



# INTERNATIONAL JOURNAL OF CREATIVE RESEARCH THOUGHTS (IJCRT)

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## A STUDY ON EMPLOYEES PERCEPTION TOWARDS HR PRACTICES

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### INTRODUCTION

#### 1.INTROUDUCTION ABOUT THE TOPIC

Organization is a place where the entire employees are going to work together. Commonly in any organization perception towards the work and organizational Human recourse practices play the very important role. Human Resource practices in organization describe about the perception of the employee towards the job and organization. In my Internship study I focused on the Human Resources practices and Culture of the Mahindra president motors.

In any organization HR practices play the very important role in the development of the organization and it keep the employee happy with there work. Organization working culture is going to define the employee perception about the organization and HR Practices. In a present situation many organizations are focusing to create employee's friendly environment and working condition. Due to the bad Culture and unfriendly HR practices employees are leaving their job or they are changing their workplace one organization to another organization and its also somewhere becoming the trend of the employees in the organization.

The best HR practice in an organization are going to create a good working culture of the organization. This study brings about the organization culture HR aspects of the employee's in the factory. The culture of the organization consists of the values and beliefs of the people in an organization that support the organizational goals, Organizational culture have an impact on employee's satisfaction. This also describes different dimensions of organizational performance. Research shows that if employees are committed or having the

same norms and values per organization have, can increase the performance towards achieving the over all organizational goals. The review states that various attributes of organization culture have the positive influence on the performance of the employees in an organization. The organization culture is the system of shared meaning held by members distinguishes another organization from another organization. The system shared meaning is key characteristics that organization values.



### **PERCEPTION OF EMPLOYEE**

When an individual looks at a target and attempts to interpret what he or she sees that Interpretation is heavily influence by the Personal characteristics of the individual Perceiver. Personal characteristics that effect Perception include a person's attitudes, Personality, motives, interests, past experience and expectation.

- PRIMARY OBJECTIVE
  - To understand the employee perception with
  - Regard to various organizational aspects.
  
- SECONDARY OBJECTIVE
  - To know the level of employee

- Satisfaction based on their perception.

## **ORGANIZATION**

An organization is an entity comprising multiple people, such as an institution or an association, which has a particular purpose. All organizations as a management structures that determines relationships between the different activities and the members, and subdivides and assign roles, responsibilities, and authority to carry out different tasks. Organizations are open system – they effect and are affected by their environment.

## **HR PRACTICES**

**Strategic Management:** The strategic Management process is a management technique used to plan for the future: Organizations create a vision by developing long-term strategies. This helps identify necessary processes and resource allocation to achieve those goals.

**Workforce Planning and Employment (recruitment and selection):** Recruitment and Selection is an important operation in HRM, designed to maximize employee strength in order to meet the employer's strategic goals and objectives. It is a process of sourcing, screening, shortlisting and selecting the right candidates for the required vacant positions.

**Human Resource Development (training & Development):** Training and Development is a subsystem of an organization which emphasize on the improvement of the performance of individuals and groups. Training is an educational process which involves the sharpening of skills, concepts, changing of attitude and gaining more knowledge to enhance the performance of the employees.

**Total Rewards (compensation & benefits):** Compensation and benefits refers to the compensation/salary and other monetary and non-monetary benefits passed on by a firm to its employees. Compensation and benefits are an important aspect of HRM as it helps to keep the workforce motivated.

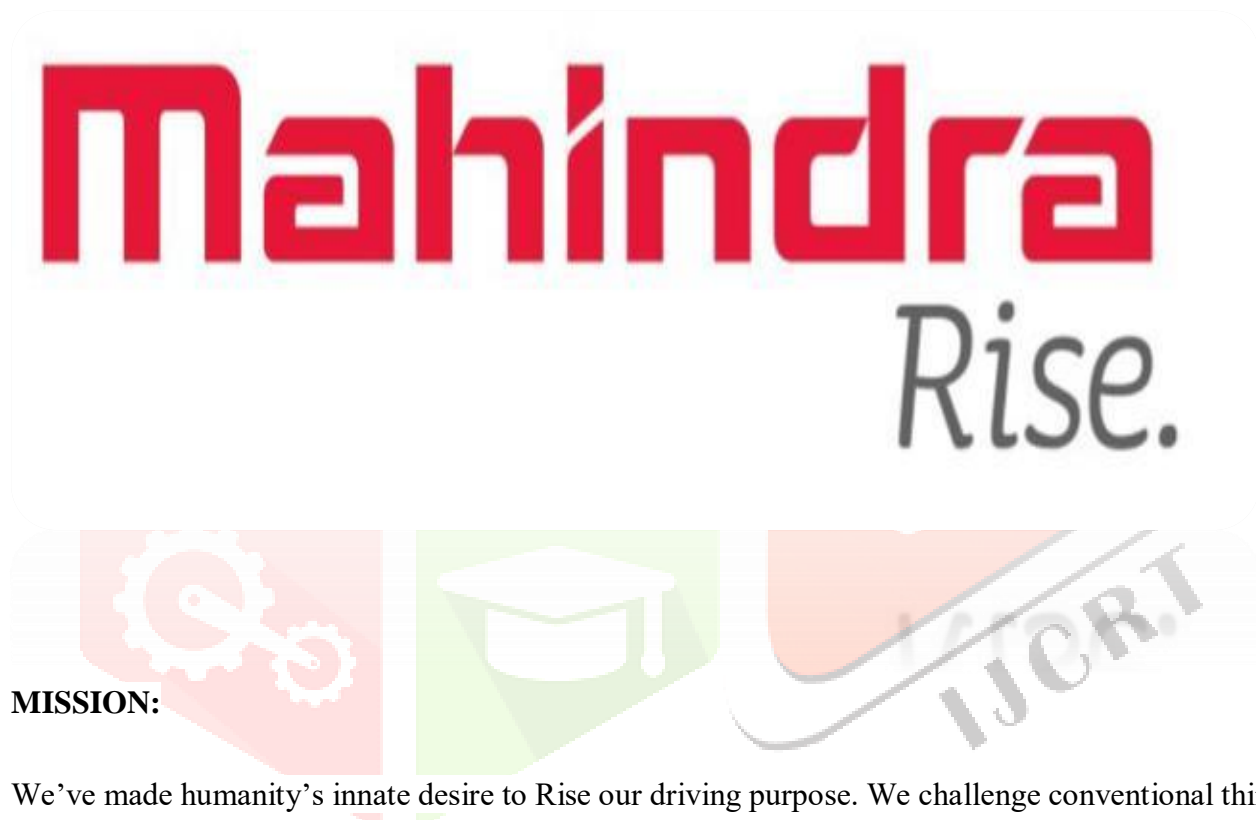
**Policy Formulation:** Policy formulation is the development of effective and acceptable courses of action for addressing what has been placed on the policy agenda.

**Employee and Labour Relations:** The employee and Labour Relations function of the Human Resources Department is commonly associated with matters such as investigations, counselling and disciplinary actions, but that certainly is not its primary mission.

**Risk Management:** Risk management is the process of identifying, assessing and controlling threats to an organization's capital and earnings. These threats, or risks, could stem from a wide variety of sources, including financial uncertainty, legal liabilities, strategic management errors, accidents and natural disaster

## INTRODUCTION ABOUT MAHENDRA AND MAHENDRA COMPANY LTD.

Mahindra and Mahindra Limited (M&M) is an Indian multinational automobile manufacturing corporation headquartered in Mumbai, Maharashtra, India. It is one of the largest vehicle manufacturers by production in India and the largest manufacturer of tractors in the world. It is a part of Mahindra Group, an Indian conglomerate. It was established in 1945 as Muhammad & Mahindra and later renamed as Mahindra and Mahindra. It was ranked 17<sup>th</sup> on a list of top companies in India by Fortune India 500 in 2018. Its major competitors in the Indian market include Maruti Suzuki and Tata Motors. As of 31 March 2018, the company had 41,673 employees, 20,806 of whom were temporary employees, apprentices and trainees. It also had 690 (3%) permanent female employees on the same date.



### MISSION:

We've made humanity's innate desire to Rise our driving purpose. We challenge conventional thinking and innovatively use our resources to drive positive change in the lives of our stakeholders and communities across the world, to enable them to Rise. This purpose is why we exist, come to work every day, and strive continuously in delivering our promise. **“One Team. One Plan. One Goal.”**

### VISION

People working together as a lean, global enterprise for automotive leadership.”

### WORKING STYLE OF PRESIDENT MOTORS

The President Motors is located in Navsari. Operations and commands to the employees are delivered from President Motors through Navsari itself. The day start from 10:00 AM and employees so employees can easily setup and start their work. Employees remind their customers for car service and they also offer test drive for new cars. 1:00PM to 1:45 PM is break time for their lunch and their day ends at 7:30 PM.

## KEY PEOPLES

- Keshub Mahindra (Chairman Emeritus, Mahindra & Mahindra Ltd)
- Anand Mahindra (Chairman Mahindra Group)
- Dr. Pawan Goenka (Managing director and CEO)
- Dr. Anish Shah (Deputy managing director and CFO)
- Rajesh Jejurikar (Executive Director (Auto & Farm Sectors))
- SP Shukla (Group President (Defence, Aero & Agri Sector))
- Ashok Sharma (President, Agri Business; MD & CEO, Mahindra Agri Solutions Ltd)

## PRODUCTS



Global company as far as its operations and reach are concerned. It has its assembly units in China, USA and the UK, along with other countries. Mahindra cars, especially the SUVs and the tractors, are high in demand not just in India but also in South Africa, Australia, Malaysia and other parts of the world. Mahindra manufactures SUVs, saloon cars, pick-up vehicles, lightweight commercial vehicles, heavy-weight commercial vehicles, motorcycles and tractors.

