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Employee Perception About HR Initiatives and Organisation Culture with References to Rathna Packaging India Private Limited

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ABSTRACT

This study investigates the financial rewards associated with exporting engineered quartz, focusing on a five-year period (2019–2024) using data from Pacific Engineered Surface Pvt. Ltd. The objective is to evaluate how export activities influence the company's financial performance, particularly in terms of revenue growth, profitability, and cost efficiency. The analysis emphasizes the critical impact of export-related incentives such as Duty Drawback and GST refunds, strategic pricing mechanisms including premium pricing, and the management of currency fluctuations. Utilizing secondary data and descriptive analytical tools such as Compound Annual Growth Rate (CAGR), percentage analysis, and time series analysis, the study provides insights into how exporting can drive financial stability and long-term growth. The findings affirm that exporting engineered quartz not only enhances profitability but also supports sustainable growth for manufacturing firms operating in emerging markets.

Keywords: Currency fluctuations, Tax incentives, Profitability, Financial rewards, Duty Drawback, GST Refund, Premium pricing

INTRODUCTION

Engineered quartz exports have gained momentum due to rising global demand for durable and aesthetically appealing construction materials. The financial advantages of entering foreign markets include enhanced revenue generation, cost efficiencies via economies of scale, and favorable currency exchange scenarios. This study aims to investigate the tangible financial outcomes of export activities and how strategic incentives and government schemes influence profitability.

RESEARCH BACKGROUND

The global shift toward engineered quartz over natural stone drives export growth. India, with rich resources and skilled labor, benefits significantly. This study analyzes the financial impact of exporting engineered quartz at Pacific Engineered Surface Pvt. Ltd., focusing on revenue, profitability, currency fluctuations, and government export incentives.

GLOBAL TRADE DYNAMICS AND EXPORT OPPORTUNITIES

Engineered quartz exports thrive due to rising global demand, especially in construction and interiors. Countries like India, China, and Vietnam lead with cost-effective production and resource availability. Pacific Engineered Surface Pvt. Ltd. explores these opportunities to expand its global footprint and enhance profitability through international market penetration.

IDENTIFIED PROBLEM

Exporting involves high costs, market risks, and compliance challenges. Profitability is threatened by fluctuating demand, foreign exchange volatility, tariffs, and trade regulations. Companies often lack structured financial evaluation methods, underestimating hidden costs like Incoterms and overestimating returns, which hinders efficient export decision-making and long-term financial planning.

OBJECTIVES OF THE STUDY

Evaluate the financial impact of export incentives

Analyze exchange rate effects on profits

Assess long-term financial stability via exports

Explore premium pricing advantages in global markets

Examine international competition and profitability factors

REVIEW OF LITERATURE

The field of Human Resource Management (HRM) has undergone significant transformation over the last few decades, with a shift from traditional administrative functions to strategic roles aimed at enhancing employee satisfaction, organizational culture, and overall performance. This evolution has been particularly visible in the manufacturing sector, where competition, technological advancements, and workforce dynamics necessitate adaptive and people-centered HR strategies. The present review of literature provides a critical examination of previous studies related to employee perceptions of HR initiatives and organizational culture, especially as they pertain to Indian manufacturing companies like Rathna Packaging India Private Limited.

1. Human Resource Initiatives and Employee Perception

Employee perception is a psychological construct that significantly influences work behavior, satisfaction, and loyalty. According to Armstrong (2020), HR initiatives such as training, performance management, career development, and compensation planning directly influence how employees perceive their employer. Positive perception, in turn, fosters greater job commitment and performance. Armstrong emphasized that employee-oriented policies must be transparent, consistent, and aligned with the organization's strategic goals to have a meaningful impact.

Ulrich et al. (2019) identified the changing role of HR from administrative support to strategic partner. Their research showed that HR functions, when strategically integrated with business objectives, help in shaping organizational culture and influencing employee attitudes. HR initiatives that promote autonomy, recognition, and employee voice lead to higher levels of engagement and trust in the organization.

