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# **A STUDY ON EMPLOYEES PERCEPTION TOWARDS ORGANIZATIONAL HR POLICIES AND CULTURE AT TUBE INVESTMENTS OF INDIA LIMITED**

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## **ABSTRACT :**

This research project explores how employees perceive HR policies and the culture at Tube Investments of India Limited (TIDC). Understanding these perceptions is key to helping the company thrive. The study collected data from 102 employees using a questionnaire. It also gathered information from industry-related sources. The findings show that effective communication, inclusivity, strong leadership, and involving employees in decision-making are vital. Based on these findings, the research offers recommendations to help the company create a better work environment and achieve greater success.

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## **INTRODUCTION:**

### ***EMPLOYEES PERCEPTION:***

Employee perception plays a pivotal role in shaping organizational dynamics and outcomes. It encompasses how employees interpret and make sense of various aspects of their work environment, including company policies, leadership behaviors, and organizational practices. These perceptions significantly influence employee attitudes, behaviors, and ultimately, their performance within the organization. Understanding employee perception is crucial for HR professionals and managers as it allows them to identify areas of concern, address potential issues, and foster a positive work environment. By actively managing employee perceptions through transparent communication, fair treatment, and opportunities for feedback and involvement, organizations can enhance employee engagement, satisfaction, and retention.

### ***HR POLICIES:***

Human resource (HR) policies serve as the framework that governs the employment relationship between organizations and their employees. These policies cover a wide range of areas, including recruitment, performance management, compensation, and employee benefits. The design and implementation of HR policies significantly impact employee experiences, organizational culture, and overall business performance. Effective HR policies are those that align with the organization's strategic objectives, promote fairness and equity, and adhere to legal and ethical standards. Moreover, clear and well-communicated HR policies contribute to increased employee satisfaction, engagement, and retention.

### ***ORGANIZATIONAL CULTURE:***

Organizational culture represents the shared values, beliefs, and norms that define the character of an organization. It influences employee behavior, decision-making processes, and overall workplace dynamics. A strong and positive organizational culture fosters a sense of belonging, encourages collaboration, and drives employee engagement and performance.

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## **INDUSTRY PROFILE**

A manufacturing company is an organization that produces goods on a large scale by utilizing various resources such as raw materials, labor, machinery, and technology. The primary goal of a manufacturing company is to transform raw materials or components into finished products that can be sold to customers or used by other businesses.

The classification of manufacturing industries is done based on the following:

- Based on Ownership
- Based on the weight and bulk of raw materials and finished products

- Based on capital investment
- Based on their role
- Based on the raw materials used.

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## ORGANIZATIONAL PROFILE

**Tube Investments of India Limited** is an Indian engineering and manufacturing company that specializes in bicycles, metal formed products, and chains. It is based in Chennai and a part of **Murugappa Group**.

TI Diamond Chains, simply known as TIDC India, was established as a joint venture between Tube Investments of India Limited & Diamond Chain Company Inc USA. Tube Investments of India Limited merged it with as a division called TIDC India. TIDC India is a chain manufacturer in segments such as industrial, automotive and fine blanking.

TIDC India was established in the year 1960 as a manufacturer of bicycle chains. The organization today is a pioneer manufacturer of automotive chains, industrial chains, fine blanked components, and other power transmission products.

### OUR VISION:

“Build a globally admired Indian engineering company creating stakeholder delight”

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## OBJECTIVES OF THE STUDY

### Primary Objective:

To investigate the perceptions of employees regarding organizational HR policies and culture and identify areas of satisfaction and areas for improvement.

### Secondary Objective:

1. To measure the level of satisfaction among employees regarding the clarity and comprehensibility of HR policies and practices.
2. To examine whether perceptions of HR policies and organizational culture vary across different role in the organization.
3. To investigate employees perceptions regarding the leadership and management direction.
4. To know the perception of employees on communication
5. To understand how employees perceive the support provided by management in their career development.

