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## Challenges Faced by the Organisation in Implementing the HR Policies of Asian Packages” at Hosur

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### ABSTRACT

This study examines the challenges faced by Asian Packages Pvt. Ltd. in the implementation of its Human Resource (HR) policies. HR policies are foundational to employee management, workplace discipline, and overall organizational efficiency. However, effective implementation often faces obstacles due to resistance from employees, lack of awareness, communication gaps, and inadequate managerial support. The research aims to analyze these issues by collecting data from employees across various departments and roles within the organization. Findings from the study can be used to suggest practical recommendations to bridge the gap between policy design and execution.

Keywords: HR Policies, HRM, Organization Challenges, Decision Making Management.

### INTRODUCTION

Human Resource Policies refers to principles and rules of conduct which “formulate, redefine, break into details and decide a number of actions” that govern the relationship with employees in the attainment of the organization objectives. According to a definition “HR Policies are formal rules and procedures that dictate how certain matters should be addressed in the work place including employee rights and duties. HR Policies are tied to employment law. To avoid non-compliance and penalties from the government, employer must adhere to HR policies.

### RESEARCH BACKGROUND

Human Resource Management (HRM) has become increasingly significant in today’s dynamic industrial environment. Effective HR policies help organizations retain talent, manage employee relations, and improve workplace productivity. While many companies have well-defined HR frameworks, the real challenge lies in the effective implementation of these policies at the operational level. The success of HR policies depends not just on what is written, but how well they are communicated, understood, and accepted by employees and supervisors alike.

### GLOBAL TRADE DYNAMICS AND EXPORT OPPORTUNITIES

Global trade dynamics continually evolve due to shifting economic conditions, geopolitical tensions, and technological advancements, creating both opportunities and challenges for exports. Organizations can tap into emerging markets and diversify their customer base, but must also navigate trade barriers, regulatory changes, and competitive pressures. In implementing HR policies, challenges often include cultural differences, compliance with local labor laws, talent acquisition, and aligning global standards with local practices. These complexities require adaptive strategies to ensure effective global workforce management.

### IDENTIFIED PROBLEM

- lack of clear communication – employees may not fully understand hr policies due to poor dissemination or unclear language.
- inconsistent policy application – unequal enforcement of policies across departments or locations leading to confusion and dissatisfaction.
- resistance to change – employees may resist new or updated policies, especially if not involved in the change process.
- non-compliance with legal standards – hr policies may not align with current labor laws, leading to legal risks.
- inadequate training – managers and hr staff may lack proper training to implement and monitor policies effectively.

## OBJECTIVES OF THE STUDY

- To identify existing HR policies at Asian Packages Pvt. Ltd. To assess employee awareness and understanding of these policies.
- To explore challenges faced during policy implementation.
- To evaluate the communication process used for policy dissemination.
- To recommend measures for effective implementation and better employee compliance.

## REVIEW OF LITERATURE

Priya Deshmukh & Manisha Naik (2024): The study titled "Role of HR Policies in Enhancing Organizational Agility and Employee Engagement" highlights that well-structured HR policies serve as a foundation for aligning employee behavior with organizational goals. These policies not only regulate recruitment, training, benefits, and conflict resolution but also promote transparency, fairness, and adaptability especially during periods of change. The authors emphasize that flexible and inclusive HR frameworks are essential for maintaining productivity and morale in dynamic business environments.

Neha Sharma & Raghav Malhotra (2023): The article "Impact of Digitized HR Policies on Organizational Effectiveness in Indian Corporates" explores how technology-driven HR policies have evolved to streamline processes and enhance employee experience. It suggests that digital platforms offering self-service portals for leave, payroll, and performance tracking have made HR policies more accessible and transparent, thus increasing compliance and satisfaction among employees.

Sharma & Gupta (2020) In their research on "Implementation of HR Practices in Indian Manufacturing Firms," Sharma and Gupta analyzed 15 mid-sized companies across India. They observed that the success of HR policies largely depended on managerial support and employee engagement. Key barriers included lack of communication, inadequate employee orientation, and resistance to change due to fear of added responsibility. The study recommended inclusive training sessions and transparent feedback mechanisms for better compliance.

Ramesh et al. (2021) This study titled "Barriers to HR Policy Implementation in Small and Medium Enterprises (SMEs)" identified structural and behavioral challenges among employees and supervisors. Conducted in Tamil Nadu's industrial sector, the research highlighted poor communication and the absence of clear SOPs (Standard Operating Procedures) as recurring issues. The authors stressed the need for policy customization based on workforce literacy and nature of work.