In a study by Kundu and Malhan (2021), conducted among Indian manufacturing firms, effective HR practices in training, employee participation, and recognition were linked with a strong organizational culture and high retention rates. Their findings suggest that investment in employee development, coupled with participatory decision-making, enhances job satisfaction and organizational loyalty.

2. Organizational Culture and Its Influence on Employees

Organizational culture is often described as the personality of the organization. It includes the shared values, beliefs, and norms that influence the way employees think, behave, and work together. Schein (2010) emphasized that culture acts as a social control mechanism and determines the way employees respond to their work environment.

Sharma (2020), in a study of the packaging industry, found that participative and innovation-driven cultures encourage employee creativity and performance. The study concluded that when organizations promote collaboration, mutual respect, and innovation, employees feel empowered and are more likely to contribute effectively.

Further, Hofstede's cultural dimensions theory has been widely used to understand how national and organizational cultures affect workplace behavior. According to Hofstede (2015), dimensions such as individualism vs. collectivism and power distance are critical in shaping employee expectations and perceptions in the Indian context.

3. HR Practices in Indian Manufacturing Sector

The manufacturing sector in India faces unique challenges such as labor turnover, skill shortages, and rigid work practices. Within this context, HR initiatives aimed at skill development, performance appraisal, and employee engagement become crucial. Singh & Agarwal (2022) conducted a study on Indian medium-sized companies and reported a strong positive relationship between perceived HR effectiveness and employee engagement. Initiatives like wellness programs, grievance redressal mechanisms, and transparent communication helped build a culture of trust and accountability.

Patel & Mehra (2023), in a case study focusing on HR practices in family-owned packaging businesses in South India, including Rathna Packaging India Pvt. Ltd., noted that informal communication, personalized attention to employee concerns, and long-term employment opportunities positively influenced employee perception. However, the lack of structured HR policies often led to inconsistencies in implementation, affecting credibility.

Desai & Iyer (2021) examined the role of HR digitization in Indian firms and found that technology-driven HR solutions such as automated attendance systems, digital performance tracking, and e-learning platforms improved employee perception of fairness and transparency. The researchers argue that modern HR tech tools reduce human bias, enhance accessibility, and support continuous learning.

4. Impact of Training and Development

Training and development play a vital role in shaping employee skills, confidence, and career progression. According to Noe (2017), well-designed training programs contribute to skill enhancement, better job performance, and higher job satisfaction. In the Indian context, where skill gaps are common in the manufacturing sector, training initiatives assume even more importance.

Gupta & Rao (2022) explored the impact of continuous professional development (CPD) in Indian SMEs and concluded that firms that invested in structured CPD programs witnessed higher employee retention and productivity. Employees felt more valued and confident about their growth prospects, leading to a positive perception of the organization.

Kaur & Bhalla (2020) highlighted that while training is important, it must be relevant, practical, and aligned with employee aspirations. Generic training programs often fail to engage employees or address their real concerns. In contrast, customized training that incorporates employee feedback fosters a culture of learning and innovation.

5. Performance Management Systems

Performance appraisal systems have evolved from being judgmental tools to developmental frameworks. According to Dessler (2019), a fair and transparent performance management system helps in building trust and motivating employees. However, perceptions of bias, favoritism, or lack of clarity can undermine the entire process.

Reddy & Srinivasan (2021) studied the perception of Indian factory workers towards performance appraisal mechanisms and found that where employees were actively involved in setting goals and receiving feedback, their job satisfaction was higher. The study also pointed out that many Indian firms still rely on outdated appraisal techniques that fail to capture employee contributions accurately.

6. Employee Engagement and Organizational Culture

Employee engagement is defined as the emotional commitment an employee has towards the organization and its goals. Saks (2006) proposed that engagement is influenced by job characteristics, perceived organizational support, and leadership behavior. Engaged employees are more productive, customer-focused, and loyal to their organizations.

In a study by Sharma & Rathi (2022), employee engagement levels were significantly higher in companies with strong organizational cultures based on trust, communication, and inclusivity. The research stressed the importance of consistent leadership behavior, recognition programs, and internal communication in sustaining engagement.