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## REVIEW OF LITERATURE

- **Bhavana raina, d. a. (2019) A Study of Employee’s Perception Of Human Resource Practices And Work Engagement:** Questionnaires were given to employees working in hotels in-front of the house and at - back of the house at different levels in different hotels. 425 responses have been obtained after sending 600 questionnaires with a response rate of 71%. After data cleaning, 418 useful samples have been used for data analysis purpose different levels in different departments was taken. As we were looking at the relationships between Human Resource Practices and Work Engagement, two sets of questionnaires were given.
- **Soni, S. (2019) Exploring the Impact of Organizational Culture on Employee Engagement and Effectiveness:** Engagement of employees is considered as a robust indicator of outcomes that are highly valued by any business in any sector of the industry. Therefore, employee engagement and effectiveness could prove to be an excellent parameter to assess the health of the organization as such with regards to satisfaction, innovation, commitment, retention and productivity. This study was outlined on the basis of the structural approach theory and adopted a secondary research methodology where the data for the study was gathered through secondary sources derived from researches conducted by researchers in the past and available from scholarly sites. The findings of this research indicated that the culture of the organization had a largely positive and significant impact on engagement and effectiveness of employees.
- **Dereje mesfin, m. w. (2020) Impact of Organizational Culture on Job Satisfaction in Primary Hospitals:** The concept of Organizational Culture (OC) which refers to the pattern of values, norms, beliefs, attitudes and assumptions may not be articulated through verbal language. However, it shapes the way people behave and the way things get done in an organization. Paired t-test and multiple linear regression analysis were used to assess the relationship between organizational culture and job satisfaction and the results were presented using tables and charts. while acknowledging all limitation of observational study we reached to the conclusion that an employees of the

respective primary hospitals would prefer to work in environment characterized by innovative and clan culture and their satisfaction level is medium so that the managers should undertake major cultural transformation and must work to improve the job satisfaction level of health workers within their respective hospitals.

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## HYPOTHESIS OF THE STUDY

### 1. To understand the employees satisfaction towards organization's HR policies:

**Null hypothesis (H0):** There is no significant relationship between age of the respondents (employees) and employees satisfaction towards organization's HR policies.

**Alternative hypothesis (H1):** There is a significant relationship between age of the respondents (employees) and employees satisfaction towards organization's HR policies.

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## SOURCES OF DATA

The data collected from both primary and secondary data

1. **Primary data:** The questionnaire was prepared, circulated among the employees of TIDC and received response from 102 employees.
2. **Secondary data:** Industry related data are collected from online journals, websites & review of literature from published articles.

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## TOOLS AND TECHNIQUES

The study utilized a **questionnaire** as its research instrument for data collection. This questionnaire was designed in alignment with the study's objectives and was administered to employees of TIDC to gather their perspectives. The information was collected using a meticulously structured questionnaire.

### STATISTICAL TOOLS

#### CHI-SQUARE:

The chi-square test is used to analyse categorical data and determine whether there is a significant association between two categorical variables. It is commonly used to test for independence in contingency tables and to compare observed frequencies with expected frequencies.

#### CORRELATION:

Correlation Analysis is statistical method that is used to discover if there is a relationship between two variables/datasets, and how strong that relationship may be.