## The Acquisitions and the Expansion

The Mahindra & Mahindra company's expansion story is one of the most inspiring as the company has taken a strong foothold in the foreign markets in a very less time. The company entered the two-wheeler segment

with the acquisition of Kinetic Motors in India. The company also has a controlling stake in REVA electric car company and has also acquired South Korean based, SsangYong Motor Company as of 2011.

The business expansion for Mahindra & Mahindra, however, started in 2007 with its joint venture with Renault. However, the joint venture soon dissolved. The company continued its expansion with acquiring a 51% control in Peugeot Motorcycles in 2014. The company, along with its affiliate, Tech Mahindra Ltd. Has acquired a major stake in the Italian car designer, Pininfarina Spa. The company has also acquired a 75% equity in Hisarlar Makina Sanayi Ve Ticaret Anonim, a company that manufactures farm equipment, and this acquisition allowed Mahindra to foray into the Turkish market.

The latest acquisition by Mahindra & Mahindra in September 2017 was the Erkunt Traktor Sanayi AS, a Turkish tractor company. As a result, now Mahindra boasts a widespread global presence in different automobile and vehicle segments.



## PRODUCT PROFILE OF PRESIDENT MOTORS

### Models of Mahindra

Mahindra cars price starts at Rs. Mahindra KUV100 NXT at 4.88 lakh and goes up to Rs.30.7 lakh for the top model Mahindra Alturas G4. The Models that are sold at President Motors are as Follows: -

### **1.Mahindra TUV300**

The Diesel engine is 1493 cc. It is available with the Manual transmission. Depending upon the variant and fuel type the TUV 300 has a mileage of 18.49 kmpl. The TUV 300 is a 7-seater SUV and has a length of 3995mm, width of 1795mm and a wheelbase of 2680mm.

### **2.Mahindra XUV300**

The Mahindra XUV300 will get a 1.2-litre petrol and a 1.5-litre diesel engine. The petrol engine makes 110 bhp and 200 newton metres of peak torque while the diesel engine pumps out 115 bhp and churns out a class-leading torque of 300 newton metres. A 6-speed gearbox is standard and there will be no Automatic for now.

### **3.Mahindra Alturas G4**

The Diesel engine is 2157 cc. It is available with the Automatic transmission. Depending upon the Variant and fuel type the Alturas G4 has a mileage of 12.05 to 12.35 kmpl. The Alturas G4 is a 7 Seater SUV and has a length of 4850 mm, width of 1960 mm and a wheelbase of 2865 mm. Mahindra Marazzo. The Diesel engine is 1497 cc. It is available with the Manual transmission. Depending upon the variant and fuel type the Marazzo has a mileage of 17.3 kmpl. The Marazzo is an 8 seater MPV and has a length of 4585 mm, width of 1866 mm and a wheelbase of 2760 mm.

### **4. Mahindra XUV500**

The Diesel engine is 2179 cc. It is available with the Manual and Automatic transmission. Depending upon the variant and fuel type the XUV500 has a mileage of 15.1 kmpl. The XUV500 is a 7-seater SUV and has a length of 4585mm, width of 1890mm and a wheelbase of 2700mm.

### **5. Mahindra KUV100 NXT**

The Diesel engine is 1198 cc while the Petrol engine is 1198 cc. It is available with the Manual transmission. Depending upon the variant and fuel type the KUV100 NXT has a mileage of 18.15 to 25.32 kmpl. The KUV100 NXT is a 6-seater Hatchback and has a length of 3700mm, width of 1735mm and a wheelbase of 2385mm.

### **6. Mahindra Scorpio**

The Diesel engine is 2523 cc and 2179 cc. It is available with the Manual transmission. Depending upon the variant and fuel type the Scorpio has a mileage of 15.4 to 16.36 kmpl. The Scorpio is a 7-seater SUV and has a length of 4456mm, width of 1820mm and a wheelbase of 2680mm.

### 7. Mahindra Thar

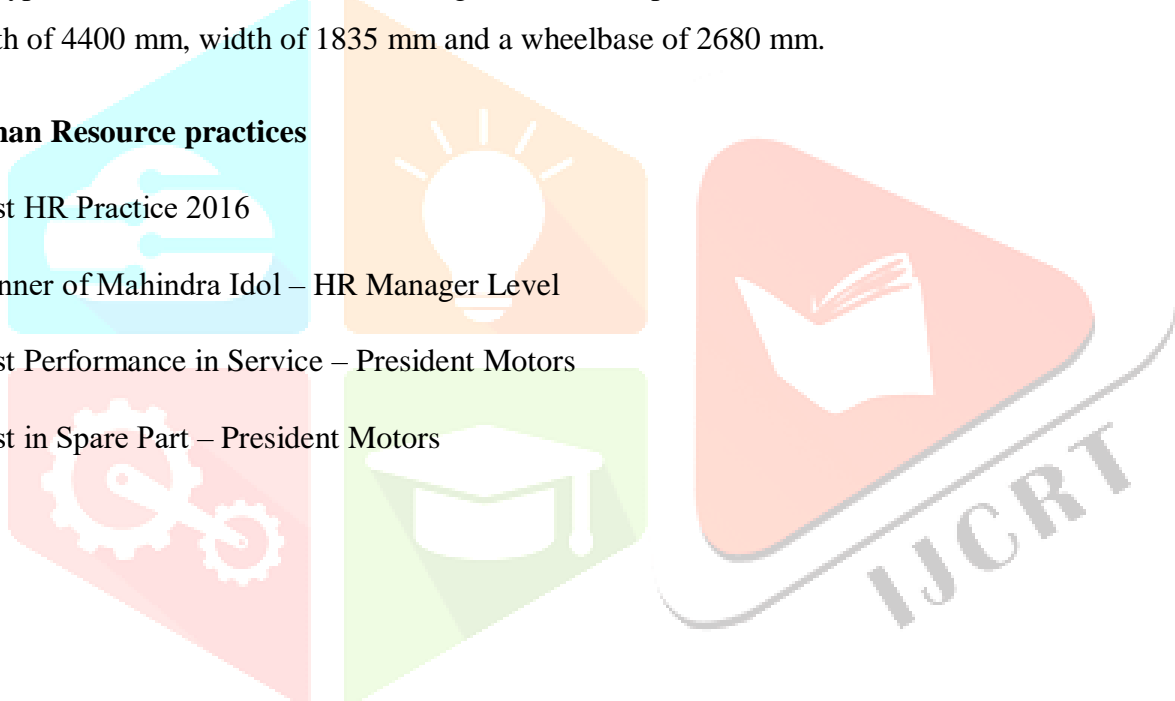
The Diesel engine is 2498 cc. It is available with the Manual transmission. Depending upon the variant and fuel type the Thar has a mileage of 16.55 kmpl. The Thar is a 6-seater SUV and has a length of 3920mm, width of 1726mm and a wheelbase of 2430mm.

### 8. Mahindra TUV300 Plus

The Diesel engine is 2179 cc. It is available with the Manual transmission. Depending upon the variant and fuel type the TUV 300 Plus has a mileage of 18.49 kmpl. The TUV 300 Plus is a 9-seater SUV and has a length of 4400 mm, width of 1835 mm and a wheelbase of 2680 mm.

### Human Resource practices

- Best HR Practice 2016
- Winner of Mahindra Idol – HR Manager Level
- Best Performance in Service – President Motors
- Best in Spare Part – President Motors





# LITERATURE REVIEW



## 2.1 Literature review

**(A, h. m. 2014)** The Effect Of Human Resources Management Practices On Employee Performance The study population, which consisted of employees in the MSI, comprised 40 respondents. To achieve the study objectives, the researcher developed and distributed a questionnaire, and collected and analyzed the data using SPSS. An overall analysis was performed based on the descriptive statistics and correlation analysis. The results indicated that recruitment and selection and compensation significantly correlated with the employee performance in MSI. The paper provide recommendations for improving recruitment and selection and compensation in MSI.

**(alnaqbi, w. 2011)** The relationship between human resource practices and employee retention in public organizations. The purpose of this study was to identify HR practices and other factors such as job satisfaction, organisational commitments and leadership practice that affect employee retention in the UAE with emphasis on public organizations, in a comparative study of Sharjah and Dubai. To accomplish this task, both quantitative and qualitative research approaches were employed. The results show that national culture has a direct influence on organisational culture. Research participants indicate that the current workplace culture is not highly satisfactory, and that strategies are needed to improve it. The research finds

that lack of empowerment and management style are factors that influence the retention of employees in UAE public organizations.

**(Dr. S. Fabiyola kavitha, R. R. 2017)** A STUDY ON EMPLOYEES PERCEPTION TOWARDS JOB SATISFACTION under HR practices and perception .Stratified random sampling Employees perception is formed by organizational roles, styles of leadership, styles of communication at the workplace etc. and so it is very important that the organization be able to form the correct perception in the minds of its employees.The survey depicts that 38%of the employees felt that there is good work culture in their organization and 12% of the employees felt that they have excellent Work culture in the organization.

**(iqbal, s. 2016)** EMPLOYEES' PERCEPTION REGARDING THE ROLE OF SPECIFIC HRM PRACTICES IN KNOWLEDGE INTENSIVE FIRMS. Questionnaires of this study were distributed by the gatekeepers and completed questionnaires were received by the contact persons at a time convenient to the respondents. The results of the study revealed that employees perceive that in this dynamic business environment organisational recruitment practices should be on priority. Fair recruitment and selection processes may boost employees' confident to collaborate and share their skills and with colleagues. This may help to create new knowledge that can eventually improve organization's knowledge capability. This study suggests a future research to confirm the results regarding employees' knowledge sharing behaviour by using relatively large sample across different business sector and countries.

