees.

##### Total Rewards (compensation & benefits):

Compensation and benefits refers to the compensation/salary and other monetary and non- monetary benefits passed on by a firm to its employees. Compensation and benefits are an important aspect of HRM as it helps to keep the workforce motivated.

## II. NEED FOR THE STUDY

Research is essential to analyze employees' perceptions of HR practices and their impact on satisfaction, engagement, and performance. Positive perceptions lead to trust and commitment, reducing turnover and enhancing employer brand. Aligning HR practices with these perceptions enhances organizational effectiveness and fosters a positive work environment, driving success.

### III. OBJECTIVE OF THE STUDY

#### Primary Objective:

To study on Employee Perception towards HR practices with reference to Igarashi Motors India Limited.

#### Secondary Objectives:

- To know the level of employee satisfaction based on their perception.
- To evaluate the effectiveness of different HR practices in influencing productivity.
- To provide suggestions to improve HR practices followed in the organization
- To analyze the ethical culture contacts of the HR practices from employees assumption.

### IV. SCOPE OF THE STUDY

Employees' perception of HR practices encompasses their views on recruitment, training, performance management, and overall organizational support. Positive perceptions foster engagement, satisfaction, and retention, while negative perceptions can lead to disengagement and turnover. Understanding and addressing employee perceptions are crucial for HR to effectively support organizational goals and employee well-being.

### V. LITERATURE REVIEW

**Andreeva, & T., Sergeeva, A. (2016)**, This article examines how individual-level antecedents such as motivation and ability to share knowledge mediate the relationship between HR practices and knowledge-sharing behaviour. The results of a survey of 329 secondary school teachers reveal the contradictory effects of different HR practices on the mediating roles of intrinsic and extrinsic motivation to share knowledge and subsequent knowledge-sharing behaviour of teachers. The study demonstrates that opportunity-enhancing HR practices act as a moderating condition that activates either intrinsic or extrinsic motivation to share knowledge and may completely offset the effect of motivation-enhancing HR practices. The study makes a distinctive contribution by demonstrating how certain combinations of HR practices aimed to enhance knowledge sharing might in fact be a costly solution for organisations, as they activate different mediating mechanisms in the HRM.

**Riet, S.v. (2016)**, Focusing on employee perceptions of HRM; HRM satisfaction and distinctiveness taken into account Personnel distinctiveness is measured as a process variable.

Organizational outcomes such as affective commitment and innovative behavior are the content variables that are measured. The data used in this study are collected through questionnaires. employees also consider personal factors such as uncertainty avoidance, causal relationships that can positively influence the relationship between employee satisfaction and innovative behavior.

**Iqbal,(2016)**, "HRM PRACTICES BY EMPLOYEES IN INFORMATION-INTENSIVE ENTERPRISE". The questionnaires of the present study were distributed by the gatekeepers, and the completed questionnaires were received by the contact persons at a convenient time for the respondents. The results of the survey revealed that employees feel that in this dynamic business environment, the recruitment practices of the organization should be a priority. Fair recruitment and selection processes can increase employees' confidence in collaborating and sharing their skills with colleagues. This can help create new knowledge that can ultimately improve the knowledge capacity of the organization

**Kennedy Alusa, & Anne Kariuki (2016)**, "A Study on HRM Practices, Employees and Performance at the Kenya Tea Research Foundation". Data were collected from 150 employees of a state organization. Descriptive research was used in this study.

**Baluch, A. M. (2017)**, Employee perceptions of HRM and well-being in nonprofit organisations: Adopting a process-based HRM lens, this study addresses how nonprofit workers perceive their HR practices and the ways in which these perceptions of HRM impact their well-being. Drawing on a multiple case study of eight social services NPOs in the UK, the impact of the employment relationship on the psychological, social and physical dimensions of well-being is examined in this climate of austerity. The findings highlight the increasing precariousness of this employment relationship alongside relatively weak HR systems characterized by low consistency and consensus, leading to variation in the interpretation and application of HR practices at the level of line managers and the front line. Moreover, the analysis shows how these divergent perceptions among HR system features manifest themselves in unintended consequences. By examining employee perceptions of HR practices, this study contributes to ongoing debates on why nonprofit employees perceive HRM in unintended ways and why HR practices may fail to bring about their intended effects.