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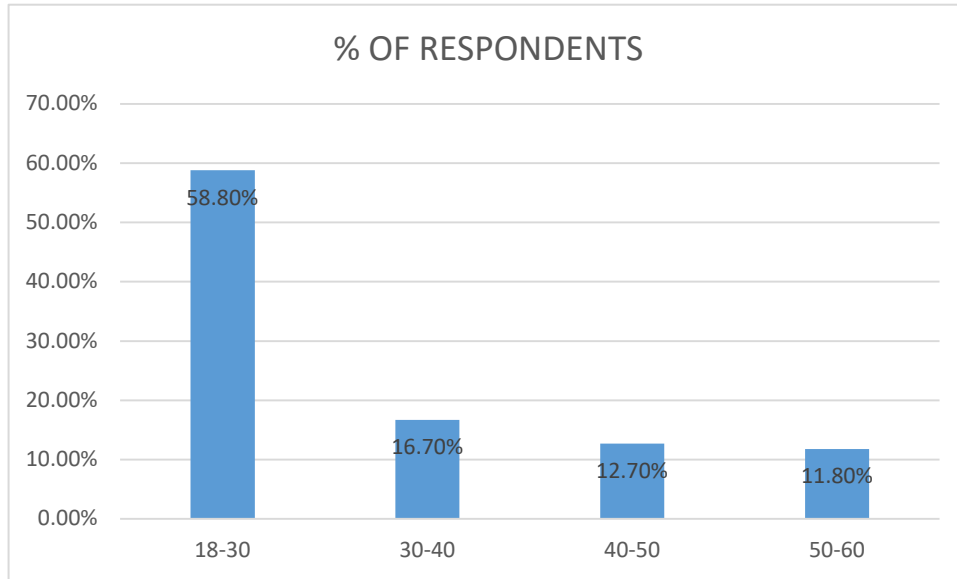
## ANALYSIS AND INTERPRETATION DATA

**TABLE NO: 01**

### AGE WISE CLASSIFICATION

AGE	NO. OF RESPONDENTS	% OF RESPONDENTS
18-30	60	58.8%
30-40	17	16.7%
40-50	13	12.7%
50-60	12	11.8%

**CHART NO: 01**



**INTERPRETATION:**

From the above analysis 58.80% of the respondents (employees) are from the age group of 18-30, 16.70% are from 30-40, 12.70% are from 40-50 and 11.80% are from 50-60.

**INFERENCE:**

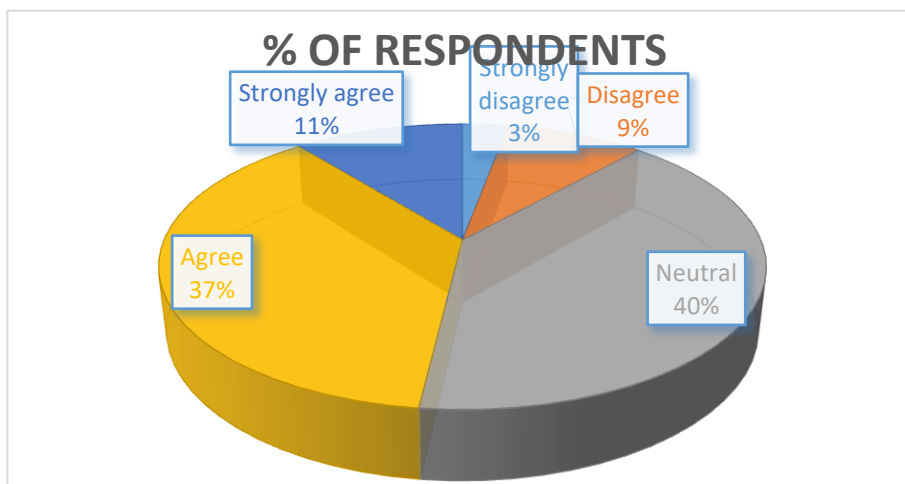
The majority of the respondents (employees) are from the age group of 18-30 with 58.80%.

**TABLE NO: 02**

**SATISFACTION OF EMPLOYEES WITH THE ORGANIZATION'S HR POLICIES**

PARTICULARS	NO. OF RESPONDENTS	% OF RESPONDENTS
Strongly Disagree	3	2.9%
Disagree	9	8.8%
Neutral	41	40.2%
Agree	38	37.3%
Strongly Agree	11	10.8%

**CHART NO: 02**



**INTERPRETATION:**

From the above analysis 10.8% of the respondents (employees) strongly agree that they have satisfaction with organization’s HR policies, 37.3% agrees the same , 40.2% have neutral satisfaction. Whereas 8.8% employees are disagreeing the statement and 2.9% are strongly disagreeing towards satisfaction with organization’s HR policies .

