



A STUDY ON HUMAN RESOURCE POLICIES AND ITS IMPACT ON PERFORMANCE

Dhandhukiya Richa Shaileshbhai¹, Dr. Anuradha Pathak²

¹*Dhandhukiya Richa Shaileshbhai Student of BBA, B.V. Patel Institute of management, UKA Tarsadia University, Maliba Campus, Bardoli. richa.dhandhukiya51@gmail.com*

²*Dr. Anuradha Pathak Associate Professor, B.V. Patel Institute of management, UKA Tarsadia University, Maliba Campus, Bardoli. anuradha.pathak@utu.ac.in*

ABSTRACT

Human resource policies are regarded as formal communication that is focused upon the way, in which employers treat the employees. In order to carry out various task functions, they need to organized meetings, exchange ideas and suggestion, share viewpoint and work in coordination with each other. It is apparent that member need to form good terms and relationship with each other. The existing study aims of this research is to the HR policies implemented in the company and its impact on performance of employees. A total of 100 executive and employee were studied by organized Questionnaires. The data were analyse using SPSS software. It is the descriptive analysis of primary data. From the study it is concluded that overall, the respondents are satisfied with human resource policies by the organization.

1. INTRODUCTION

A policy is a guide for repetitive action in major areas of business. It is a statement of commonly accepted understanding of decision-making criteria. Policies are set up to achieve several benefits. By taking policy decisions on frequently recurring problems, the top management provides the guidelines to lower-level managers.

It will permit decisions to be made in similar situations without repeating the reasons and expensive analysis required initially to state the policy. Policies help managers at various levels to act with confidence without the need of consulting the superiors every time. This will also ensure promptness of action.

The starting point in all managerial relationships with employees is the managerial policies. It incorporates the philosophy of the top management. The human resource philosophy of DLF, for instance, is stated as the management of people begins with ideas, implicit or explicit, as to the purpose, goals, and intentions in their employment. On the basis of such objectives, policies outline the courses to be followed.

2. REVIEW OF LITERATURE:

Oriol Iglesias, Fathima Zahara Saleem (2015) surveyed on the topic, "How to support consumer-brand relationships: The role of corporate culture and human resource policies and practices" The main contribution of this research is the identification and description of the human resource management (HRM) policies and practices which enable the development of consumer-brand relationships. The six policies and practices which this research considers key are: recruitment, promotion, training, communication, evaluation and compensation.

Anastasia A Katou (2012) studied on the topic, "Investigating reverse causality between human resource management policies and organizational performance in small firms" The purpose of this paper is to test reverse causality between human resource management (HRM) policies and organizational performance, through the intervening steps of employee attitudes and employee behaviours, which are still relatively untested in small firms and in a non-US/UK context such as Greece.

Souad Sherif (2013) studied, "Macroeconomic policy, localization and reducing unemployment: The crucial human resource issues for the UAE" An effective solution for the UAE unemployment quandary is only possible after the three-step strategy FPDNHR is applied completely.

Claire Harris, penny Contrived, Paula Hyde (2007) studied on the topic, "Human resource management and performance in healthcare organisation" the paper finds that relationships have been found between a range of HRM practices, policies systems and performance. Despite being an important concern for HR professionals, there is little research exploring the link between HRM and performance in the health sector.

Jeffrey Hickman, Karl J Mayer (2003) studied on the topic, "Service quality and human resource practices: a theme park case study" This article uses a case study approach to examine how human resource practices affect the delivery of guest services at a large theme park. The theme park uses a four-pronged approach in managing its human resource function to ensure that service quality standards are maintained. Other hospitality firms can compare their human resource policies to those outlined in this article to guide their own efforts.

Debarun Chakraborty, Wendrila biswas (2019) studied on the topic, 'Evaluation the impact of human resource policies program in addressing the strategic goal of the firm: An organization perspective'. The HR policies programs, namely, staffing plan and succession plan, yield a better result in addressing the strategic goal of the company. Succession plan, staffing plan and talent management strategies augment the efficacious performance of the firm. Effectual performance aids in gaining a competitive advantage for the firm in a substantial way. Job analysis and design have no impact in achieving the strategic intent of the organization.

3. METHODOLOGY

Objectives:

- To study the HR policies followed by the company.
- To study whether employees are satisfied with HR policies or not.
- To study whether HR policies have impact on employee performance.

4. RESEARCH METHODOLOGY:

This study is conducted through primary data. A structure questionnaire was created on the basis of that data was collected from 100 employees. Various tools like Tabular analysis, Pie chart, Chi square Test of Normality and Reliability and T-test analysis etc were used. All of the analysis was done by SPSS software.