Mehta & Banerjee (2022) Focusing on employee perception, this study found that over 65% of employees in manufacturing sectors perceived HR policies as "manager-centric" and lacking employee input. The study concluded that successful implementation requires early-stage involvement of employees and continuous reinforcement through visual aids, regular meetings, and peer-level orientation. Policies without reinforcement often fail in execution, despite clear documentation.

ILO Report (2023) The International Labour Organization's report titled "Implementation Gaps in Organizational HR Policies (South Asia Focus)" revealed that most Indian SMEs struggle with aligning policy intent with ground-level execution. Challenges were attributed to top-down implementation, low managerial accountability, and unclear escalation processes. The report recommended creating employee policy champions and involving workers in periodic HR audits.

Priya & Sridharan (2024) Their recent study, "Challenges in Enforcing HR Policies in Industrial Workspaces", examined HR functions in packaging and logistics industries. The study noted that work environments with high turnover and semi-skilled labor faced more difficulty enforcing policies on punctuality, safety, and leave management. Visual communication, simplified policy formats, and reward-based compliance models were suggested to overcome these hurdles.

Yoon Seok Lee (2023): In his study "Workplace Policies and Employee Well-being: A South Korean Perspective," the researcher highlights how comprehensive HR policies especially those focusing on mental health, flexible work, and equal opportunity contribute significantly to employee retention and organizational growth. The study underscores the importance of policy responsiveness to employee needs in fostering a supportive and productive work culture.

Thomas A. O'Neill., (2016) The study on Human resources policies provides the framework by which employees are expected to behave in the workplace. These policies are written statements of the company's standards and objectives and include all areas of employment, including recruitment, compensation, termination, benefits, employee relations and leaves of absence. They contain rules on how employees must perform their jobs and interact with each other. Managers, employees and the HR department all have roles in ensuring that HR policies are effectively implemented.

David G. Collings, Kamel Mellahi., (2015) Conducted as HR policies contain guides and information on grounds for termination of employees. These policies help protect the organization from harmful employees. They also provide clear cut ground rules for the violation of any company policies or rules, which call for corrective measures, or in the worst-case scenario, termination of the contract of an employee. While HR policies and procedures may be developed in every organization, it is eventually up to the staff members and employees to put them into action, and provide a safe working environment for all.

John Innes., (2014) Conducted as Human resource policies and procedures can differ from organization to organization. Yet, they are simple, straight forwards ground rules which every employee of an organization must abide by. The HR policies provide guidelines on employer- employee interaction,

behaviour, appropriate work behaviours, work schedules, employment laws, conflict resolution, disciplinary measures and health and safety measures. These policies and procedures are what provide foundation and structure to any organization.

Denny Meyer., (2013) Conducted as HR policies, policies and procedures help an organization in maintaining consistent practices in the workplace. Consistent application of HR policies and procedures help prevent dissatisfaction amongst employees, as sudden changes in schedules, benefits or roles and responsibilities can create an unhealthy working environment.

Amy C. Edmondson., (2012) The study on organization is easily understood by all employees to avoid inconsistency and confusion. Ensures all managers and supervisors are well trained and able to provide training to new employees as well. Ensure all employees and employers are properly trained in appropriate and inappropriate workplace behaviour and work culture norms. Periodically review the policies and guidelines to ensure they are appropriate and up to date.

Takeo Yoshikawa., (2011) Conducted as providing in-house training or even hiring experts to provide training to employees regarding work culture, policies, how to address issues and grievances, and correct training on appropriate and inappropriate workplace behaviour should be provided. These tools, if provided before to employees, will help save a lot of productive time and resources when dealing with rules and regulations and consequences of wrong actions.

Pohan., (2010) The study on retention is an effort to prevent employees from moving to the other organizations. The right way to prevent the release of employees are compensation, rewards, promotion, participation in decision makers, balanced living, work environments, the employee development and leadership training.

Muhammad Irshad., (2009) The study on relationship between human resource practices and employee's retention. Researcher identified elements of HR policies that influence employee retention. After analysed Some of the recommendations they suggested to management to manage employees towards successful attainment of organizational goals are: 1. Improvements in organizational culture. 2. Exit interview system, 3. Turn over based HR Policies, 4. Fair Appraisal System, 5. Employee talent Recognition, 6. salary hikes and promotions, 7. Employee Retraining, 8. Employee Counselling 9. Career Development Opportunities etc.