**INFERENCE:**

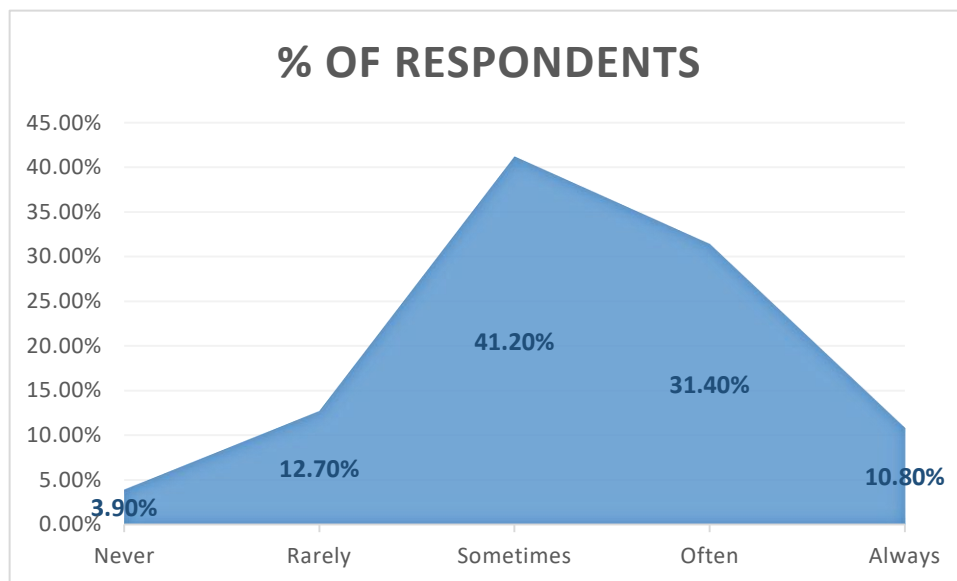
The majority of the respondents (employees) have neutral satisfaction with the company’s HR policies with 40.2%.

**TABLE NO: 03**

**LEADERSHIP PROVIDES CLEAR DIRECTION FOR THE ORGANIZATION**

PARTICULARS	NO. OF RESPONDENTS	% OF RESPONDENTS
Never	4	3.9%
Rarely	13	12.7%
Sometimes	42	41.2%
Often	32	31.4%
Always	11	10.8%

**CHART NO: 03**



**INTERPRETATION:**

Out of the people who responded, about 3.9% says that leadership never provides clear direction for the organization, 12.7% says rarely, while around 41.2% are saying sometimes. Also, about 31.4% are saying often provides, and 10.8% says that leadership always provides clear direction for the organization .

