

A Study on Employees Perceptions Between Organizational HR Practices and Culture

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Abstract

This study explores the perceptions of employees regarding the human resource (HR) practices and organizational culture within their workplace. Understanding how employees view HR policies, including recruitment, performance appraisal, training, rewards, and employee engagement initiatives, provides critical insights into organizational effectiveness. The research also examines the role of organizational culture in shaping employee attitudes, job satisfaction, and overall performance. A positive perception of HR practices often correlates with higher employee motivation and stronger organizational commitment. This study utilizes a mixed-method approach, combining quantitative data with qualitative insights to present a comprehensive analysis of employee opinions. The findings aim to assist organizations in aligning their HR strategies with employee expectations, thereby fostering a more inclusive, supportive, and high-performing work environment.

Keywords: Organizational culture, critical insights into organizational effectiveness, correlates with higher employee, employee motivation, HR strategies with employee expectations.

1.INTRODUCTION

1.1 INTRODUCTION OF THE STUDY

The study's focus has shifted to the relationship between organizational culture and human resource (HR) practices in today's cutthroat business world. While organizational culture refers to the common values, beliefs, and conventions that govern interactions within the workplace, human resources practices are crucial in determining the behavior, attitudes, and performance of employees. The internal environment of an organization is built on these components, which have a direct impact on worker engagement, productivity, and satisfaction. This study investigates how employees view the connection between organizational culture and HR practices. It specifically looks at how workers perceive HR policies, how well they mesh with the larger company culture, and how this affects their attitudes and behaviors at work. The study will look at various HR procedures, including hiring, training and development, performance management, and pay, and

evaluate how well they mesh with the overall culture of the company. The study's main focus will be on how employees in various industries feel.

2.OBJECTIVES

1. To identify the extent to which employees are confident in their ability to voice concerns without fear of negative repercussions.
2. To Know how corporate culture influences employee decisions to stay or leave the organisation.
3. Understanding how an organisation promotes innovation and creative problem-solving.
4. To study on Employees perception about organisational HR practices and culture at “ONE POINT ONE SOLUTIONS PVT.LTD.”

3. REVIEW OF LITERATURE

Sharma (2025) Human resources policies, such as recruitment, training and performance appraisal, play a major role in employees' attitude to the organization. Where human resources practices are transparent and aligned with the needs of employees, they tend to promote trust and engagement. Exploring employee decision-making within organizations and how HR practices shape job satisfaction and turnover intentions. Developing participatory approaches to management, with the view to making HR policies a key driver of motivation and performance. He outlined early ideas that later became Theory X and Theory Y, which explain how employee perceptions of management styles affect motivation and workplace culture. They have studied the role of non-profit institutions in shaping employee perceptions, and highlighted how social structures affect job satisfaction and engagement. Examining how organizational behavior and human resource practices affect the behavior of employees and affect productivity. He explored decision-making processes in organizations, and highlighted how employee perceptions of human resources policy affect their motivation and job satisfaction.

Banerjee (2022), for performance evaluation systems to be viewed as equitable and inspiring, they must be in line with cultural values. Skills and abilities ingrained in an organization's workforce, HRM engages with all management subsystems, including technical, marketing, finance, and the procurement of goods, services, and materials. People are the most significant source of long-term competitive advantage in each of these domains. The formal process of performance appraisals is designed to track employee productivity and, ultimately, increase it. Three separate steps make up the appraisal process: first, the job is defined; second, employee performance is evaluated; and third, the employee is given feedback on their performance. It has been discovered that performance evaluation systems have a major influence on employees' overall job satisfaction. Furthermore, "ineffective performance appraisal and planning systems contributed to employees' perceptions of unfairness," Dailey and Kirk cautioned.

M. C. Ellickson (2018) discovered that employee job satisfaction is greatly impacted by performance review systems. Investigating the connection between HR procedures and worker satisfaction, stressing the importance of a robust HR culture. It brought attention to the differences in how employees view HR procedures. Brown, C. along with investigated how employee motivation and productivity were affected by performance review systems. Strategic HR practices increase employee commitment and satisfaction, according to a survey on work attitudes and HR procedures, Determining the ways in which workers' opinions of HR procedures affect their behavior at work. Consequently, they assess HR at the firm level, frequently using the subjective opinions of a single senior manager who is thought to know more about HR procedures than other members of the company, such as employees. Wright discusses how HR procedures help create a welcoming and interesting corporate culture. Talked about how HR policies strategically affect workplace culture and employee perception. I discovered that HR procedures have a big impact on worker engagement and productivity.