HYPOTHESIS:

H1: - Employee is satisfied with the HR policies.

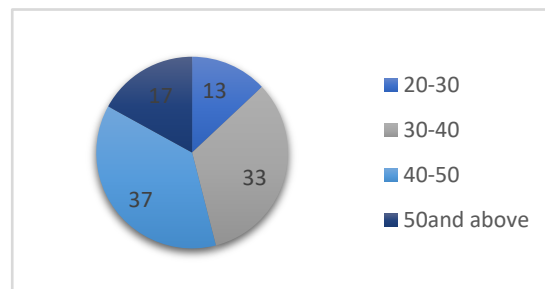
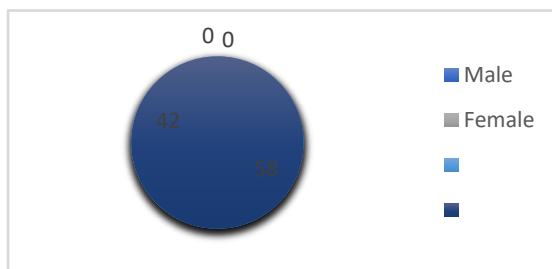
H2: - HR policies have impact on employee performance.

5. DEMOGRAPHIC DETAILS OF RESPONDENTS:

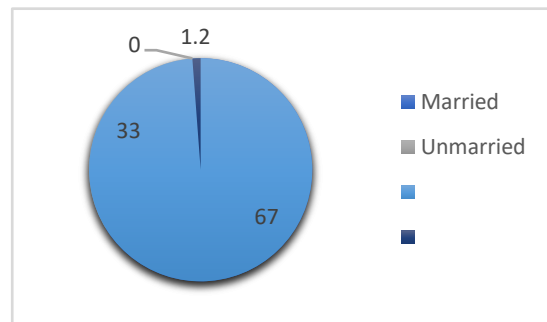
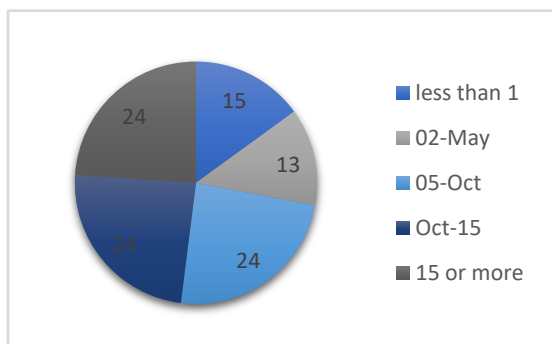
Any study is incomplete without a detailed outline of demographic profile of respondents. Keeping in mind this fact, an effort has been made to seek background information of respondents.

Frequencies:

Gender Age



Experience Marital status



The demographic details collected from respondents have been presented in the form of various graphs. The graphs indication there is a majority of Male in the company. There are only 42% Females whereas there are 58% Males.

It can also be see that the maximum number of employees in the company 40-50 and least number of employees belong to age group, 50 and above. There are 37 employees who belong to the age group of 40-50, 33 in 30-40, 17 in 50 and above and only 13 in 20-30.

Most of the employee in the company has experience of 5-10,10-15 and 15 or more, and 15 employees has the experience of less than 1, and only 13 has employees in 2-5.

Most of the 67% employees are married and 33% employees are unmarried in the company.

CROSS TABULATION

Gender * Experience Cross tabulation

		Experience				
		less than 1	2-5	5-10	10-15	15 or more
Gender	Male	11	7	10	15	14
	Female	6	7	15	7	7
3		0	1	0	0	0
Total		17	15	25	22	21

Gender* Age Cross tabulation

		Age				Total
		20-30	30-40	40-50	50 and above	
Gender	Male	8	14	23	12	57
	Female	5	20	12	5	42
3		1	0	0	0	1
Total		14	34	35	17	100

The cross analysis above is for two categories variables, gender and age. From the table we can see that most of the male in the company belong to the age group of 40-50 female belong to the age group of 30-40.

Organization has maintained the good combination of experience and gender. From the table we can see that most of the employee have experience of up to 5-10 and other senior employee have experience of 10-15 year.