**INFERENCE:**

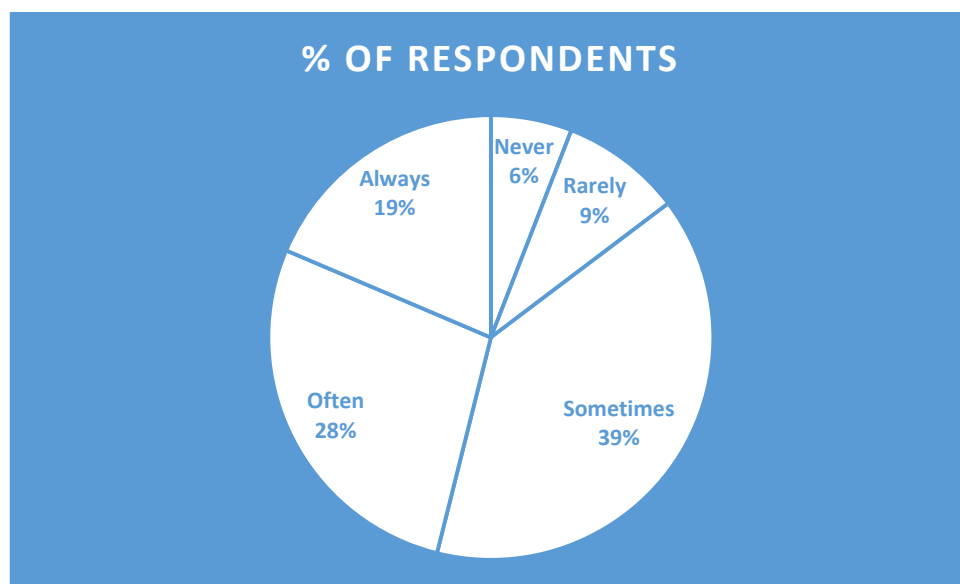
The majority of the respondents (employees) says leadership sometimes provides clear direction for the organization with 41.2%.

**TABLE NO: 04**

**MANAGEMENT SUPPORTS EMPLOYEES IN ACHIEVING THEIR CAREER GOALS**

PARTICULARS	NO. OF RESPONDENTS	% OF RESPONDENTS
Never	6	5.9%
Rarely	9	8.8%
Sometimes	40	39.2%
Often	28	27.5%
Always	19	18.6%

CHART NO: 04

**INTERPRETATION:**

Out of the people who responded, about 5.9% says that management never supports employees in achieving their career goals, 8.8% says rarely, while around 39.2% are saying sometimes. Also, about 27.5% are saying often supports, and 18.6% says management always supports employees in achieving their career goals.

**INFERENCE:**

The majority of the respondents (employees) are saying sometimes management supports employees in achieving their career goals with 39.2%.

**CHI- SQUARE**

**NULL HYPOTHESIS (H0):** There is no significant relationship between age of the respondents (employees) and employees satisfaction towards organization's HR policies.

**ALTERNATIVE HYPOTHESIS (H1):** There is a significant relationship between age of the respondents (employees) and employees satisfaction towards organization's HR policies.

**STEP 1: Observed Value**

PARTICULARS	18-30	30-40	40-50	50-60	Total
Strongly disagree	1	0	2	0	3
Disagree	5	4	0	0	9
Neutral	27	7	4	3	41
Agree	24	4	4	6	38
Strongly agree	3	2	3	3	11
Total	60	17	13	12	102

**STEP 2: Expected Value**

PARTICULARS	18-30	30-40	40-50	50-60
Strongly disagree	1.76	0.5	0.38	0.35
Disagree	5.29	1.5	1.15	1.06
Neutral	24.11	6.83	5.22	4.82
Agree	22.35	6.33	4.84	4.47
Strongly agree	6.47	1.83	1.40	1.29

**STEP 3:**

OBSERVED VALUE (O)	EXPECTED VALUE (E)	O-E	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> / E
1	1.76	-0.76	0.5776	0.32
0	0.5	-0.5	0.25	0.5
2	0.38	1.62	2.6244	6.91
0	0.35	-0.35	0.1225	0.35
5	5.29	-0.29	0.0841	0.015
4	1.5	2.5	6.25	4.17
0	1.15	-1.15	1.3225	1.15
0	1.06	-1.06	1.1236	1.06
27	24.11	2.89	8.3521	0.35
7	6.83	0.17	0.0289	0.004
4	5.22	-1.22	1.4884	0.29
3	4.82	-1.82	3.3124	0.69
24	22.35	1.65	2.7225	0.12
4	6.33	-2.33	5.4289	0.86

4	4.84	-0.84	0.7056	0.15
6	4.47	1.53	2.3409	0.52
3	6.47	-3.47	12.0409	1.86
2	1.83	0.17	0.0289	0.02
3	1.40	1.6	2.56	1.83
3	1.29	1.71	2.9241	2.27
<b>CALCULATED VALUE</b>				<b>23.439</b>