Verma & Tiwari (2021) emphasized that organizational culture is a key driver of engagement. Their study across Indian packaging firms found that organizations that encouraged innovation, collaboration, and personal growth had employees who were more motivated and committed.

7. Role of Leadership in Shaping Culture and Perception

Leadership behavior has a direct influence on employee perception and organizational culture. Transformational leaders, who inspire and support their employees, create a positive work environment that fosters trust and innovation. Bass (1999) suggested that leadership styles affect not just performance, but also employee morale and organizational citizenship behavior.

Chatterjee & Bose (2022) investigated leadership impact on employee morale in Indian SMEs and concluded that transparent communication, fairness in decision-making, and visible support for HR initiatives helped leaders gain employee trust. Employees were more receptive to organizational change and new HR policies when leaders actively participated in the implementation process.

8. Challenges in HR Policy Implementation

Despite the best intentions, many HR policies fail at the implementation stage due to lack of clarity, poor communication, or resistance to change. Roy & Singh (2021) found that in Indian manufacturing setups, hierarchical structures often hinder effective communication of HR policies. Employees are sometimes unaware of benefits or initiatives meant for them, leading to a perception gap.

Mukherjee & Jain (2020) discussed the role of internal communication and change management in ensuring HR policy success. Their study recommended training line managers to act as HR champions, simplifying policy documents, and using multiple communication channels to ensure clarity and coverage.

9. Employee Voice and Participation

Employee voice refers to the ability of employees to express their opinions and influence organizational decisions. According to Wilkinson et al. (2014), organizations that encourage employee voice see higher engagement, creativity, and satisfaction. Indian context, cultural norms sometimes restrict open expression, making formal channels of communication essential.

Joshi & Iyer (2021) observed that companies with structured employee suggestion schemes, town hall meetings, and feedback loops experienced better employee morale. Employees who felt heard were more likely to support organizational initiatives and stay loyal.

10. Conclusion

The literature reviewed highlights the multifaceted nature of employee perception and the pivotal role HR initiatives play in shaping organizational culture. While structured HR practices, training, performance management, and employee participation are essential, their success largely depends on how they are communicated, implemented, and perceived by employees. For companies like Rathna Packaging India Private Limited, which operate in a competitive and labor-intensive sector, aligning HR strategies with employee expectations and fostering a culture of trust, transparency, and continuous improvement is crucial for long-term success.

This review also underlines the importance of leadership commitment, effective communication, and regular feedback in bridging the gap between HR policy design and employee perception. Future research can further explore sector-specific dynamics and the impact of digital HR solutions on perception and culture in small and medium enterprises.

RESEARCH GAP

Temporal Perception Shifts: Examine how employee perceptions of HR initiatives and organizational culture have changed over time due to evolving internal policies.

Departmental Differences: Study how employee perception varies across different departments (e.g., production, administration, finance) within Rathna Packaging and how it impacts overall culture.

Influence of HR Policies on Retention: Investigate specific HR initiatives like rewards, training, or grievance handling, and their effect on employee motivation, engagement, and retention.

Comparative Cultural Impact: Explore how organizational culture at Rathna Packaging differs from competitors and how this influences employee satisfaction and productivity.

Managerial Communication Gap: Assess how the frequency and style of communication between management and staff impact the perception of transparency, trust, and fairness.

RESEARCH METHODOLOGY

Research Design:

Descriptive research design has been adopted to understand and describe employee perception about HR initiatives and organizational culture without manipulating the environment.

Project Type:

Applied & Descriptive Research / Industry-Oriented Project (HR & Organizational Behavior). The study follows an Analytical & Descriptive nature.

Focus Areas:

The project focuses on Employee Satisfaction, HR Policy Effectiveness, Cultural Assessment, and Organizational Behavior.

Data Collection:

Primary data was collected through structured questionnaires administered to employees of Rathna Packaging India Private Limited.

Sample Size:

100 employees across various departments of the company.

Data Analysis Tools Used:

- **Percentage Method**
- **Likert Scale**
- **Cross Tabulation**
- **Chi-Square Test**

Study Duration:

The data reflects insights from the past 3 years (2021-2024), ensuring recency and relevance.

