

A STUDY ON THE EFFECTIVENESS OF HR POLICIES FOR DETERMINING EMPLOYEE'S JOB SATISFACTION

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INTRODUCTION

A significant challenge for human resource personnel has established a clear and definitive employee behaviour with the organization's policy. Human Resource Management employs people, develops their resources, utilizes, maintains, and compensation their services in tune with the job and organizational requirements to contribute to the goals of the organization, individual, and society. HR policies are mere guidelines to give direction to the possible ways for bringing about harmonious Industrial relationships in industrial and business organizations. There are various HRD policies and practices such as staffing planning, recruitment and selection, training and development, performance appraisal, career planning, compensation package, leave and travel and employee benefits, etc. (Jameson, 2000). How does the organization develop these HRD policies and practices within the framework of policies, perhaps, more important? The researcher will find the degree of coordination between policies and practices in providing employees with greater motivation and better performance.

These various policies increase motivation and review the employee's performance appraisal, which creates and maintains an excellent industrial relationship between employer and employees (Boxall, 1995). All the aspects then resulted in the development of the project report titled "A study of the effectiveness of Human Resource policy." It is strongly hoped that this project covers the various requirements and aspects that are essential for organizational development. Every organization has different approaches and policies of working. These policies may be taken from any sector; they may be big or small but have some rules and structure of working. Organizations are not mere bricks, mortar, or machinery; they are the people. It is the people who staff and manage organizations. HRM is a wide-ranging concept. It is the essential utility at the moment in any business or organization.

During the last decade, HRM has been adapting to various changes and improvements, and technology is among them, which has dramatically affected the HR department's working culture in organizations. The development of the Internet and other IT tools are boon to drive any organization to utilize its possibilities in doing business and improving performance. HR departments are forced to look for alternative paths to deliver HR practices to meet the increasing demands placed on the HR departments. These three demands, or pressures, are there to increase the strategic role of the HR departments with diversified behavior as the greater demand for flexibility, the pressure to be as efficient as possible and maintain the role as a service provider to managers and employees (Lepak & Snell, 1998).

To a great extent, HR decisions are locally configured by line managers who exert influence in the political processes leading up to specific decisions about the employment

terms of their employees, often in ways not contemplated in policy and unexpected by top management. Thus, managers act not only as agents of the organization but can exercise discretion in several ways as they pursue their objectives as managers of a business unit. How they exercise this discretion is an essential component of an HR system and will have implications on such outcomes as employee behaviors and attitudes, and organizational performance (Juan et al., 2020). HRM is involved in managing human resources with a focus on expanding the customer base that gives profit to the company. The company's bottom line is the focus of the HRM department and the function (Ahmad & Schroeder, 2003).

Organization performance is better in companies with congruency between national culture and human resources practice (Arthur, 1994). At the unit business level, where its manager consciously practices human resource policies following the country's value, the business unit's performance, i.e., returns on assets (ROA) and return on sales, is better, and the employee bonus is more significant. Newman and Nollen (1996), if the human resource management practices are not suitable for fundamental values shared by employees, it will cause employees to be dissatisfied, uncomfortable, and uncommitted. Accordingly, the significance of the study could be stated as HR policies ensure every employee of the organization looks after their needs respectively with proper benefits given to them for their work. They help to address employees' complaints, problems, and grievances, solve them appropriately, and protect employees from wrong behaviour from other employees or the organization itself. Scope of the study focuses that there is a significant perception of the HR policies are employment concerning recruitment, selection, and separation of employees that also helps in training and development to improve factors such as improve attitude and various methods of training with specific ways of promotion and compensate with using monetary and non-monetary factors.

METHODOLOGY

The present study explores employees' opinions regarding the service provided to them that reflects the HR policies influencing employees. Hence, it is descriptive. Descriptive research is defined as a research method that describes the characteristics of the population or phenomenon that is being studied. This methodology focuses more on the “what” of the research subject rather than the “why” of the research subject. A total number of 540 respondents were taken as a sample from the population. The sample was selected through the Census method. Data collection methods of the study were Primary data (i.e., questionnaires) and secondary data (i.e., books, internet, newspapers, resort magazine, and Website). Google form Questionnaire on Effectiveness of HR policies Methods of Data Analysis and Treatment: The analysis was done by SPSS software through average frequency and percentile distribution.

RESULTS AND DISCUSSION

Findings of the study indicated that 72% of respondents covered under the study are male who falls in the age group of 31- 40 years, have graduation as their educational qualification, are married, and have 2-5 years of experience in the organization. Further, 62% of respondents feel unsatisfactory regarding employee compensation which means employees are not satisfied with their organization's monetary benefits, employee assistance programs,

and development activities running for employees. 56% of respondents have common beliefs regarding employee welfare, which means that welfare facilities provided by the organization according to the statutory and non-statutory provisions are not satisfactory and up to the mark and affects the employee's productivity. 34% of respondents disagree with the performance appraisal carried out in the organization, which means that job evaluation and promotional schemes, allowances, incentives, and extra benefits provided to the employees are being moderately allocated to the employees as per the administrative regulations and policies. 78% of respondents have moderate beliefs regarding training and development programs of the organization, which means that organization moderately care about their employee's needs for assistance training for new equipment or system and provides moderately good training and development assistance to their employees before giving them any new task. 64% of respondents have moderately negative beliefs regarding HR policies as the employees lack faith in compensation policies and have the overall working scales that affect their work-life balances. Moreover, specific welfare policies used by the organization are not up to the mark to benefit all employees.

CONCLUSIONS AND IMPLICATIONS

As has been mentioned earlier, there are several factors that one has to consider while introducing new HR practices as, ultimately, it adds to the costs. Over the years, it has been observed that these costs are rising. At the same time, we cannot ignore the importance of retaining talented employees and arresting attrition as it involves high costs. Therefore, henceforth the HR Department's role will be very crucial. The researcher has identified vital areas the HR department should address in the immediate future. Stress Management: Day by day, there is an ever-increasing tension that the employees have to bear. Therefore, while designing the new HR practice, there should be an element that will ensure that the employees remain tension free. For this purpose, the organization will have to organize specific stress management courses continuously. Job Rotation: A job rotation system should enable the employee to acquire knowledge of other departments. The company also will be benefited since the workers are qualified to perform several jobs in an emergency. Due to changes in the job, the employee also gets job satisfaction. Job rotation relieves monotony. Provide autonomy: If a certain amount of freedom is given to the employees to do their work in their way, it increases their job satisfaction. It has been proved that if people are given the freedom to make their own decisions, they work hard and derive job satisfaction. Focus on personality development: The HR department should include in their training schedules programs that will help the employees' overall personality development. Employee Compensation: The compensation policies should be compared with other similar organizations to boost employee productivity; thus, the policies used there must be according to the satisfaction level of employees. Performance appraisal: The appraisal policies should be turned out without any biasness so that they may have more positive outcomes and deserving employees may get the chance to bring productive outcomes. Employee Welfare: The welfare schemes used under the organization must be much more positively framed as flexible working hours and proper medical aid giving proper hygiene facilities to women employees. Training and Development: The employees are delighted by the training facilities in the organization; thus, more professional training measures should be given under the organization so that personal development or personal boosts.

Keywords: HR policies, HRD policies, practices, organizational development

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