**Dr. S. Fabiyolavitha, R. R. (2017)**, A STUDY ON THE PERCEPTION OF EMPLOYEE JOB SATISFACTION under HR practices and vision Random random sample Employee perception is shaped by organizational roles, management

style, communication style, etc. it is very important for an organization to be able to create the right image in the minds of its employees. The survey shows that 38% of employees felt that their organization has a good work culture and 12% of employees felt that their organization has an excellent work culture.

**Alnaqbi, w (2017)**, "The relationship between human resource practices and employee retention in public organizations". The purpose of this study was to identify HR practices and other factors such as job satisfaction, organizational commitment and management practices that affect employee retention in the UAE, with an emphasis on public organizations, in a comparative study between Sharjah and Dubai. Both quantitative and qualitative research methods were used to accomplish this task. The results show that national culture has a direct impact on organizational culture.

**Barabasz, a.(2017)**, Perception of the company's employees on organizational culture, commitment and loyalty The article is empirical. It presents the results of studies focused on identifying organizational culture and employee engagement. The main objective of the study was to find out the types of organizational culture and define the level of commitment and loyalty of employees, taking into account factors such as the location of the activity and the ethnicity of the subjects.

**Jolly, c. j. (2017)**, Globalization has opened the way to business opportunities. Multinational organizations today are usually present in several different countries and also employ a diverse workforce. Therefore, the HR department had to make many changes to develop the work culture of their organization because they have to consider the viewpoints and culture of employees from different backgrounds. This study used a cross-sectional study and a quantitative research method.

## VI. RESEARCH METHODOLOGY

### Research Methodology:

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. In this study the various steps that are generally adopted by a researcher in studying the research problem along with the logic behind him.

### Research Design:

Research Design is defined as the "arrangement of conditions for collection and analysis of data in a manner that

aims to combine relevance to the research purpose with economy in procedure".

**Boonen, i.( 2018)**, the effects of employees' perceptions regarding the effectiveness of HR practices have been under researched. This study examines to what extent the use of HR practices (i.e. employee development, career opportunities, performance management, job design, communication and information sharing, participation, work-life balance, job security and rewards) influences employee performance and to what extent this relationship is mediated by the perceived HR effectiveness and moderated by the perceived organizational support. e. A cross-sectional study was conducted among 464 employees from different Dutch organizations in various sectors. Results support the positive relationship between use of HR practices and HR effectiveness ratings. Furthermore, the results support the positive relationship between use of HR practices and employee performance except for the HR practices employee development and rewards.

### Type of research design:

- Exploratory research design
- Descriptive and diagnostic research design
- Experimental/causal research design

The research design followed for the study is a descriptive type of research. It is typically concerned with determining the frequency with which something occurs or how two variables vary together. Descriptive research studies are those studies which are concerned with the characteristics of a particular individual, or of a group.

### Sample size:

Number of the sampling units selected from the population is called the size of the sample. Sample of 200 respondents were obtained from the population

### STATISTICAL TOOLS: SPSS (STATISTICAL PACKAGE FOR SOCIAL SCIENCE):

Statistical package for social sciences (SPSS) is meant for statistical analysis of data. It has got tools to obtain accurate results. SPSS is a computer program used for survey authoring and deployment, data mining, text analytics, statistical analysis, and collaboration & deployment. The following statistical tools were used in this study:

1. Simple Percentage
2. Chi-square
3. Correlation analysis

4. Regression analysis
5. Anova

#### Percentage analysis:

In case Percentage refers to a special kind of ratio. Percentage is used in making comparison between two or more series of data. In this study, the number of people who responded in a particular manner is interpreted in the form of percentages.

#### Chi-square Test:

The chi – square test is also known as non-parametric test or distribution free test is used when it is impossible to make any assumptions about population or when the researcher is unable to estimate the population's parameters. The main advantages of using non parametric test is that, the researcher can analyse qualitative data. It is used to determine whether the two variables are associated with each other or not. It helps in finding the association between two or more attributes.

#### Correlation analysis:

Correlation analysis is made to determine the degree of relationship between two or more variables. It does not tell about cause and effect relationship. The values of coefficient of correlation lie between +1 to -1. When  $r = +1$ , it means there is a perfect positive correlation between the variables. When  $r = -1$ , it means there is a perfect negative correlation between the variables. When  $r = 0$ , it means no relationship between the two variables.