John H. McConnell., (2008) Conducted as HR policy will not only maintain the wellness of the organization inside but it also will create a good corporate image among the society as well as job seekers too. Even before employees are hired into a company, the HR team must sit and draft out its set of policies and procedures. It is these policies which every employee of an organization is bound to follow, in order to assure harmony in the organization.

Gupta and Aggarwal., (2007) The study on relationship between managerial perception of the climate of participation and the perceived effectiveness of HR policies in a private sector organization in North India. It was expected that the patterns of relationship between the variable under study would be positive in the organization.

Raju and Jena., (2006) Conducted as a good review system can help improve communication, while allowing people to increase their own effectiveness and clarify their own jobs and responsibilities. An innovative system will not only increase the performance of the staff, but also help them work together with common goals and fewer obstacles. The current system adopted by aggressive communication campaign has resulted in the creation of a positive work culture with a successful implementation of the new appraisal system.

Mallikarjunam K., (2005) The study on new shape and nature in the form of a two-way communication link between the employees and the employers, Proper communication between the assessing authority and the employees under policies are essential for gathering all the required information from the employee. HR policies that are based on a free and unrestrained approach would generate the preferred data and help to increase organizational productivity.

Moon., (2004) The study on employee retention methods have been employed in both the public and private sectors. However, non-profit sector leaders must realize that some of the strategies used by the private sector are ineffective for non-profit employees.

Lynn., (2003) The study on non-profit organizations need special attention since the loss of such staff is expensive in terms of cost of new recruitment, training and development of new joiners, cost of making stop gap arrangements, and decreased employee morale.

Harvard., (2002) Conducted as retention of turnover being voluntary and involuntary. Retention activities may be defined as a sum of all those activities aimed at increasing organizational commitment of employees, giving them an overall ambitious and myriad of opportunities where they can grow by outperforming others.

Mak and Sockel., (2001) Conducted as healthy team of committed and productive employees is necessary to maintain corporate strategic advantage. Hence, organizations must design appropriate strategies to retain their quality employees.

Benders., (2000) The study on findings suggest that it presents a general overview of knowledge management & discuss the transfer of knowledge and expertise throughout organizations operating on a global scale. A particular emphasis is placed on the importance of global assignment in transferring knowledge & furthermore of HR policies to ensure the successful & effective retention of expertise.

Osteraker., (1999) The study on employee satisfaction and retention are the key factors for the success of an organization. The Retention factor can be divided into three broad dimensions, social, mental and physical. The mental dimension of retention consists of work characteristics, employees always prefer flexible work tasks.

Meudell & Rodham., (1998) Conducted as factors such as competitive salary, friendly working environment, healthy interpersonal relationships and job security were frequently cited by employees as key motivational variables that influenced their retention in the organizations.

Taylor., (1998) The study on order to retain employees in organizations must offer career advancement opportunities, failing which they may find it difficult to retain qualified employees.

### RESEARCH GAP

The research gap on the challenges faced by the organization implementing the HR policies. Not many studies are documented in the area of HR policies. Each company follows own strategy by identifying these challenges help to organization develop strategies to improve the HR policies. The study helps in identify potential deficiencies in an organization and current workforce with abilities.

### RESEARCH METHODOLOGY

Research methodology is the structured framework used to collect, analyze, and interpret data in a systematic manner. It guides the research process, ensuring that the study is reliable, replicable, and objective. In this study, a descriptive research design is adopted to explore the challenges faced by Asian Packages Pvt. Ltd. in implementing its HR policies. The methodology comprises the type of research, respondent selection, data collection tools, and techniques used for analysis.