**(jarad, I. y. 2010)** Organizational Culture and Organizational Performance 60 research studies covering 7619 companies and small business units in 26 countries have found that market culture and business performance are strongly related. This positive correlation is identified by more than 35 performance measure. organizational culture was based more on differences in norms and shared practices, which was learned at the workplace and considered as valid within the boundaries of a particular organization. Hence, in the context of organizational culture, cultural differences resided more on practices while national, the differences lie in values.

**(kosiorek, D. 2016)**Relationships between organisational culture and human resource management The objective of this article is to present connections between organisational culture and human resource management (HRM), taking into account differences resulting from the existence of numerous typologies of such cultures. organisational culture and practices adopted by an organisation within the scope of particular personnel functions. Level characteristic for homogeneous and strong organisational cultures organisational effectiveness is connected, among other things, with labour costs, which are influenced by both an organisation's remuneration system and its employees' level of competence. Thirdly, organisational culture is a source and foundation for work methods and behaviours, and thus it constitutes a factor supporting the managing personnel in the pursuit of an organisation's goals.

**(M.E., D. C. 2017)** HRM Practices in IT Sector The 50 questionnaires are given to some employees and then with the opinion of the employee's bar chart is prepared. The questionnaires are given with one-two chosen answers based on that the percentage of satisfaction and dissatisfaction is eradicated. The greater

number of dissatisfaction issues are identified i.e. performance evaluation, promotion, transportation facility, Appraisals. These issues are discussed and given some of the suggestions to make employees satisfaction.

**(MADANAT, H. G. 2018)** LEVEL OF EFFECTIVENESS OF HUMAN RESOURCE MANAGEMENT PRACTICES AND ITS IMPACT ON EMPLOYEES' SATISFACTION A questionnaire was developed and administered to 540 employees in the banking sector of Jordan out of which 406 were returned to test research hypotheses. The findings revealed a high level of effectiveness of all HRM practices combined and for four individual practices (HR planning, staffing, training & development and performance appraisal); while, a medium level of compensation effectiveness was yielded. It has been found that employees' satisfaction level was medium. A strong positive relationship has been identified between the effectiveness of HRM and employees' satisfaction. The study recommended improving financial compensation system of banks, which would positively increase the level of employees' satisfaction.

**(RAHMAN, M. M. 2012)** The Role of Human Resource Management practices on Job Satisfaction and Organizational Commitment This study aims at exploring the impact of HRM practices on job satisfaction and organizational commitment the influencing factors relating to HRM practices on job satisfaction and organizational commitment are job security, reward, training and development, equity, attitude of the top management and work autonomy, etc. A survey has been conducted among 1000 employees a structured questionnaire and analyzed them objectively. To quantify those factors a five point rating "likert scale" has been used in this paper. After tabulating the primary data the researchers conducted various tests such as Chi- square test, ANOVA test and identified a number of key findings as to the affect of HRM practices on Job satisfaction and Organizational commitment at banking sector.

**(Riet, S. v. 2016)** Focusing on employees' perception of HRM; HRM satisfaction and distinctiveness considered HR distinctiveness is measured as a process variable. Organizational outcomes as affective commitment and innovative behaviour are the content variables which are being measured. The data used in this study is collected through questionnaires. employees also make attributions due to personal factors, such as uncertainty avoidance, which can positively influence de relationship between HR satisfaction and innovative behaviour.

**(SAIFALISLAM. 2014)** Human Resource Management Practices: Influence of recruitment and selection, and training and development on the organizational performance The sample comprises staff and lecturers of the university. To achieve the study objectives, the researchers developed a questionnaire, which was administered in a survey. The collected data were analyzed by using SPSS. The analysis of the descriptive statistics and correlations indicated that recruitment and selection as well as training and development significantly correlated with the organizational performance.

**(singh, A. k. 2009)** HRM PRACTICES AND ORGANIZATIONAL CULTURE IN SELECTED PRIVATE SECTOR ORGANIZATIONS The review of literature has identified that the major chunk of research in India emanates from descriptive data and experience sharing, which does not serve certain practice-oriented concerns. The questionnaire consists of 90 items, of which (1) 69 items concern HRM practices of the

organization, and (2) 21 items concern organization culture. The correlation analysis has been used to infer the relationship between variables of HRM practices and organizational culture. A healthy culture is required for utilizing and enhancing employee competencies and to develop people

**(soni, S. 2019)** 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.

**(tejeji, m. e. 2013)** EMPLOYEES' PERCEPTION OF THE PROBLEMS AND PRACTICES OF EMPLOYEE PERFORMANCE EVALUATION the study has the objective to assess the perception of employees towards the problems and practices of performance evaluation. On the basis of data collected through questionnaires and interview which are founded on the theoretical assessment of related literatures; the researcher has tried to unearth some of the real problems of appraisals based on the opinion of the rates in that particular organization. The questionnaire was distributed to 200 employees. the appraisal system to be effective, at least the forms that measures jobs having similar characteristics need to be customized and tailor made.

**(aziz, m. f. 2015)** Employees' perception about organizational culture; with and without ethnic diversity conducive organizational culture has been proved to be imperative for an efficient organizational performance. The study was conducted on two higher level educational institutions in two different countries: a university in Pakistan having a homogeneous workforce and a college in the Sultanate of Oman carrying a heterogeneous workforce where diversity is integrated with organizational culture as a diverse work force from many different cultural backgrounds and nationalities is working in Omani educational institutions. After data analysis, it was found that faculty members working in a diversity integrated culture have a better perception about their organization than those serving in a culture without diversity. A comprehensive descriptive analysis was done to analyze organizational climate in both the institution in this study. Total 85 Surveys (45+40) Frequency distribution of Ibri College of Technology (Sultanate of Oman) is given in below table, it has an ethnically diverse work force. There were 36 expatriate respondents and only 9 were local respondents.

**(barabasz, a. 2014)** Perception of organizational culture, commitment and loyalty of corporation employees The article is of empirical nature. It presents the results of research dedicated to identification of the organizational culture and the commitment of the employees . The main aim of the research was to identify the types of the organizational culture and to define the level of commitment of employees and loyalty, taking into account factors like branch location and nationality of the surveyed people. An analysis of the

responses to the questionnaire shows that the trends observed in the majority of global companies are also present in the company X; for example, the higher the position held, the greater the tendency to award more points to the clan culture and rate the adhocracy culture as the least relevant.

**(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.

**(boonen, i. 2018)** the effects of employees' perceptions regarding the effectiveness of HR practices have been under researched. This study examines to what extent the use of HR practices (i.e. employee development, career opportunities, performance management, job design, communication and information sharing, participation, work-life balance, job security and rewards) influences employee performance and to what extent this relationship is mediated by the perceived HR effectiveness and moderated by the perceived organizational support. e. A cross-sectional study was conducted among 464 employees from different Dutch organizations in various sectors. Results support the positive relationship between use of HR practices and HR effectiveness ratings. Furthermore, the results support the positive relationship between use of HR practices and employee performance except for the HR practices employee development and rewards.

**(dd, s. 2018)**The culture and working climate has a significant impact on the performance of its employees. The component "Adaptability" followed by "Mission" and "Involvement" were more dominant in the organizational culture. A majority of the employees perceived that they were treated humanities free to express then opinion/feelings and clear on how to do their task/work. There was a positive and significant correlation of respondents' job satisfaction and their commitment with organizational culture and climate indicating that the employees who were satisfied with their job had favourable perceptions' towards organizational culture and working climate .The study conducted on a random sample of 80 employees.

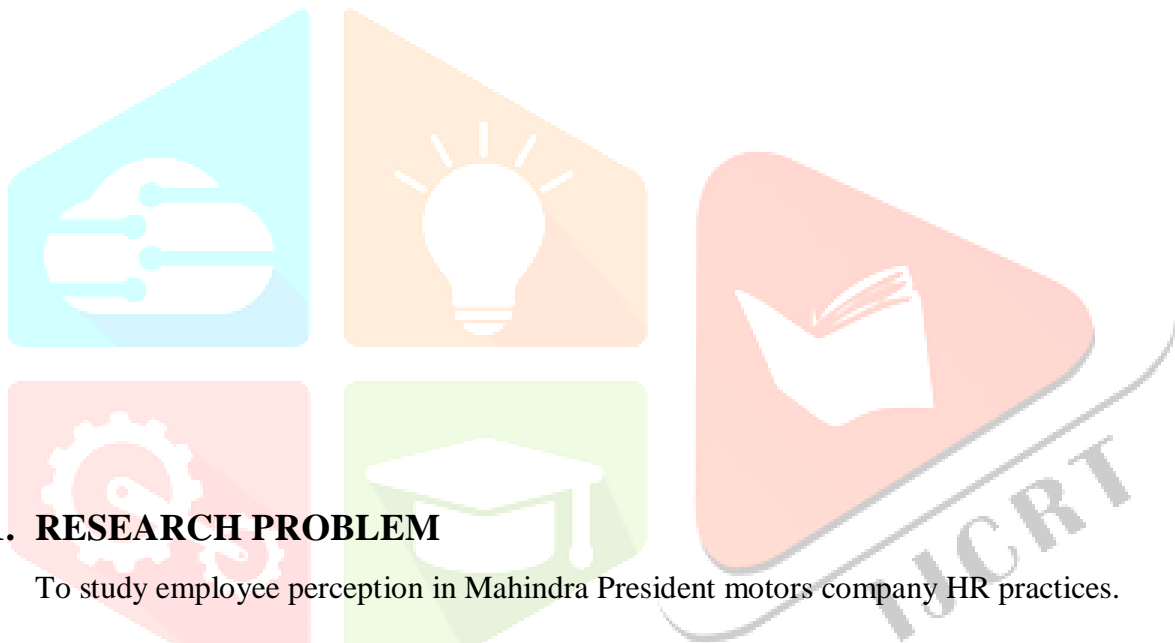
**(dereje mesfin, m. w. 2020)**The concept of Organizational Culture (OC) which refers to the pattern of values, norms, beliefs,attitudes and assumptions may not be articulated through verbal language. However, it shapes the way people behave and the way things get done in an organization. Paired t-test 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.