#### Regression analysis:

Regression linear regression is a statistical procedure for calculating the value of a dependent variable from an independent variable. Linear regression measures the association between two variables. It is a modeling technique where a dependent variable is predicted based on one or more independent variables. Linear regression analysis is the most widely used of all statistical techniques.

#### Analysis of variance (ANOVA), ONE-WAY AND TWO WAY

Analysis of variance (ANOVA) has been carried out to compare more than two means at a time. One-way analysis of variance involves only one categorical variable or a single factor, whereas in two-way analysis of variance, two factors on the dependent variable are studied.

The process of analysis is given here under:

#### One-Factor ANOVA (F-statistics):

Sources of variations	Degree of freedom (df)	Sum of square	Mean square (variance)	F-statistic
Among (Factors)	$c-1$	SSA	$MSA=SSA/(C-1)$	$MSA/MSW$
Within (Factors)	$n-c$	SSW	$MSW=SSW/(N-C)$	
Total	$n-1$	$SST=SSA+SSW$		

Where,

$n$  = total number of observations in all groups  
 $c$  = the number of groups  
 $c - 1 = df_1$   
 $n - 1 = df_2$

$MSA$  is the mean squares among or between variances.  $MSW$  is the mean squares within or error variances.

#### VII. LIMITATION OF THE STUDY

- The time factor which is constrained to limited periods.
- Data is collected through questionnaire and is limited to data collected.
- Difficult to access some information due to company policies.
- It is difficult to understand the different opinion of the employees.

#### VIII. DATA ANALYSIS AND INTERPRETATION PERCENTAGE ANALYSIS

Table-2.1 Table Showing Gender of the respondents

S. No	Gender of the respondent	No. of the respondent	Percentage of respondents
1	Female	110	55%
2	Male	90	45%
	Total	200	100%

#### Interpretation:

It is observed from the above table that 55% are female respondents and 45% are male respondents.

Chart No:2.1(a) Chart showing Gender of the respondents

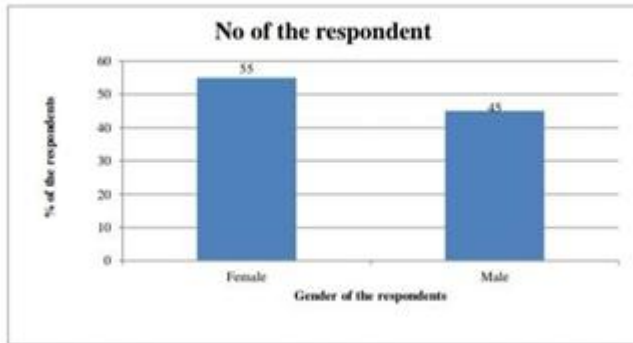


Table-2.2 Table Showing Age of the respondents

S. No	Age of the respondents	No. of the respondent	percentage of respondents
1	20 – 30	80	40%
2	30 – 40	50	25%
3	Less than 20 Years	40	20%
4	More than 40 Years	30	15%
	Total	200	100%

**Interpretation:**

Out of 200 respondents,40% are between 20 to 30 years,20% are between less than 20 years, 25% are between 30 - 40 years and 15% are greater than 40 years.

Chart No:2.2(a) Chart showing Age of the respondents

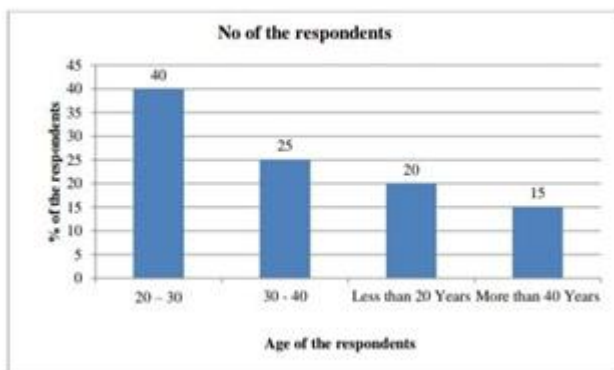


Table-2.3 Table Showing Qualifications of the respondents

S. No	Qualifications of the respondents	No .of the respondent	Percentage of respondents
1	Under graduate	108	54%
2	Diploma	44	22%
3	10 <sup>th</sup> to 12 <sup>th</sup>	38	19%
4	Post graduate	10	5%
	Grand Total	200	100%

**Interpretation:**

From the above table observed that 54% of respondents are Under graduate,22% of the respondents are Diploma,19% of the respondents are 10<sup>th</sup> to 12<sup>th</sup> ,19% of the respondents Post graduate.