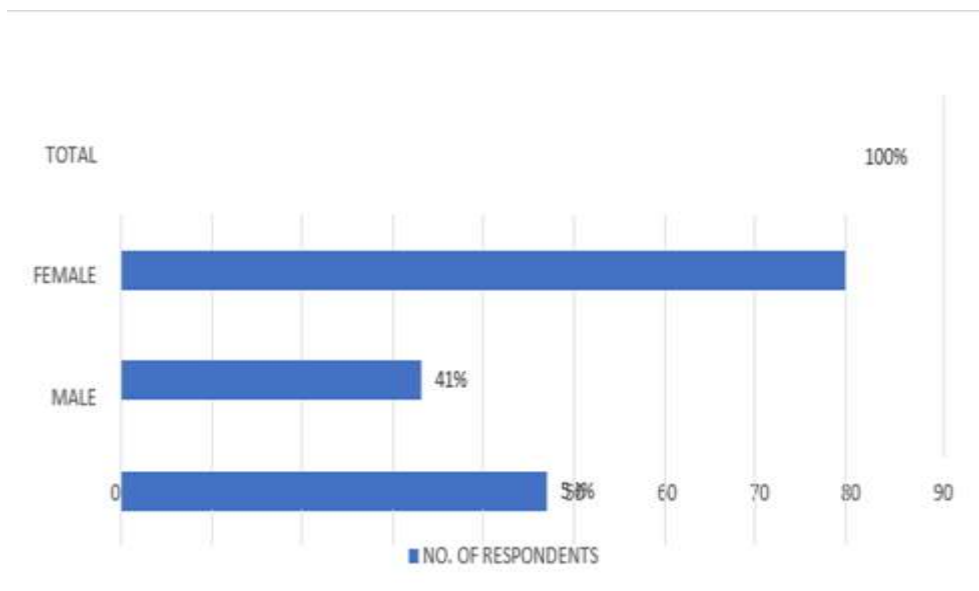
### LIMITATION OF THE STUDY

- The study is confined to a single organization, limiting generalization to other companies.
- Employee responses may be influenced by fear of judgment or reluctance to criticize the company.
- Time constraints restricted the depth of personal interviews and group discussions.
- Managerial perspectives were harder to obtain due to scheduling and availability.

### DATA ANALYSIS AND INTERPRETATION

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
MALE	47	59%
FEMALE	33	41%
TOTAL	80	100%

TABLE 1 GENDERIN THE ORGANISATION

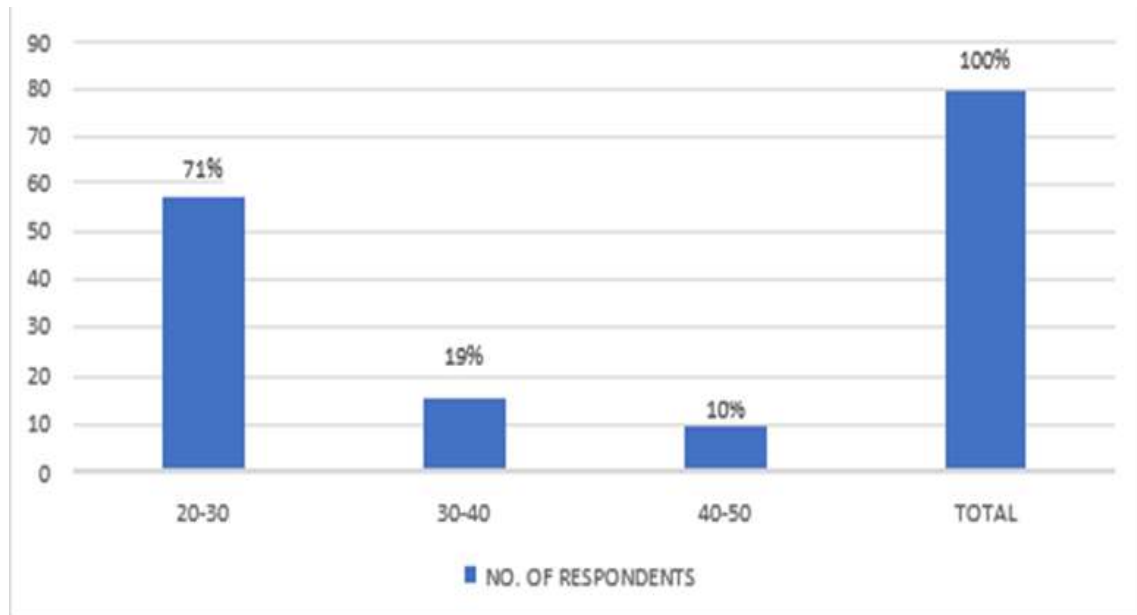


### INTERPRETATION:

From the responses it can be seen that out of 80 responses 59% are male i.e., 47 employees and 41% are female i.e., 33 employees.