Schein, E. H. The study, *Organizational Culture and Leadership* (2013), investigates whether climate strength mediates the relationship between affective commitment and individual perceptions of an HRM system. The degree and regularity of perceived HR practices (based on calculated employee perceptions of HR practices from ESS). Developing and validating a theoretically-based tool to gauge the perceived strength of the HRM system was the aim of this study. We find various constructs that capture quantifiable aspects of a robust HRM system, drawing on the work of Bowen and Ostroff. We then created measurement items. Discovered that in order to win over employees, HR procedures need to be open and honest. We investigated the effects of HR bundles on workplace satisfaction and how employees view them. Hofstede, G. Investigating digital HR practices and their impact on employee perceptions in contemporary workplaces in *Cultures and Organizations: Software of the Mind*. Talked about how remote work and hybrid models have altered HR procedures. Examined HR's contribution to post-pandemic employee engagement. Investigated how well HR procedures work to raise employee motivation and morale. The focus is on new HR research.

M. Rdot. Kanter, 2011. HR systems boost output and motivate staff commitment. Highlighting the fact that while employees have always been vital to companies, their views on HR practices are now more crucial than ever. The study underlined the importance of employee knowledge, skills, and abilities to an organization's success. Ellickson looked into how performance review systems affected workers' general job satisfaction. According to the study's findings, poor planning and appraisal procedures make workers feel unfairly treated, which lowers employee motivation and retention. According to Schein (2009), an organization's culture is a set of fundamental beliefs that all members of the group have learned and that influence how they behave. Culture affects how employees perceive and accept HR procedures. Denison contends that employee engagement and organizational effectiveness are positively correlated with specific aspects of culture, including mission, involvement, consistency, and adaptability. The degree to which employees identify and integrate with the company is determined by how they view these cultural components. Deal and Kennedy classification.

Pfeffer (2005) highlighted the practice of putting people first and its impact on the well-being of the workplace. Leppak and Snell (1999) theorize that employees who perceive HR as genuinely people-centred experience higher levels of satisfaction and loyalty. Rousseau (1995) introduced the concept of a psychological contract, and noted that perceived breaches of human resources procedures can damage employee confidence and reduce performance. The maintenance of transparency in human resources policies is essential for employee satisfaction. Purcell and Hutchinson (2007) stressed the importance of senior managers in shaping employee perceptions of HR. The way in which managers implement human resources policies influences the way in which employees experience them, which may affect overall job satisfaction.

3. Research methodology

A research methodology outlines the methods and processes used to find and examine data related to a particular research topic. It is a method by which researchers plan their investigations to enable them to use the chosen research tools to accomplish their goals. All the crucial elements of the research are covered, such as the research design, data collection and analysis techniques, and the general framework that the study is carried out in.

3.1 QUESTIONNAIRE METHOD:

In this method, the set of questions are mailed/handed a form to the respondent. The questions are printed in a definite order on the form. The questionnaire contains:

- ❖ Direct questions
- ❖ Close-ended questions
- ❖ Dichotomous questions
- ❖ Multiple choice questions

3.2 SAMPLE SIZE

With a total of 127 respondents to the 21 survey questionnaire, the sampling size was met. With 127 responses in all, the project was able to analyze more data and draw conclusions about how employees felt about their daily tasks. Research at ONE POINT ONE SOLUTION PVT LIMITED is being conducted using the data gathered from 127 respondents.

3.3 STATISTICAL TOOLS USED FOR THE STUDY

TOOLS USED FOR ANALYSIS

- Chi-square test
- ANOVA
- Simple Percentage Method

CHI-SQUARE TEST

A statistical test called a chi-square test is used to compare actual and predicted outcomes. Finding out if a discrepancy between actual and predicted data is the result of chance or a relationship between the variables in question is the aim of this test. We can therefore better understand and interpret the relationship between our two categorical variables with the help of the chi-square test.

ANOVA

The means of three or more groups are compared using the ANOVA statistical technique to see if there is a significant difference between them. The mean scores of employee job satisfaction, motivation, engagement, or retention across several groups—such as departments, levels, or tenure groups—could be compared in this study using ANOVA. e. Whether these factors lead to significant differences in these outcomes. For hypothesis 6 above, mean scores across various HR practices and culture dimensions could also be compared using ANOVA.

SIMPLE PERCENTAGE ANALYSIS:

The primary purpose of the percentage analysis is to standardize the respondents' responses. All the questionnaire's questions are subjected to this analysis, which is primarily done to evaluate the respondents' distribution within each category.