Chart-2.3(a)chart Showing Qualifications of the respondents

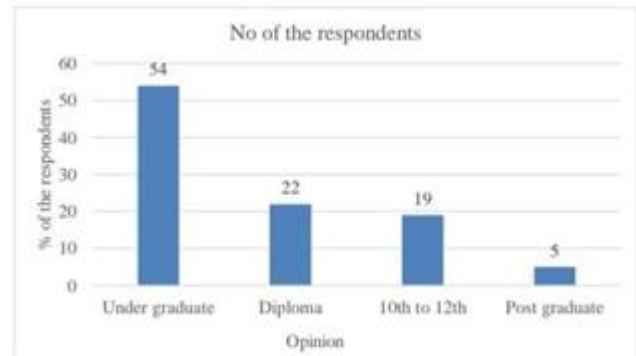


Table-2.4 Table showing Experience of the respondents

S. No	Experience of the respondents	No. of the respondent	Percentage of respondents
1	More than 5 years	92	46%
2	2 - 5 years	54	29%
3	1 - 2 years	32	17%
4	Less than 1 years	22	10%
	Grand Total	200	100%

**Interpretation:**

It can be observed from the above table that 46% of the respondents have More than 5 years of experience, 29% of the respondents have 2 - 5 years of experience, 17% of the respondents have 1 - 2 years of experience, 10% of the respondents have Less than 1 years of experience.

Chart-2.4(a) Chart showing Experience of the respondents

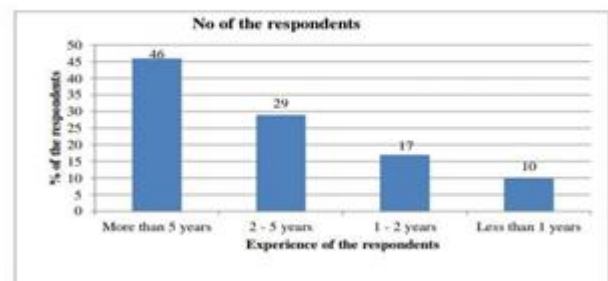


Table-2.20 Table showing respondents opinion about Effectiveness of Communication channels for feedback and suggestions

S.No	Opinion	No.of the respondent	Percentage of respondents
1	Agree	99	49.5%
2	Strongly Agree	44	22%
3	Neutral	40	20%
4	Disagree	12	6%
5	Strongly disagree	5	2.5%
	Grand Total	200	100%

**Interpretation:**

From the above table that observed that 49.5% of the respondents are Agree that effectiveness of communications channels for feedback and suggestions,20% of the respondents are agree,22% of the respondents are Strongly Agree,6% of the respondents are Disagree,2.5% of the respondents are Strongly disagree effectiveness of communications channels for feedback and suggestions.

Chart-2.20 (a) Chart showing respondents opinion about Effectiveness of Communication channels for feedback and suggestions

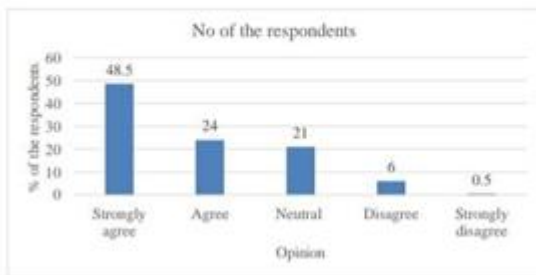


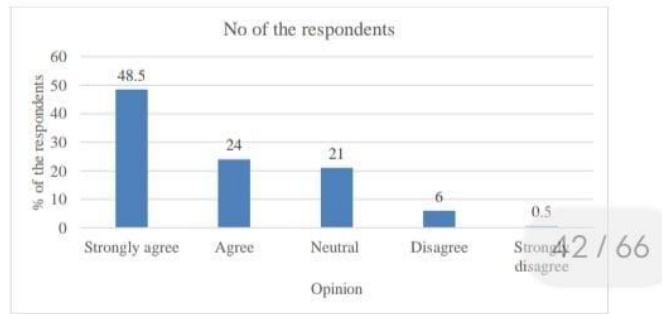
Table-2.13 Table showing respondents opinion about satisfied with the HR policies and procedures