**TABLE2 AGE GROUP OF THEEMPLOYEES**

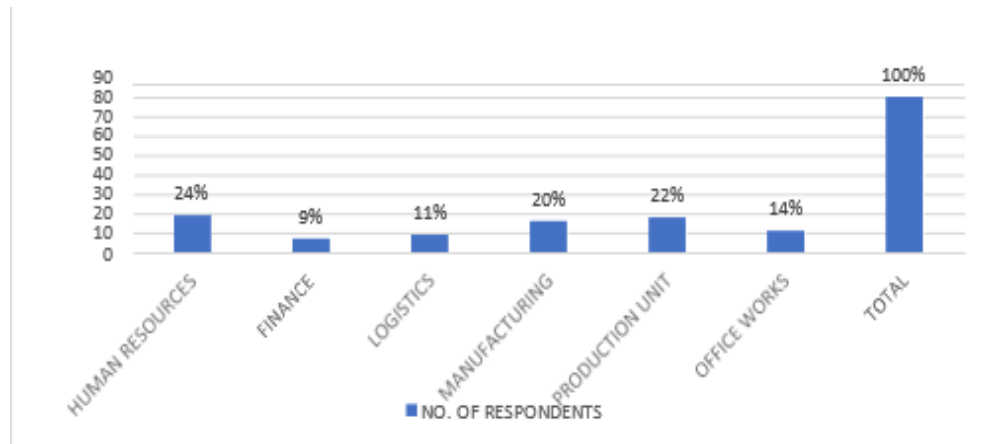
PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
20-30	57	71%
30-40	15	19%
40-50	8	10%
TOTAL	80	100%

**INTERPRETATION:**

From the above chart shows that out of 80 responses 71% are the age 20-30 i.e., 57 employees and 19% are the age of 30-40 i.e., 15 employees and 10% are the age of 40-50 i.e., 8 employees.

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
HUMANRESOURCES	19	24%
FINANCE	7	9%
LOGISTICS	9	11%
MANUFACTURING	16	20%
PRODUCTIONUNIT	18	22%
OFFICEWORKS	11	14%
TOTAL	80	100%

**TABLE 4.2.3 AREAOFWORK**



### INTERPRETATION:

From the above chart shows that out of 80 responses 24% are the human resources i.e., 19 employees and 9% are the finance i.e., 7 employees and 11% are the logistics i.e., 9 employees and 20% are the manufacturing i.e., 16 employees and 22% are the production unit i.e., 18 employees and 14% are the office works i.e., 11 employees.

### SUMMARY OF FINDINGS

1. The overall satisfaction level of Asian packages of employees is satisfied in their work
2. The average answer given by employees when asked that if good relationship with co-workers was strongly agree.
3. The average answer given by employees hr policy of career planning and development was moderate.
4. When asked what are the organization has been managing change by integrating the hr issues with the business strategies and strategic change process the most popular answer is agree.
5. Another question was asked to know whether satisfied with the external requirement source performed in organization most of the employees says yes.
6. 4.2514% statistically significant between gender and area of work as demonstrated by Anova
7. 5.104% statistically significant difference between gender and employees are willing to take new challenges as demonstrated by F-test
8. 1.29% statistically significant difference between people enforcing these policies and HR policies enforced in organization as demonstrated by T-test
9. 1.95% statistically significant difference between satisfy with the employee health and wellness schemes and satisfied with the mentor system followed for career progression demonstrated by Z-test
10. 21.56% statistically significant difference between gender and satisfied with the mentor system followed for career progression demonstrated by Regression.

### SUGGESTION

The Policy grooms every individual to realize while contributing to attain higher organizational and personal goals. The Policy builds teams and teamwork as the primary instrument in all activities. The information regarding company policies can be mentioned in the notice board. The Policy recognizes worth contributions in time and appropriately, so as to maintain a high level of employee motivation and morale. The employees agree on the part of their performance that they know what is expected from them. The employees understand how their work goals relate to company's goals. Company inspires the employees to do their best work every day. The employees do not receive the appropriate recognition and rewards for their contributions and accomplishments. The employees feel that they are not paid fairly for the contributions they make to company's success.

### CONCLUSION

Implementing HR policies is not an easy task and can come with several challenges. The research and analysis conducted for this project. It was identified that the challenges faced by organizations can vary depending on the policy being implemented. However, some common challenges include resistance to change, lack of employee buy-in, insufficient communication and training, lack of resources, and difficulties in monitoring and enforcing compliance. To mitigate these challenges, organizations should involve employees in the policy development process, provide clear and frequent

communication, offer training and support, allocate sufficient resources, and establish a system for monitoring and enforcing compliance. By addressing these challenges, organizations can increase the likelihood of successful policy implementation and create a positive impact on their employees and overall business performance

### **DIRECTIONS FOR FUTURE RESEARCH**

In this research we focus Future research could investigate the various factors that impact the successful implementation of HR policies. Organizational culture, leadership support, employee attitudes, and external factors such as regulatory requirements. HR policies may face unique challenges during implementation. For example, policies related to diversity and inclusion.

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