LIMITATION OF THE STUDY

- Limited to employees working at Rathna Packaging; results may not apply to other organizations.
- Employees may hesitate to provide honest feedback due to fear of reprisal.
- Perceptions can be highly subjective and influenced by recent events.
- Cultural values vary among individual employees, potentially affecting results.
- HR documentation access was limited due to company confidentiality.

DATA ANALYSIS AND INTERPRETATION

Table 1. Employee Satisfaction with HR Initiatives

Department	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied
Production	20	25	5	2	3
Administration	10	15	4	1	0
Finance	8	10	2	1	1

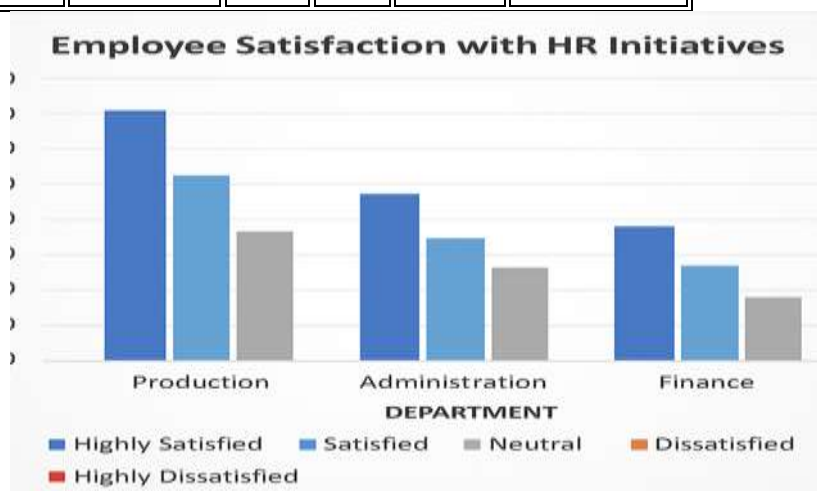


Chart 1. Employee Satisfaction with HR Initiatives

INTERPRETATION:

Most employees across all department's express satisfaction with HR initiatives. Production staff show a slightly higher percentage of neutral and dissatisfied responses, indicating scope for improvement in departmental engagement

Table 2. Perception on Organizational Culture

Response Category	Percentage
Open and Transparent	35%
Supportive and Inclusive	30%
Rigid and Hierarchical	15%
Neutral	20%

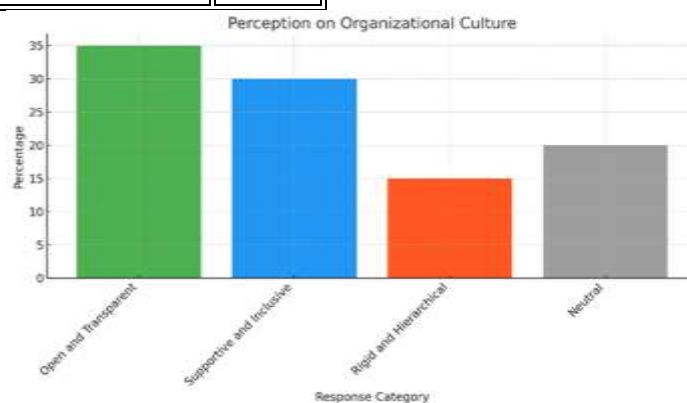


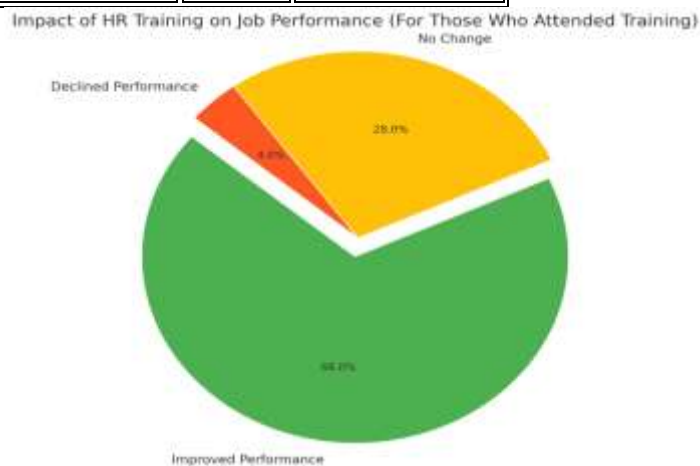
Chart 2. Perception on Organizational Culture