DESCRIPTIVE STATISTICS

	N	Mean	Std. Deviation	Skewness		Kurtosis		Rank
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error	
Company has HRP	100	1.24	.429	1.236	.241	-.482	.478	3
Opinion regarding HRP of Company.	100	2.07	.769	-.121	.241	-1.287	.478	8
Authority to Frame HRP in organisation	100	2.48	1.114	.074	.241	-1.342	.478	9
HRP of the company are communicated clearly	100	1.85	.892	.999	.241	.835	.478	2
HRP are updated frequently	100	2.13	.884	.995	.241	1.350	.478	1
Employee opinion are taken while framing HRP	100	2.12	1.057	.594	.241	-.634	.478	4
HRP have positive impact on employee performance	100	2.34	1.183	.392	.241	-.837	.478	6
HRP do not lead to waste of time.	100	2.90	1.176	-.068	.241	-.978	.478	7
HRP are effective and meaningful	100	3.27	1.278	-.286	.241	-.807	.478	5
Valid N (listwise)	100							

In the table mean, standard deviation, skewness, and kurtosis was found, and on the basis of all these the final rank was gives.

Mean is the average of data set. **Stander deviation** is a statistic that measure the dispersion of a dataset relative to its mean and is calculated as the square root of the variance. **Skewness** refers to a distortion or asymmetry that deviates from the symmetrical bell curve, or normal distribution, is a set of data. If the curve is shifted to the left or to the right, it is said to be skewed. **Kurtosis** is measure of the combination weight of a distribution's tails relative to the center of the distribution.

According to the organizations human resource policies are frequently updating and their policies are also communicated clearly to their employees which can be benefiting for the organizations. Employees also the employees feel that the human policies help in reducing the waste of time. Thus, the employees in the organization also differs from their different opinions on the human resource policies which are in their organization.

T-TEST ANALYSIS:

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Clear communication of H.R Policies	Male	57	1.93	.923	.122
	Female	42	1.71	.835	.129
H.R. policies are updated regularly	Male	57	2.19	.895	.119
	Female	42	2.02	.869	.134
Opinion taken while farming H.R policies	Male	57	2.12	1.087	.144
	Female	42	2.07	.997	.154
Impact of H. R. polices on performance	Male	57	2.37	1.219	.162
	Female	42	2.26	1.127	.174
Human resouce policies do not lead to waste of time	Male	57	2.86	1.231	.163
	Female	42	2.93	1.113	.172
Human resource policies of the company are effective and meaningful	Male	57	3.23	1.323	.175
	Female	42	3.31	1.239	.191

According to the table there are 100 respondents. The mean table shows that highest mean is 3.31 for the statement 'human resource polices of company are effective and meaningful'. Standard deviation for opinions of male vs. female is 1.323. Standard error mean shows that .191 human resource policies effective and meaningful. Overall, the mean score suggests that opinions are quite negative. However, there is not much variation in standard deviation and standard mean error.

INDEPENDENT SAMPLES TEST

		Levene's Test for Equality of Variances		t-test for Equality of Means
		F	Sig.	t
Clear communication of H.R Policies	Equal variances assumed	.293	.590	1.195
	Equal variances not assumed			1.214
H.R. policies are updated regularly	Equal variances assumed	.392	.533	.941
	Equal variances not assumed			.945
Opinion taken while farming H.R policies?	Equal variances assumed	1.189	.278	.241
	Equal variances not assumed			.244
Impact of H. R. polices on performance	Equal variances assumed	.234	.629	.443
	Equal variances not assumed			.449
Human resouce policies do not lead to waste of time	Equal variances assumed	1.124	.292	-.287
	Equal variances not assumed			-.291
Human resource policies of the company are effective and meaningful	Equal variances assumed	.355	.553	-.311
	Equal variances not assumed			-.314

According to the table that Equal variances assumed highest frequency is 1.189 farming human resource policies and highest significant is 0.590 and highest Equality of Means is 1.195. The significant values as depicted in above table are less than 0.05 stating that the association between the variables in not much significant.

INDEPENDENT SAMPLES TEST

According to the table we can see that highest df is 92.944 and significant 2-tailed is Equal variances assumed.810 and Equal variances not assumed .808 is mean difference for the variable 'human resource policies of your company are communicated to you clearly'. Equal variances assumed .216 and Equal variances not assumed .216. The significant values as depicted in above table are less than 0.05 stating that the association between the variables in not much significant.

		t-test for Equality of Means		
		df	Sig. (2-tailed)	Mean Difference
Clear communication of H. R. Policies	Equal variances assumed	97	.235	.216
	Equal variances not assumed	92.932	.228	.216
H. R. Policies are updated regularly	Equal variances assumed	97	.349	.169
	Equal variances not assumed	89.919	.347	.169
Opinion of employees taken while framing H. R. Policies	Equal variances assumed	97	.810	.051
	Equal variances not assumed	92.362	.808	.051
Impact of H. R. Policies on performance	Equal variances assumed	97	.658	.107
	Equal variances not assumed	92.061	.655	.107
Human resource policies do not lead to waste of time.	Equal variances assumed	97	.775	-.069
	Equal variances not assumed	92.944	.772	-.069
Human resource policies of the company are effective and meaningful	Equal variances assumed	97	.757	-.081
	Equal variances not assumed	91.522	.754	-.081