S.No	Opinion	No.of the respondent	Percentage of respondents
1	Satisfied	108	54%
2	Very Satisfied	43	21.5%
3	Neutral	30	15%
4	Dissatisfied	12	6%
5	Very dissatisfied	7	3.5%
	Grand Total	200	100%

**Interpretation:**

From the above table that observed that 54% of the respondents are Satisfied that HR policies and procedures,21.5% of the respondents are Very Satisfied,15% of the respondents are Neutral,6% of the respondents are Dissatisfied,3.5% of the respondents are Very dissatisfied.

Chart-2.13(a) Chart showing respondents opinion about satisfied with the HR policies and procedures



S.No	Opinion	No.of the respondent	Percentage of respondents
1	Agree	104	52%
2	Strongly agree	41	20.5%
3	Neutral	38	19%
4	Disagree	11	5.5%
5	Strongly disagree	6	3%
	Grand Total	200	100%

**Interpretation:**

From the above table that observed that 52% of the respondents are agree that HR executives responded to their inquiries,20.5% of the respondents are strongly agree,19% of the respondents are Neutral,5.5% of the respondents are Disagree,3% of the respondents are Strongly disagree.

chart-2.7(a) Chart showing respondents opinion about HR responses to your inquiries

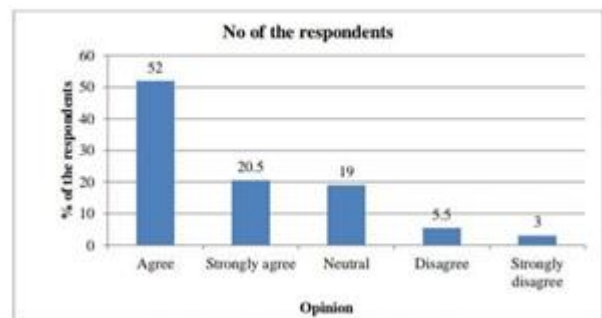


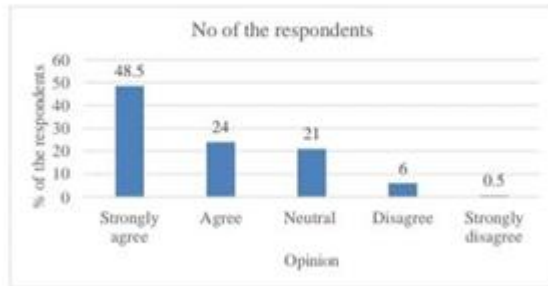
Table-2.19 Table showing respondents opinion about Satisfaction of employees on training and development

S.No	Opinion	No.of the respondent	Percentage of respondents
1	Satisfied	85	42.5%
2	Very satisfied	74	37%
3	Neutral	30	15%
4	Dissatisfied	8	4%
5	Very dissatisfied	3	1.5%
	Grand Total	200	100%

**Interpretation:**

From the above table that observed that 42.5% of the respondents are Satisfied,37% of the respondents are Very satisfied,15% of the respondents are Neutral,4% of the respondents are Dissatisfied,1.5% of the respondents are Very dissatisfied about satisfied with the training programs.

**Charte-2.19(a) chart showing respondents opinion about Satisfaction of employees on training and development**



**CHI-SQUARE ASSOCIATION BETWEEN AGE OF THE RESPONDENTS AND SKILLS DEVELOPMENT OPPORTUNITIES OF THE RESPONDENTS TOWARDS EMPLOYEE CAPABILITY**

**NULL HYPOTHESIS (H0):**

There is no association between age of the respondents and effectiveness of communications for feedback and suggestions.

**ALTERNATIVE HYPOTHESIS (H1):**

There is a association between age of the respondents and effectiveness of communications for feedback and suggestions.

**STATISTICAL TEST:**

Chi-square was used above hypothesis.