**(jolly, c. j. 2012)** Globalisation has led to opening up avenues when it comes to business opportunities. Multinational Organizations nowadays tend to have a presence in various nations and also have a tendency to employ a diverse work force. Therefore the HR department has had to make a lot of changes in the way their organizations work culture is developed since they have to incorporate the views and culture of employees from diverse backgrounds. cross sectional survey and quantitative survey methodology was adopted for this study. The study determines that if individuals perceive certain practices in a positive light, then there's a very good chance that they will consider the rest of the HR practices with the same positive outlook and vice versa.

**(kannan, d. v. 2014)** To study the perception of the employees towards human resource management policies and practices of the select co-operative sugar mills in Tamil Nadu. For this reason 513 employees were selected from 4 co-operative sugar mills. Male respondents, respondents in the age group above 55 years, respondents having PG and above qualifications, respondents belonging to monthly salary of above Rs.35000, officers, respondents belonging to length of experience above 30 years, permanent employees. The objectives of the present study are as follows to study the perception of the employees towards human resource management policies and practices of the select co-operative sugar mills. The primary data were collected from 513 employees with the help of questionnaire. Pre-testing of questionnaire was done.

**shweta rajput, d. v. (2018)** There is a growing need for the integration of environmental management into Human Resource Management (HRM) – Green HRM – research practice. This paper summarizes the findings of the first phase of a longitudinal study. It is limited at this stage by a relatively small data sample, given that there are only a limited number of Green Star-rated buildings that have been in operation for more than 12 months at this stage of data collection. The descriptive statistics of the items. Result of exploratory factor analysis showed that there are four factors extracted out of 15 questions of employee perception of green initiatives which explained 68 percent of total variations in the scores.

# RESEARCH METHODOLOGY



## 1. RESEARCH PROBLEM

To study employee perception in Mahindra President motors company HR practices.

## 2. PROBLEM STATEMENT

To study the employee's satisfaction with the HR practices in the company.

## 3. OBJECTIVE OF RESEARCH

### A. Primary objectives:

To study HR practices being implemented in Mahindra president motors

### B. Secondary objectives:

- To study HR practices that lead to positive perception of employees
- To study HR practices that lead to negative perception of employees

## 4. RESEARCH DESIGN:

The research design used in this project is "DESCRIPTIVE RESEARCH DESIGN"

As descriptive research is used to describe characteristics of a population or phenomenon being studies. It does not answer questions about how/when/why the characteristics occurred. Rather it addresses the ‘what’ question. The characteristics used to describe the situation are usually some kind of categorical scheme also known as descriptive categories.

## 5. SAMPLING METHOD

Simple random sampling method is used in the project.

- **Sample size**

The sample size is 70 employees are taken.

- **Population**

There are 100 up employees are there at Mahindra President Motors.

- **Tools and Techniques**

Survey (Questionnaire) method is used.

## 6. Research limitation

- Duration of internship period
- Accurate company objectives were not designed as it is an organization of more than 500 showrooms.

## 7. DATA COLLECTION

### A. Primary source

In this research study, survey is the primary source of data collection. To analyse the employee’s opinion and feedback about the recruitment and selection process, which is collected through Questionnaire.

### B. Secondary source

Secondary data sources are magazine, Company booklet, and from company’s website.





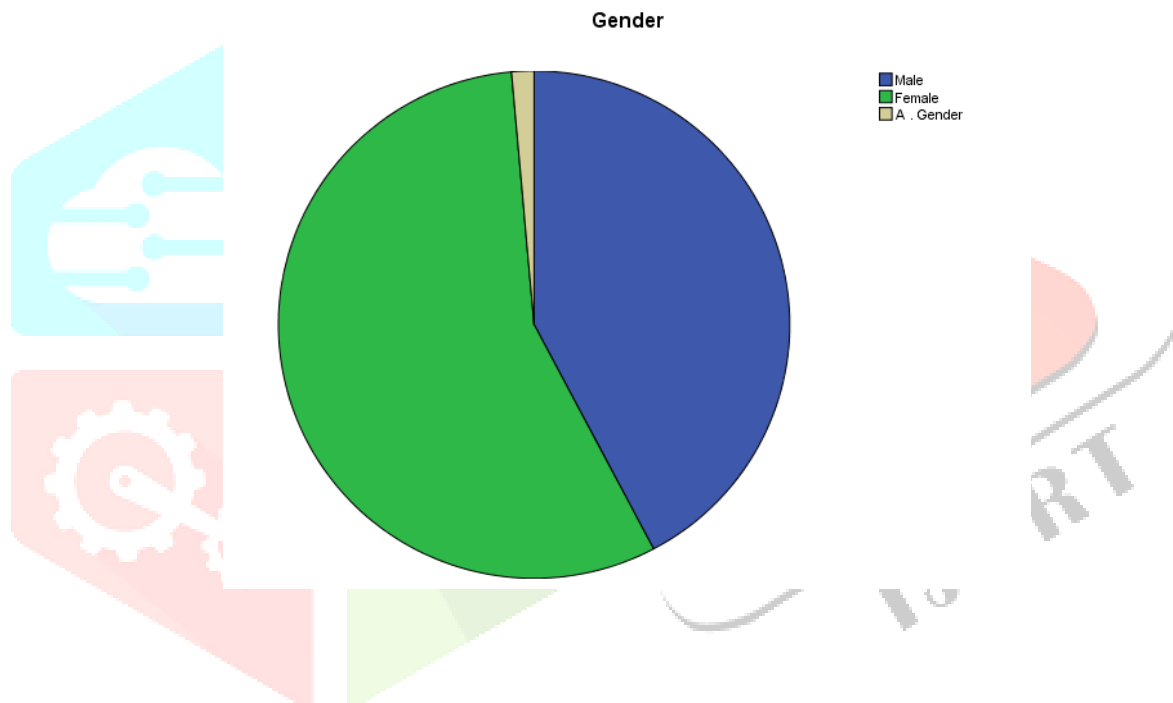
# **DATA ANALYSIS AND INTERPRETATION**

<b>Statistics</b>		
	<b>N</b>	
	<b>Valid</b>	<b>Missing</b>
Gender	71	0
Age group	71	0
Education qualification	71	0
Marital status	71	0
Clear understanding of HR policies and procedures	71	0
HR practices implemented utmost transparency	71	0
Task easier and more comfortable	71	0
Flexibility	71	0
Sufficient Salary /Monetary incentives	71	0
Fairly distribution of rewards and incentives	71	0
Paid adequately for work done	71	0
Encourage employees to take initiative	71	0
Team opinion and ideas	71	0
Influencing factors for leave the job	71	0
HR practices framed	71	0
Upgradation of HR practices	71	0
Effective communication about changes in policies and procedures	71	0

## 1. Gender

**Table 5.1**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	30	42.3	42.3	42.3
Female	40	56.3	56.3	98.6
Total	71	100.0	100.0	



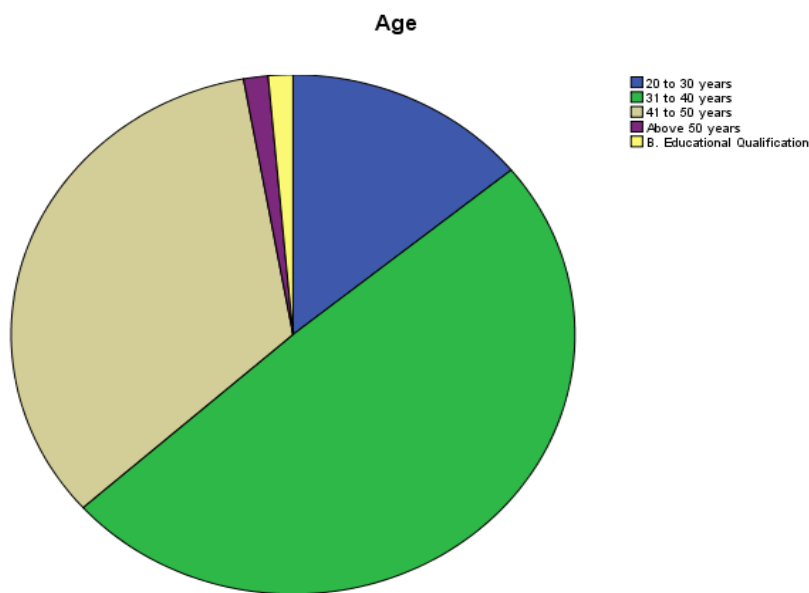
### Interpretation:

From the above chart and table respectively, out of 100 respondents, 42% of the respondents are male and 56% of the respondents are female, which shows high working female percentage

## 2. Age

**Table 5.2**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20 to 30 years	10	14.1	14.1	14.1
31 to 40 years	35	49.3	49.3	63.4
41 to 50 years	24	33.8	33.8	97.2
Above 50 years	1	1.4	1.4	98.6
Total	71	100.0	100.0	