SIMPLE PERCENTAGE FORMULA:

$$\text{SIMPLE PERCENTAGE} = \text{Number of Respondents} / \text{Total Number} \times 100 \text{ of responders.}$$

3.5 HYPOTHESIS

1. Hypothesis: There is no significant relationship between employees' job positions and their satisfaction with various HR practices and benefits.

- Null Hypothesis (H0): There is no significant relationship between employees' job positions and their satisfaction with various HR practices and benefits.
- Alternative Hypothesis (H1): There is a significant positive relationship between employees' job positions and their satisfaction with various HR practices and benefits.

2.Hypothesis: No significant difference in employees' perceptions of HR culture based on their job positions.

- Null Hypothesis (H0): There is no significant difference in employees' perceptions of HR culture based on their job positions.
- Alternative Hypothesis (H1): There is a significant difference in employees' perceptions of HR culture based on their job positions.

3.6 GRAPHICAL REPRESENTATION OF DATA

Graphical Representation tools such as Bar Graphs and Pie Charts have been used for the data analysis.

3.7 PERIOD OF STUDY

A study on ONE POINT ONE SOLUTIONS PVT employees' perceptions of the company's HR procedures and culture. LIMITED. (December 2024–March 2025) in THREE months. It was very helpful for the projects, and I cite the study that was conducted there on "Employees perception about organizational HR practices and culture.

4.CHI-SQUARE TEST

- **Null Hypothesis (H0):** There is no significant relationship between employees' job positions and their satisfaction with various HR practices and benefits.
- **Alternative Hypothesis (H1):** There is a significant positive relationship between employees' job positions and their satisfaction with various HR practices and benefits.

	Valid	Missing	Total
(chi-square)	152	0.0%	152 100.0%
(chi-sqaure-Dep)	152	0.0%	152 100.0%

CHI- Square Tests

Value			
Pearson chi-square	85.71	84	.426
Likelihood ratio	88.543	84	.346
N of valid cases		152	

INTERPRETATION:

After performing the Chi-square test, the p-value is less than the chosen significance level (0.01), we would reject the null hypothesis and conclude that there is evidence that there is a significant positive relationship between employees' job positions and their satisfaction with various HR practices and benefits. Thus, the H1 - alternative hypothesis is accepted.

INFERENCE:

By employing a Chi-Square test, we can conclude that there is a significant positive relationship between employees' job positions and their satisfaction with various HR practices and benefits.

ANOVA

- **Null Hypothesis (H0):** There is no significant difference in employees' perceptions of HR culture based on their job positions.
- **Alternative Hypothesis (H1):** There is a significant difference in employees' perceptions of HR culture based on their job positions.

ANNOVA

	Sum of squares	df	Mean square	F	Sig.
Between groups	2.132	1	2.132		.214
Within groups	205..387	151	1.359		
Total	207.520				

ANNOVA Effect sizes a,b

	Point estimate	95% confidence inter-lower bound	
Eta-squared	.014	.010	.057
Epsilon-squared	.010	.000	.050
Omega-squared	.004	.001	.041
(Fixed effect)			
Random effect	.057	/001	.411

INTERPRETATION:

5.DISCUSSIONS AND CONCLUSION

Actively gather employee opinions about HR procedures and workplace culture by using frequent feedback channels like surveys, suggestion boxes, and open dialogues.

To foster clarity and confidence, encourage openness in HR procedures and make sure all staff members are aware of organizational changes, benefits, and policies.

Make sure that all departments' HR procedures are equitable and consistent in order to close perception gaps and promote a feeling of inclusion and equity. In order to align HR operations with organizational values, managers and HR staff should receive ongoing training on ethical behavior, communication, and cultural sensitivity.

Promote employee participation in HR decision-making to foster a sense of pride and match procedures with worker expectations. Maintain alignment with a positive and forward-thinking corporate culture by routinely reviewing and updating HR policies to reflect the changing needs and views of employees.

CONCLUSION

According to the study, organizational culture and HR practices are strongly related and have a big impact on how workers feel and perceive their jobs. As of right now, the researcher's findings regarding employees' perceptions of organizational HR practices and culture at ONE POINT ONE SOLUTIONS PVT are generally positive. LTD. The majority of workers believe that HR procedures like hiring, training, performance reviews, and awards are important factors in creating a positive workplace culture. Employee engagement and satisfaction have been found to increase in an environment that values open communication, inclusivity, teamwork, and leadership support. The findings demonstrate that, in addition to improving organizational culture, effective HR practices have an impact on employee motivation, retention, and performance. In order to establish a welcoming, effective, and employee-focused workplace, companies must constantly match their HR strategies with cultural values.

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