**Chi-Square Test:**

	Observed N	Expected N	Residual
20-30 years	80	50.0	30.0
30-40 years	50	50.0	.0
Less than 20 years	40	50.0	-10.0
More than 40 years	30	50.0	-20.0
Total	200		

	Observed N	Expected N	Residual
Agree	99	40.0	59.0
Strongly agree	44	40.0	4.0
Neutral	40	40.0	.0
Disagree	12	40.0	-28.0
Strongly disagree	5	40.0	-35.0
Total	200		

	Age of the respondents	feedback and suggestions of the respondents
Chi-Square	28.000 <sup>a</sup>	137.650 <sup>b</sup>
Df	3	4
Asymp. Sig.	.000	.000
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 50.0.		
b. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 40.0.		

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 50.0.

b. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 40.7.

**INTERPRETATION:**

Since the test statistics is less than to the probability of the alpha error rate (0.05). We reject null hypothesis H0 (i.e) Accept alternative hypothesis H1.

**RESULT:**

There is a association between age of the respondents and effectiveness of communications for feedback and suggestions.



**CORRELATION BETWEEN IMPACT OF EMPLOYEE CAPABILITY BUILDING PROGRAMS OF THE RESPONDENTS AND CORPORATE SOCIAL RESPONSIBILITY OF THE RESPONDENTS**

**NULL HYPOTHESIS (H0):**

There is no relationship between HR policies and procedures of the respondents and HR responses to your inquiries.

**ALTERNATIVE HYPOTHESIS (H1):**

There is a relationship between HR policies and procedures of the respondents and HR responses to your inquiries.

**STATISTICAL TEST:**

Correlation was used above hypothesis.

**Correlation:**

Correlations			
		HR policies and procedure of the respondents	HR response to employees inquiries
HR policies and procedure of the respondents	Pearson Correlation	1	.976**
	Sig. (2-tailed)		.000
	N	200	200
HR response to employees inquiries	Pearson Correlation	.976**	1
	Sig. (2-tailed)	.000	
	N	200	200

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

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

**INTERPRETATION:**

The significance value 0.000 indicates that this correlation is statistically significant at the 0.05 level, meaning that is highly unlikely to have occurred by chance. H1 is accepted. There is a relationship between HR policies and procedures of the respondents and HR responses to your inquiries.

**RESULT:**

The above table there is a pearson correlation value is 1. So it is a strong positive correlations.

**IX. FINDINGS**

- A majority (52%) of the respondents report HR responses to their inquiries.
- 48.5% of the respondents find certain HR practices more effective than others.
- 54% of the respondents report HR policies and procedures are in place.
- A majority (37.5%) of the respondents recognize HR's role in fostering an ethical work environment.
- A majority (39.5%) of the respondents appreciate communication channels for feedback and suggestions.
- 31.5% of the respondents mention the practice of monitoring employee attitudes and satisfaction.
- A majority (42.5%) of the respondents value training programs provided by the company.
- A majority (43.5%) of the respondents find HR practices adaptable to the environment.
- If the p-value is less than or equal to the alpha error rate (0.05), then you reject the null hypothesis H0 and accept alternative hypothesis H1. There is a association between age of the respondents and effectiveness of communications for feedback and suggestions in this chi-square study.
- If the significance value 0.000 indicates that this correlation is statistically significant at the 0.05 level, meaning that is highly unlikely to have occurred by chance. Consequently, you would reject the null hypothesis, indicating there's a significant correlation. There is a pearson correlation value is 1. So it is a strong positive correlation.

**X. SUGGESTION**

- To Provide comprehensive training on HR policies and procedures to ensure that employees understand their rights, responsibilities, and avenues for seeking support or assistance. Offer refresher training sessions periodically to reinforce key policies and address any updates or changes.
- To Provide opportunities for employees to participate in advanced training sessions or workshops to further develop specialized skills relevant to their roles.
- Provide training program specifically focused on improving communication skills, with the aim of empowering employees to express their thoughts and ideas for the benefit of the organization.

## XI. CONCLUSION

The conclusion of this study shows the employee's perception towards organizational HR practices. By the perception, it also signifies the personal characteristics of the employees such as attitudes, personality, motives and interests. It also determines the relationship between the different activities of the members. It also signifies the best HR practices of an organization. The policy promotes teamwork as the main tool in all activities and encourages the formation of teams. To maintain a high level of employee motivation and morale, the policy promptly and appropriately acknowledges contributions that are valuable. These practices are important to carry out different tasks between the employees in an organization. Through perception, it shows the commitment in the organization.

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