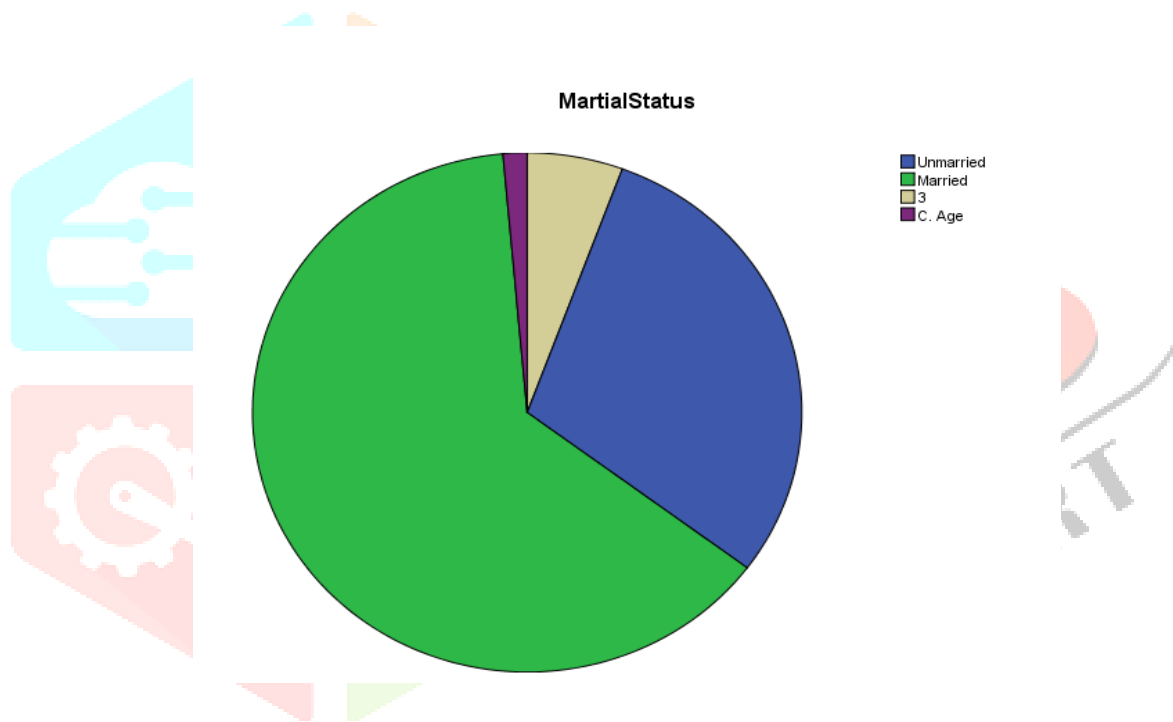
**Interpretation:**

From the above chart and table respectively in age wise, 14% of the respondent belongs to the age of 20 to 30 year, 49.3% of the respondent belongs to the age group of between 31 to 40 year, 33.8% of the respondent belongs to the age group of between 41 to 50 years, 1.4% of the respondent belongs to the age group of above 50 years.

**3. Martial status**

**Table 5.3**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Unmarried	21	29.6	29.6	29.6
Married	45	63.4	63.4	93.0
Total	71	100.0	100.0	

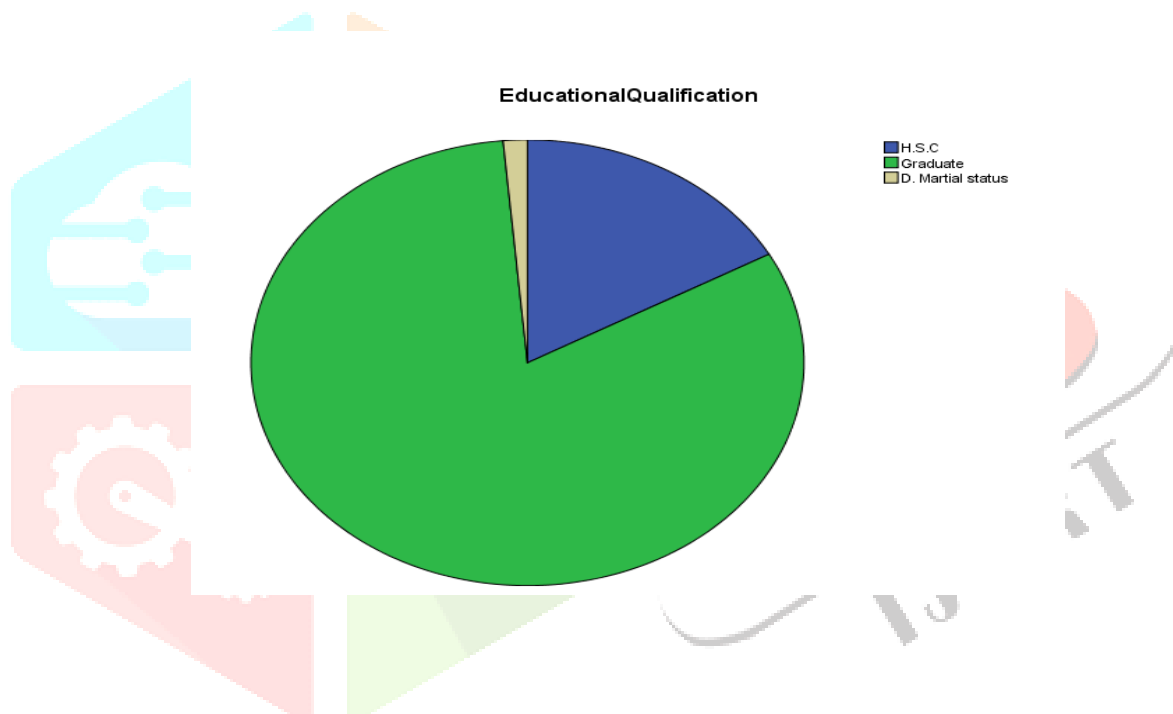


**Interpretation:** From the above table and graph represented that the majorities of employees are married, and minorities are unmarried.

#### 4. Educational qualification

**Table 5.4**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	H.S.C	12	16.9	16.9	16.9
	Graduate	58	81.7	81.7	98.6
	Total	71	100.0	100.0	



**Interpretation:** From the above table and graph represented that the majorities of employees are Graduate Passed So; the employees are more knowledgeable.

**Table 5.5**

	N	Mean	Std. Deviation	Skewness
There is a clear understanding of HR policies & procedure in your organization.	70	2.66	1.744	.277
HR practices are implemented with utmost transparency in your organization.	70	2.59	1.672	.267
HR practices of your organizations make your task easier & more comfortable.	70	2.47	1.558	.469
HR practices are flexible in your organizations towards Environment.	70	2.51	1.604	.429
Salary/ Monetary incentives are sufficient in your organizations.	70	2.60	1.545	.340
Rewards & Incentives are fairly distributed in your organizations.	70	2.74	1.576	.120
You are being paid adequately for the work you do.	70	2.80	1.528	.022
The employees are encouraged to take initiative & do things on their way.	70	2.60	1.592	0.289
Organizations gets team opinion and ideas before making decisions.	70	2.74	1.491	.187
Which of the following factors most influence your decisions to leave the job?	70	1.73	.833	.552
Who framed HR policies in your Organizations?	70	1.77	.423	-1.321

**One-Sample Test**

	Test Value = 2					
	t	df	Sig. (2- tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
There is a clear understanding of HR policies & procedure in your organization.	3.153	69	.002	.657	.24	1.07
HR practices are implemented with utmost transparency in your organization.	2.930	69	.005	.586	.19	.98
HR practices of your organizations make your task easier & more comfortable.	2.532	69	.014	.471	.10	.84
HR practices are flexible in your organizations towards Environment.	2.683	69	.009	.514	.13	.90
Salary/ Monetary incentives are sufficient in your organizations.	3.248	69	.002	.600	.23	.97
Rewards & Incentives are fairly distributed in your organizations.	3.944	69	.000	.743	.37	1.12
You are being paid adequately for the work you do.	4.379	69	.000	.800	.44	1.16
The employees are encouraged to take initiative & do things on their way.	3.154	69	.002	.600	.22	.98
Organizations gets team opinion and ideas before making decisions.	4.169	69	.000	.743	.39	1.10
Which of the following factors most influence your decisions to leave the job?	2.727	69	.008	-.271	-.47	-.07
Who framed HR policies in your Organizations?	4.522	69	.000	-.229	-.33	-.13

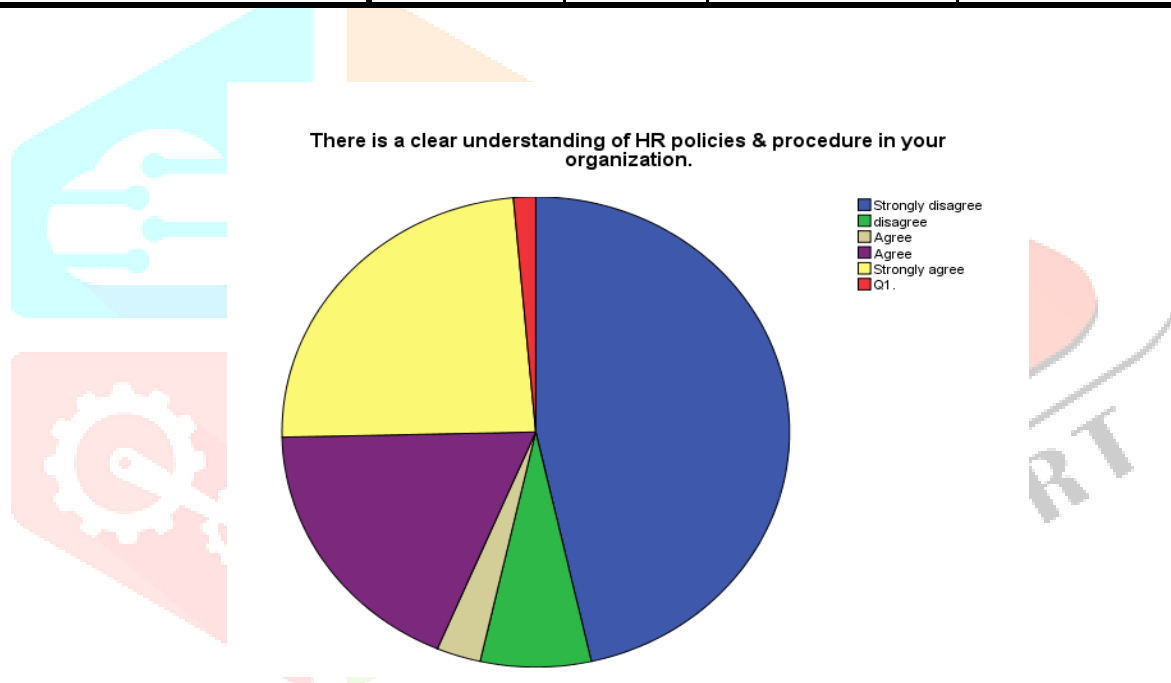




There is a clear understanding of HR policies & procedure in your organization.