STEP 4:

DEGREE OF FREEDOM:

$$d.f = (r-1) (c-1)$$

$$= (5-1) (4-1)$$

$$= 4*3$$

$$= 12$$

LEVEL OF SIGNIFICANCE : 0.05

TABLE VALUE : 21.03

**STEP 5:**

INFERENCE

Therefore, tabular value is 21.03 is less than the calculated value 23.439 . So, Accept H1.

Hence proved that there is a significant relationship between age of the respondents (employees) and employees satisfaction towards organization's HR policies.

## CORRELATION

STEP 1:

**CORRELATION:** Correlation Analysis is statistical method that is used to discover if there is a relationship between two variables/datasets, and how strong that relationship may be.

**KARL PEARSON COEFFICIENT:** Karl Pearson's coefficient of correlation is an extensively used mathematical method in which the numerical representation is applied to measure the level of relation between linearly related variables.

**AIM:** To test whether there is correlation, between leadership provides clear direction for the organization and management supports employees in achieving their career goals.

STEP 2:

LEADERSHIP PROVIDES CLEAR DIRECTION FOR THE ORGANIZATION

PARTICULARS	NO. OF RESPONDENTS
Never	4
Rarely	13
Sometimes	42
Often	32
Always	11



**MANAGEMENT SUPPORTS EMPLOYEES IN ACHIEVING THEIR CAREER GOALS**

PARTICULARS	NO. OF RESPONDENTS
Never	6
Rarely	9
Sometimes	40
Often	28
Always	19

**STEP 3:**

$$\bar{X} = \frac{\sum X}{N}$$

$$= \frac{102}{5}$$

$$= 20.4$$

$$\bar{Y} = \frac{\sum Y}{N}$$

$$= \frac{102}{5}$$

$$= 20.4$$

X	Y	dx=X-A	dy=Y-A	dx <sup>2</sup>	dy <sup>2</sup>	dxdy
4	6	-38	-34	1444	1156	1292
13	9	-29	-31	841	961	899
42	40	0	0	0	0	0
32	28	-10	-12	100	144	120
11	19	-31	-21	961	441	651
		<b>-108</b>	<b>-98</b>	<b>3346</b>	<b>2702</b>	<b>2962</b>

**STEP 4:**

$$r = \frac{N \sum dxdy - (\sum dx)(\sum dy)}{\sqrt{N \sum dx^2 - (\sum dx)^2} \sqrt{N \sum dy^2 - (\sum dy)^2}}$$

$$r = \frac{(5 \cdot 2962) - (-108 \cdot -98)}{\sqrt{(5 \cdot 3346) - (-108)^2} \sqrt{(5 \cdot 2702) - (-98)^2}}$$

$$r = \frac{14810 - 10584}{\sqrt{16730 - 11664} \sqrt{13510 - 9604}}$$

$$r = \frac{4226}{\sqrt{5066} \sqrt{3906}}$$

$$r = \frac{4226}{71.176 \cdot 62.498}$$

$$r = \frac{4226}{4448.358}$$

$$r = 0.95$$

**STEP 5:**

**1** indicates a perfect positive correlation, **(-1)** indicates a perfect negative correlation, and **0** indicates no correlation.

That is, if the correlation coefficient is greater than zero, it is a positive relationship. Conversely, if the value is less than zero, it is a negative relationship.

Therefore, a correlation coefficient of 0.95 indicates a positive correlation between leadership provides clear direction for the organization and management supports employees in achieving their career goals.

**LIMITATIONS OF THE STUDY**

- Findings from the study may not capture long-term trends as organizational culture evolves over time.

- Employees exhibit reluctance to provide their opinions or feedback.
- As HR policies and culture are confidential rules in an organization, to get feedback from employees becomes rigid at the earlier stage of project research.