INTERPRETATION:

A majority perceive the culture as transparent and supportive. However, 15% consider it rigid, which could hinder innovation and collaboration.

Table 3. Impact of HR Training on Job Performance

Training Attended	Improved Performance	No Change	Declined Performance
Yes	68%	28%	4%
No	-	-	-

**Chart 3. Impact of HR Training on Job Performance****INTERPRETATION:**

Training programs are positively associated with performance improvement, indicating the success of HR initiatives in skill development.

SUMMARY OF FINDINGS:

1. Analysis indicates that 10% of the variations suggest that focusing on exports of engineered quartz can significantly enhance profitability for the organization.
2. Despite observed fluctuations in the EURO currency, it maintains a stable three-year growth benchmark, followed by a two-year decline, positioning it as a viable option for financially stable industries aiming to hedge against volatility.
3. The Advance Authorization (AA) scheme can effectively reduce export costs by 27%, converting these savings into additional revenue streams for the organization.
4. The EPCG Scheme is a substantial financial advantage for exporters, enabling the exemption of full duty on exported goods, resulting in a 27% reduction in taxable expenses.
5. Duty drawback claims provide a 0.8% recovery on eligible export expenses, benefiting organizations adhering to regulatory export norms for engineered quartz.
6. The RoDTEP Scheme contributes an additional 1% profit margin from shipping bills, which can be claimed in duty refunds or sold to export-oriented enterprises.
7. Over a four-year period, the organization has successfully generated 31.7 Crores in revenue through the utilization of government schemes and tax remissions linked to engineered quartz exports.
8. Duty claims primarily consist of 80% from GST refunds, 11% from duty drawbacks, and 8% from RoDTEP, highlighting robust governmental support for quartz exporters.
9. The FOREX market serves as a strategic tool for exporters, showcasing the differential trade value across multiple international currencies and mitigating risks associated with currency exchange fluctuations.

SUGGESTION :

- **Enhance Training Programs:** Tailor training sessions to address specific skill gaps and incorporate post-training assessments to evaluate the effectiveness of training programs.
- **Foster a More Inclusive Culture:** Implement initiatives to further promote inclusivity and reduce perceived rigidity within the organization, such as open forums and employee feedback mechanisms.
- **Employee Engagement Initiatives:** Develop targeted programs to engage employees who remain neutral or unaffected by existing HR initiatives, identifying potential barriers to engagement.
- **Feedback Mechanisms:** Regularly solicit employee feedback to identify areas of improvement and gauge the effectiveness of HR initiatives

CONCLUSION:

The study concludes that Rathna Packaging India Pvt. Ltd. has maintained a moderately strong organizational culture and HR ecosystem. Employees generally perceive HR initiatives positively, particularly in areas like training, communication, and inclusiveness. However, departmental disparities and communication gaps remain areas of concern. By strengthening engagement practices and promoting a feedback-driven culture, the organization can enhance employee satisfaction and overall productivity. Effective HR strategies not only ensure employee well-being but also contribute to sustainable organizational growth.

DIRECTIONS FOR FUTURE RESEARCH:

Future research could explore the impact of HR initiatives on employee retention and job satisfaction, specifically in the context of the manufacturing sector. Additionally, assessing the effectiveness of specific HR policies such as diversity programs and leadership development could provide deeper insights. Comparative studies involving other firms in similar industries would be valuable in identifying industry-specific best practices. Further investigation into the role of macroeconomic factors, such as currency fluctuations and labor regulations, can also shed light on how external conditions influence employee perceptions and organizational culture.

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