Table 5.7

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	33	46.5	46.5	46.5
disagree	5	7.0	7.0	53.5
Agree	2	2.8	2.8	56.3
Neutral	13	18.3	18.3	74.6
Strongly agree	17	23.9	23.9	98.6
Total	71	100.0	100.0	

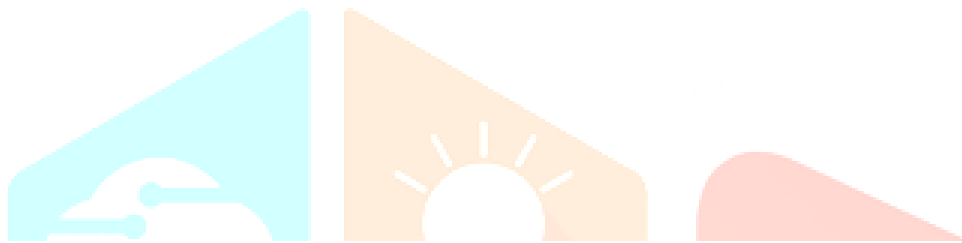


**H0:** Company provide clear understanding of Hr policies and procedure does affect employee's perception

**H1:** Company provide clear understanding of Hr policies and procedure does not affect employee's perception.

Here above table sig. Value is .002 which is lower than 0.005, therefore null hypothesis is rejected. Hence company's providing clear policies and procedure does not affect employee's perception towards HR practices.

**Interpretation:** From the above table and pie chart represent that 46% of the employees strongly disagree on the understanding of HR policies and only 2.8% are agree of the population.

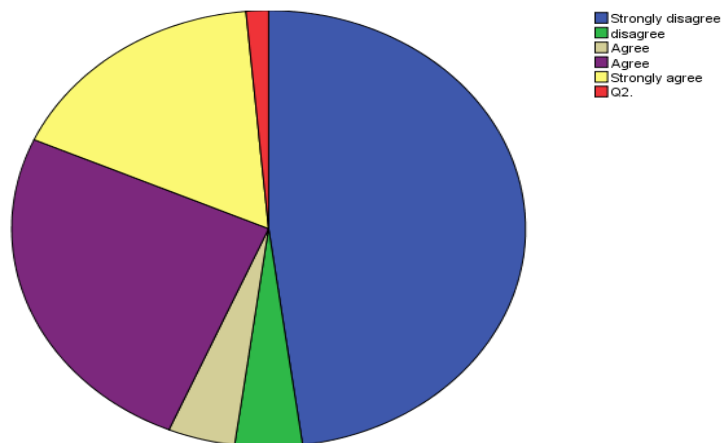


**HR practices are implemented with utmost transparency in your organization.**

**Table 5.8**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	34	47.9	47.9	47.9
disagree	3	4.2	4.2	52.1
Agree	3	4.2	4.2	56.3
Neutral	18	25.4	25.4	81.7
Strongly agree	12	16.9	16.9	98.6
Total	71	100.0	100.0	

HR practices are implemented with utmost transparency in your organization.



**H0:** HR practices implementation does have utmost transparency among employees and superior

**H1:** HR practices implementation does not have utmost transparency among employees and superior

Here, sig value is 0.005 which is equal to 0.005. Therefore, null hypothesis is accepted

Hence company's HR practices implementation does have utmost transparency among employees and superior.

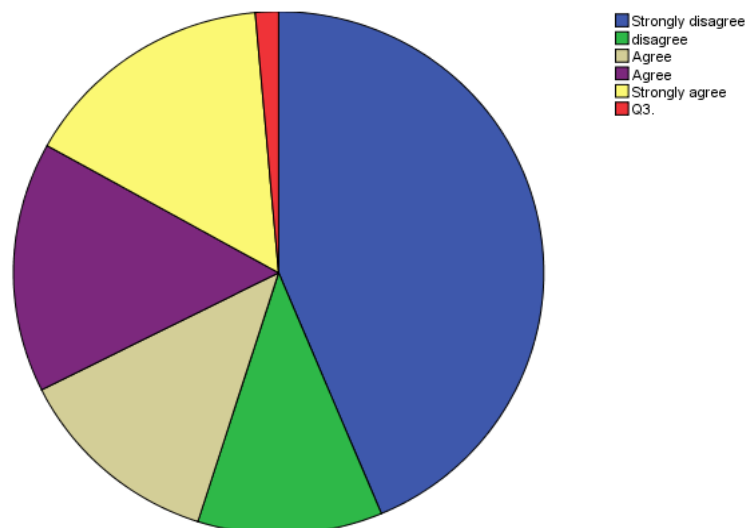
**Interpretation:** From the above table and pie chart represent that there is less transparency while implementing HR practices majorities response are 47.9% strongly disagree. While very few (4.2%) disagree with the statement. The respondents, to the extent of 25.4% have neutral opinion. Overall it can be said that most of the respondents strongly disagree with the alternate hypothesis.

**HR practices of your organizations make your task easier & more comfortable.**

**Table 5.9**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	31	43.7	43.7	43.7
disagree	8	11.3	11.3	54.9
Agree	9	12.7	12.7	67.6
Neutral	11	15.5	15.5	83.1
Strongly agree	11	15.5	15.5	98.6
Total	71	100.0	100.0	

**HR practices of your organizations make your task easier & more comfortable.**



**H0:** HR practices make employees task easier and more comfortable

**H1:** HR practices does not make employees task easier and more comfortable

Here sig. Value is 0.014 which is higher than 0.005, therefore null hypothesis is accepted .

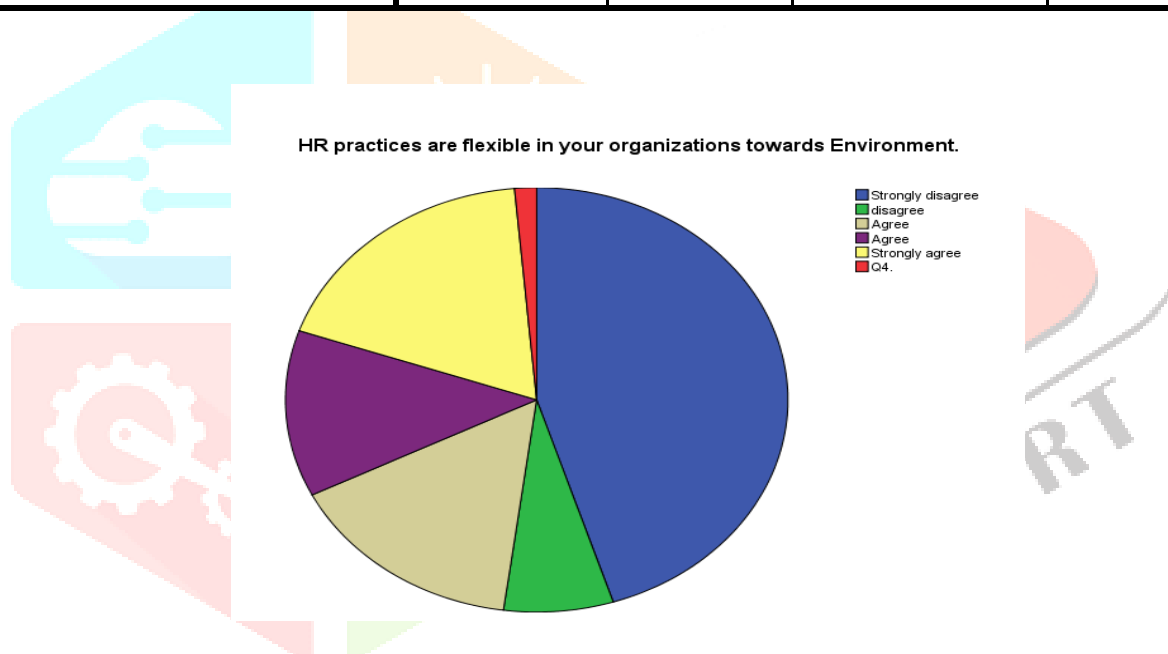
Hence, company's HR practices make task easier and more comfortable which affect employees perception towards HR practices.

**Interpretation:** From the above table and pie chart shows that majorities of the respondent are strongly disagree 43.7% on hr practices makes their task easier and comfortable.