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## FINDINGS

- ✓ Young professionals hold distinct perceptions towards organizational HR policies and culture.
- ✓ Trainees highlight the perception towards role within the organization as crucial and valuable.
- ✓ The majority of respondents, ranging from one to five years of tenure, indicated their duration with the company, reflecting a significant portion of employees within this experience range.
- ✓ Most employees agree that HR policies are clearly communicated to them within the organization.
- ✓ Top of Form
- ✓ Most of the respondents who hold a neutral opinion think that HR policies contribute to maintaining a healthy work-life balance.
- ✓ The majority of respondents agree that training and development opportunities are adequately provided.
- ✓ A strong majority of respondents strongly prefer the organizational culture for promoting open communication.
- ✓ The majority of respondents express a significant interest in an organizational culture that encourages innovation and creativity in the workplace.
- ✓ A strong majority of respondents show a high preference for an organizational culture that recognizes and rewards employee contributions.
- ✓ A significant number of respondents demonstrate a keen interest in cultivating a strong sense of belonging among employees within the organization.
- ✓ The organization's HR policies elicit a predominantly neutral level of satisfaction among employees overall.
- ✓ A strong consensus among respondents indicates that the organization's culture has a positive impact on employee satisfaction.
- ✓ A significant number of respondents agree that there is a sense of value among employees within the organization.
- ✓ Most respondents believe that leadership occasionally provides clear direction for the organization.
- ✓ Most of the respondents feel that management sometimes supports employees in achieving their career goals.
- ✓ The general sentiment among respondents is that managers exhibit approachability and supportiveness intermittently.
- ✓ The organization's effectiveness in managing change while considering employee well-being is perceived neutrally by most respondents.
- ✓ Most respondents believe that employees are neither extensively nor minimally involved in decision-making processes during organizational change, indicating a neutral stance overall.
- ✓ Most respondents are inclined to recommend the organization as an excellent place to work.
- ✓ The satisfaction of employees with HR policies exhibits a distinct association across different age brackets, comprising youngsters, adults, middle-aged, mature, and elderly individuals, highlighting the necessity of catering HR strategies to specific age-related needs.
- ✓ A positive relationship exists between clear direction of a leader and management supports employees in achieving their career goals.

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## RECOMMENDATIONS

1. Develop targeted communication strategies that effectively convey HR policies and organizational changes to employees of all age groups.
2. Foster a culture of open communication and feedback to encourage collaboration and innovation among employees.
3. Involve employees in decision-making processes, especially during organizational changes, to boost engagement and ownership.
4. Promote diversity, equity, and inclusion through initiatives and policies to create a more inclusive work environment.
5. Ensure that organizational leaders are visible, approachable, and accessible to employees at all levels.

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## CONCLUSION

In conclusion, the study on employees' perception towards organizational HR policies and culture has shed light on critical aspects influencing the employee experience within our organization. Through thorough analysis and feedback mechanisms, we have discerned the significance of clear communication, transparent policies, and inclusive culture in shaping employee satisfaction and engagement. The findings underscore the importance of continuous efforts to improve communication channels, promote transparency in HR policies, and cultivate a positive and supportive organizational culture. Additionally, leadership plays a pivotal role in fostering trust, providing direction, and supporting employee development, all of which contribute significantly to employees' perceptions of the organization. Moving forward, implementing the recommended strategies such as enhancing communication strategies, fostering inclusivity, providing leadership development opportunities, and actively seeking employee feedback will be key in creating a more conducive and fulfilling work environment that aligns with employees' expectations and contributes to overall organizational success.

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## REFERENCE :

### REFERENCE BOOKS AND ARTICLE

1. Takeo Yoshikawa - "Organizational Policies" , 2011
2. N Nazir, S Zamir - "Impact of Organizational Culture on employee's performance" , 2015

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