6. MAJOR FINDINGS:

- There are less 58% male and 42% female in the organization.
- Most of the employee belong age group of 40-50 and there is list number of employee who belong to age group 20-30.
- Most of the employee in company has experience of 5-10 year.
- 76% of employee agreed that the company is having the human resource policies.
- 56% of employee are highly agreed that Human resource policies are while update frequently.
- 35% of employee are agree that employee opinion is taken while human resource policies.
- 33% employee agrees that human resource policies are positive impact in company.
- 28% employee disagree that human resource policies do not west of time.
- 35% Neutral that employee are human resource policies are effective and meaningful.
- Chief executive officer authority to farm H.R policies in your organization.

7. RECOMMENDATIONS:

- The performance appraisal of employee should be evaluated at regular intervals.
- The organization should conduct psychometric test for employees.
- The training should be mandatory for all level of employees.
- H.R policies should be framed with the consultation of senior staff members. Policies framed and implemented by competitors should also be kept in mind.

8. CONCLUSION

According to the study, it is concluded that HR policies followed by the company and the measure undertaken by the organization for employee satisfaction are quite satisfactory. The HR policies of the company provide facilities for all round growth of individual by training and self-motivation through self-motivation. However, more steps should be taken in future to make it more effective.

9. REFERENCES

- [1] <https://www.godrejindustries.com/chemicals/about-us.aspx>
- [2] <https://www.godrejindustries.com/chemicals/products.aspx>
- [3] https://www.godrejindustries.com/public/uploads/listing_compliance/CodeofConduct.pdf
- [4] <https://www.marketing91.com/swot-analysis-godrej-consumer-products-limited/>
- [5] <https://www.godrejinfotech.com/media/achievement.aspx>
- [6] <https://www.godrejindustries.com/know-us/board-of-directors>
- [7] <https://www.yourarticlelibrary.com/human-resource-development/hr-policies/hr-policies/99702>
- [8] <https://bizfluent.com/list-6697171-benefits-hr-policies-.html>
- [9] Iglesias, Oriol, and Fathim zahara Saleem. "How to Support Consumer-Brand Relationships: The Role of Corporate Culture and Human Resource Policies and Practices." *Marketing Intelligence & Planning*, vol. 33, no. 22, 4 July 2015, pp. 10.1108/MIP10-20140196.
- [10] Katou, Anastasia A. "Investigating Reverse Causality between Human Resource Management Policies and Organizational Performance in Small Firms." *Management Research Review*, vol. 35, no. 2, 20 Jan. 2012, pp. 134-156, 10.1108/01409171211195161.
- [11] Sherif, Souad. "Macroeconomic Policy, Localization and Reducing Unemployment." *Competitiveness Review*, vol. 23, no. 2, 22 Mar. 2013, pp. 158-174, 10.1108/10595421311305352. Accessed 19 July 2020. Wong, May M.L. "Human Resource Policies in Two Japanese Retail Stores in Hong Kong." *International Journal of Manpower*, vol. 18, no. 3, May 1997, pp. 281-295, 10.1108/01437729710169382. Accessed 28 Nov. 2019.
- [12] Harris, Claire, et al. "Human Resource Management and Performance in Healthcare Organisations." *Journal of Health Organization and Management*, vol. 21, no. 4/5, 11 Sept. 2007, pp. 448-459, 10.1108/14777260710778961. Accessed 21 Jan. 2020.
- [13] Hickman, Jeffrey, and Karl J. Mayer. "Service Quality and Human Resource Practices: A Theme Park Case Study." *International Journal of Contemporary Hospitality Management*, vol. 15, no. 2, Apr. 2003, pp. 116-119, 10.1108/09596110310462968. Accessed 17 Dec. 2019.
- [14] Furuya, N., et al. "The Effects of HR Policies and Repatriate Self-Adjustment on Global Competency Transfer." *Asia Pacific Journal of Human Resources*, vol. 45, no. 1, 1 Apr. 2007, pp. 6-23, 10.1177/1038411107073595. Accessed 19 Dec. 2019. GROVER, STEVEN L., and KAREN J. CROOKER. "WHO APPRECIATES FAMILY-RESPONSIVE HUMAN RESOURCE POLICIES: THE IMPACT OF FAMILY-FRIENDLY POLICIES ON THE ORGANIZATIONAL ATTACHMENT OF PARENTS AND NON-PARENTS." *Personnel Psychology*, vol. 48, no. 2, June 1995, pp. 271-288, 10.1111/j.1744-6570.1995.tb01757.x. Accessed 31 Mar. 2020.