**HR practices are flexible in your organizations towards Environment.****Table 5.10**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	32	45.1	45.1	45.1
disagree	5	7.0	7.0	52.1
Agree	11	15.5	15.5	67.6
Neutral	9	12.7	12.7	80.3
Strongly agree	13	18.3	18.3	98.6
Total	71	100.0	100.0	



**H0:** Company HR practices are flexible towards Environment

**H1:** Company HR practices are not flexible towards Environment

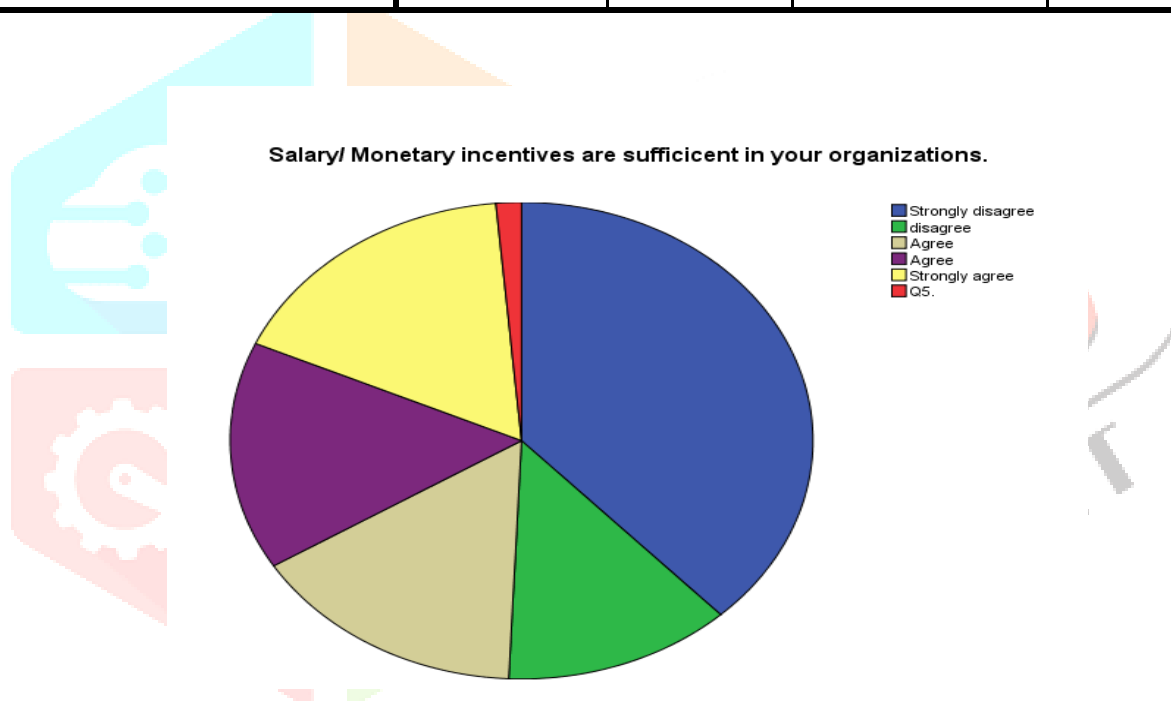
Here sig.value is 0.009 which is higher than 0.005, therefore null hypothesis is accepted

Hence company HR practices are not flexible towards environment which affect employee's perception in negative way.

**Interpretation:** From the above table and pie chart shows that 45.1 % of respondent are strongly disagree on flexibility of organization working environment.

**Salary/ Monetary incentives are sufficient in your organizations.****Table 5.11**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	27	38.0	38.0	38.0
disagree	9	12.7	12.7	50.7
Agree	11	15.5	15.5	66.2
Neutral	11	15.5	15.5	81.7
Strongly agree	12	16.9	16.9	98.6
Total	71	100.0	100.0	



**H0:** Monetary incentives are sufficient affects employee's perception towards hr practices

**H1:** Monetary incentives are not sufficient affects employee's perception towards hr practices

Here, in the above table 5.6 sig. value is 0.002 which is less than 0.005, therefore null hypothesis is rejected.

Hence company monetary incentives are not sufficient which affects employee's perception towards hr negatively.

**Interpretation:** From the above table and pie chart shows that majorities of employees are strongly disagree on sufficient monetary incentives which 38.0%

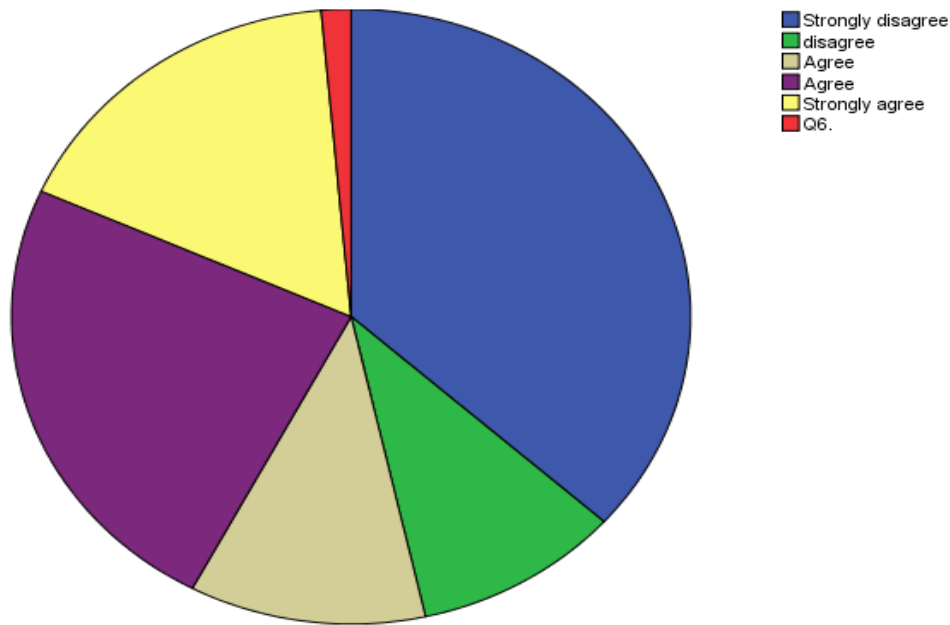


**Table 5.12**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	26	36.6	36.6	36.6
disagree	7	9.9	9.9	46.5
Agree	8	11.3	11.3	57.7
Neutral	17	23.9	23.9	81.7
Strongly agree	12	16.9	16.9	98.6
Total	71	100.0	100.0	



**Rewards & Incentives are fairly distributed in your organizations.**



**H0:** Rewards are fairly distributed which affects employee's perception positively

**H1:** Rewards are not fairly distributed which affect employee's perception negatively

Here, in table 5.6 sig. value is 0.000 which is lower than 0.005, therefore null hypothesis is rejected.

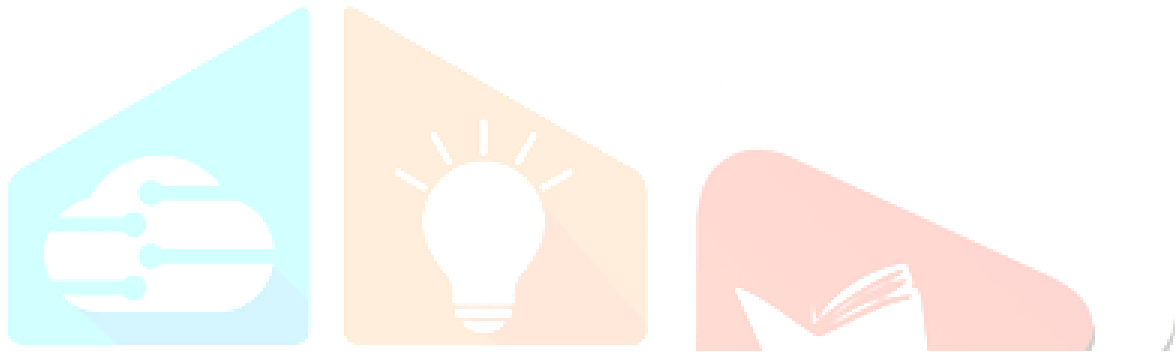
Hence, company rewards system is not fairly distributed which affects employee's perception towards hr practices negatively.

**Interpretation:** From the above table and pie chart shows that majorities of employees are strongly disagree on fairly distribution of rewards and incentives only 11.3% are agree.

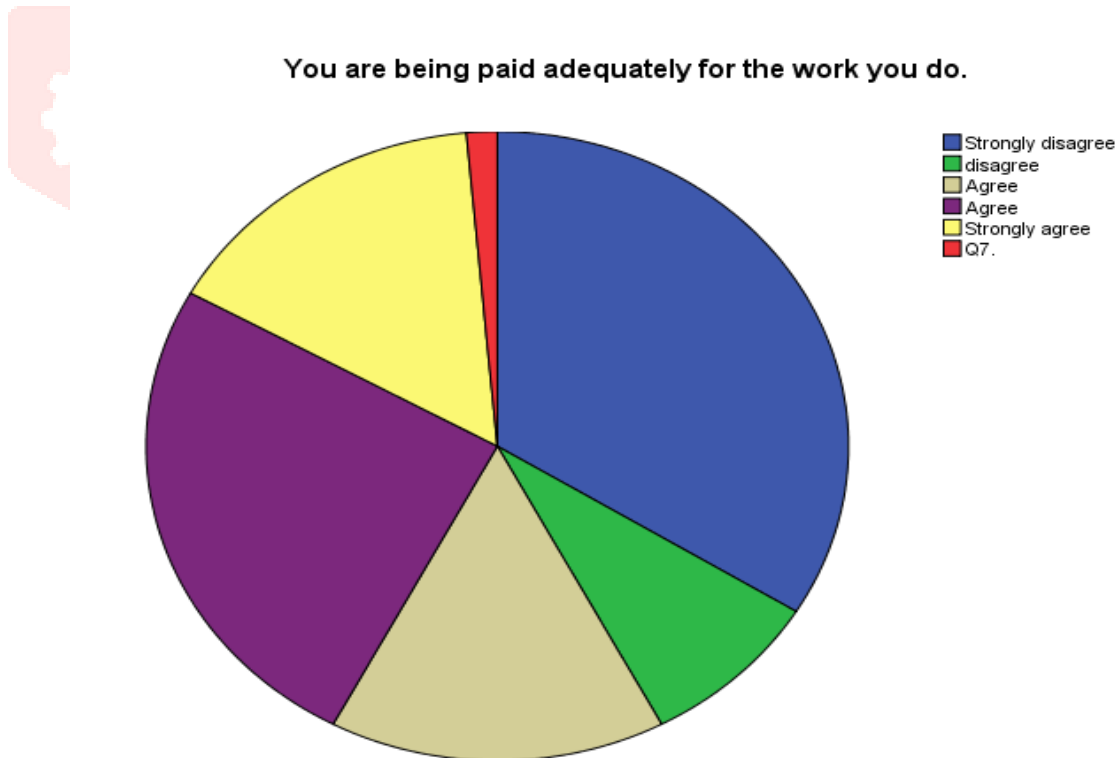
## You are being paid adequately for the work you do.

**Table 5.13**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	24	33.8	33.8	33.8
disagree	6	8.5	8.5	42.3
Agree	11	15.5	15.5	57.7
Agree	18	25.4	25.4	83.1
Strongly agree	11	15.5	15.5	98.6
Q7.	1	1.4	1.4	100.0
Total	71	100.0	100.0	



**You are being paid adequately for the work you do.**



**H0:** Company paid adequately for the work which affects employee's perception towards hr practices positively.

**H1:** Company does not pay adequately for the work affects employees perception towards hr practices negatively.

Here, table 5.6 sig value is 0.000 which is lower than 0.005, therefore null hypothesis is rejected

Hence, company does not pay adequately for the work which affects employee's perception negatively towards hr practices.

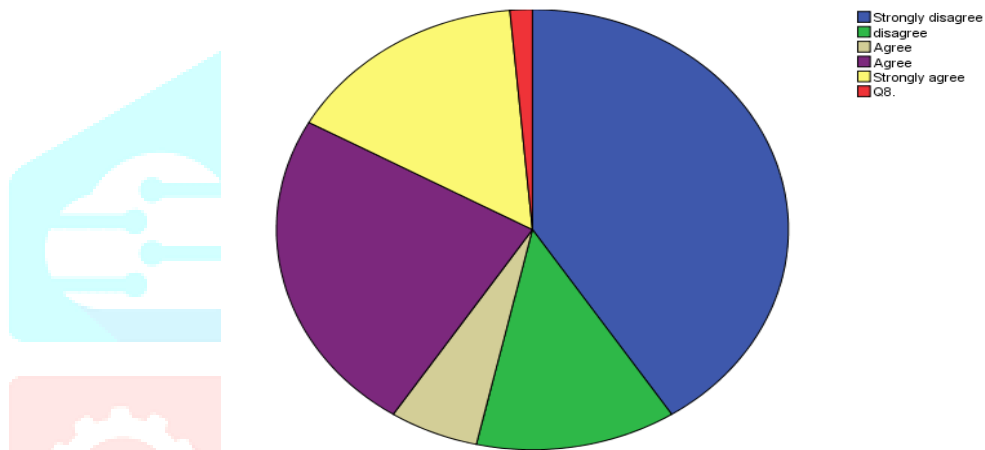
**Interpretation:** From the above table and pie chart shows that majorities of employees are not adequately paid according their work 33.8% are strongly disagree.

**The employees are encouraged to take initiatives & do things on their way.**

**Table 5.14**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	29	40.8	40.8	40.8
disagree	9	12.7	12.7	53.5
Agree	4	5.6	5.6	59.2
Agree	17	23.9	23.9	83.1
Strongly agree	11	15.5	15.5	98.6
Total	71	100.0	100.0	

The employees are encouraged to take initiative & do things on their way.



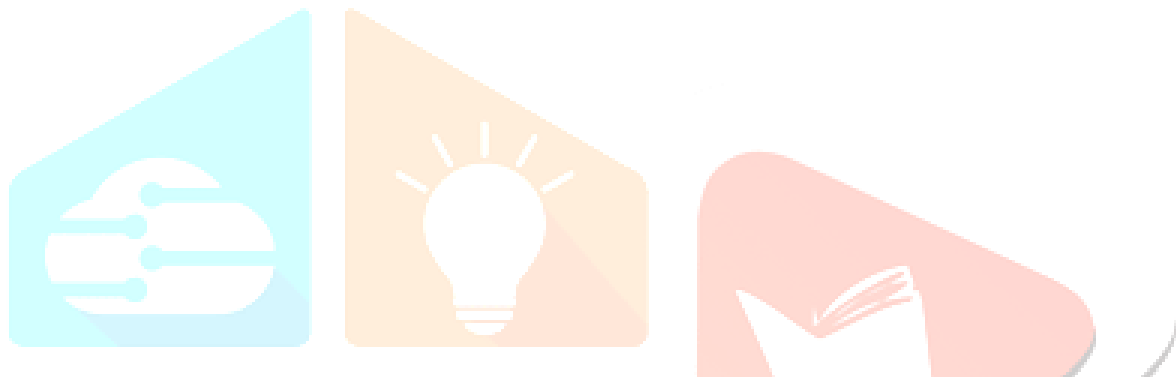
**H0:** Employees are encouraged to take initiative and do things in their way

**H1:** Employees are not allowed to take initiative and do things on their way which affects employee's perception negatively

Here in table 5.6 sig value is 0.002 which is lower than 0.005, therefore null hypothesis is rejected.

Hence, employee's perception negatively affects towards hr practices

**Interpretation:** From the above table and pie chart shows that majorities of employees are strongly disagree which is 40.8% and minorities agreed is 5.6%.



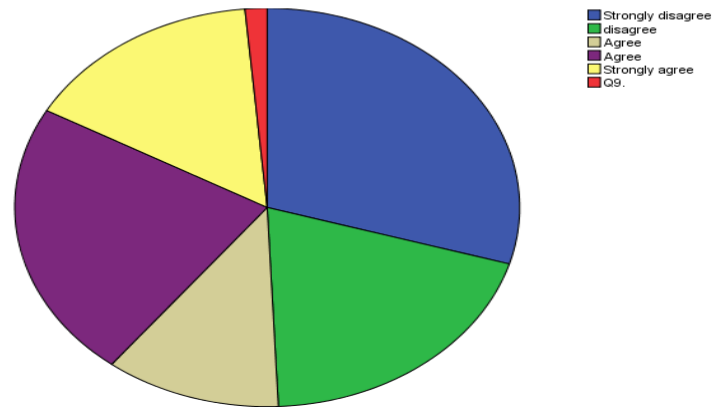
**Organizations gets team opinion and ideas before making decisions.**

**Table 5.15**

**Organizations gets team opinion and ideas before making decisions.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	21	29.6	29.6	29.6
disagree	14	19.7	19.7	49.3
Agree	8	11.3	11.3	60.6
Agree	16	22.5	22.5	83.1
Strongly agree	11	15.5	15.5	98.6
Q9.	1	1.4	1.4	100.0
Total	71	100.0	100.0	

Organizations gets team opinion and ideas before making decisions.

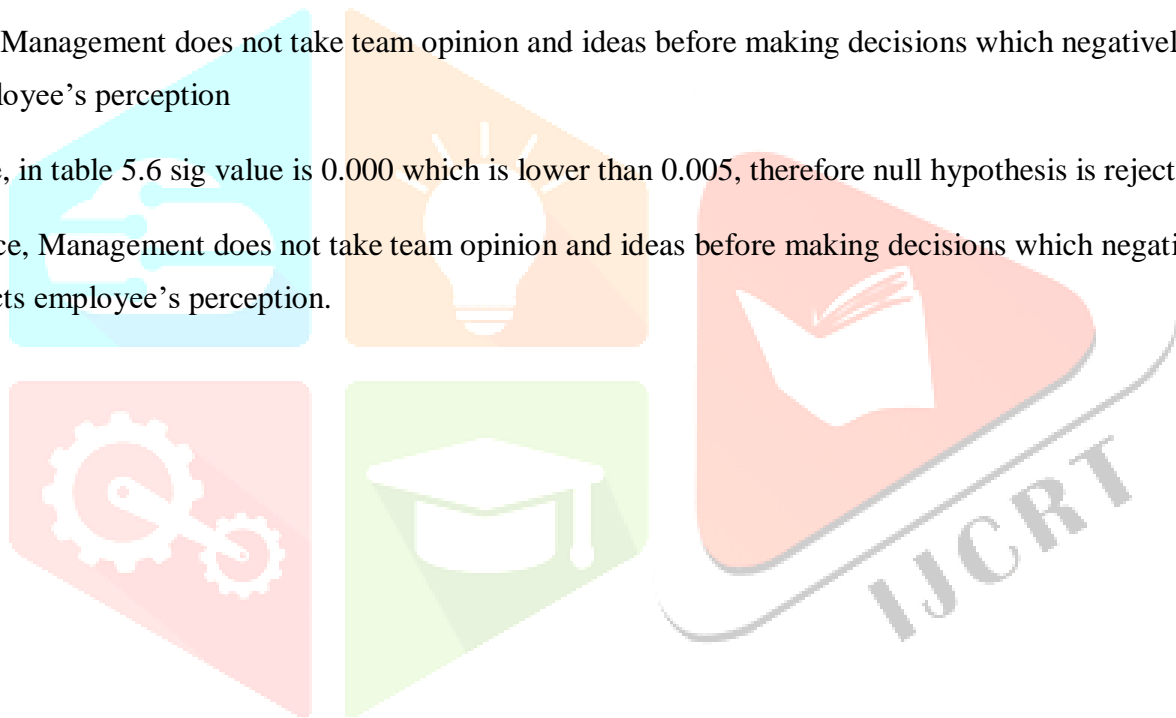


**H0:** Management take team opinion and ideas before making decision

**H1:** Management does not take team opinion and ideas before making decisions which negatively affects employee's perception

Here, in table 5.6 sig value is 0.000 which is lower than 0.005, therefore null hypothesis is rejected

Hence, Management does not take team opinion and ideas before making decisions which negatively affects employee's perception.



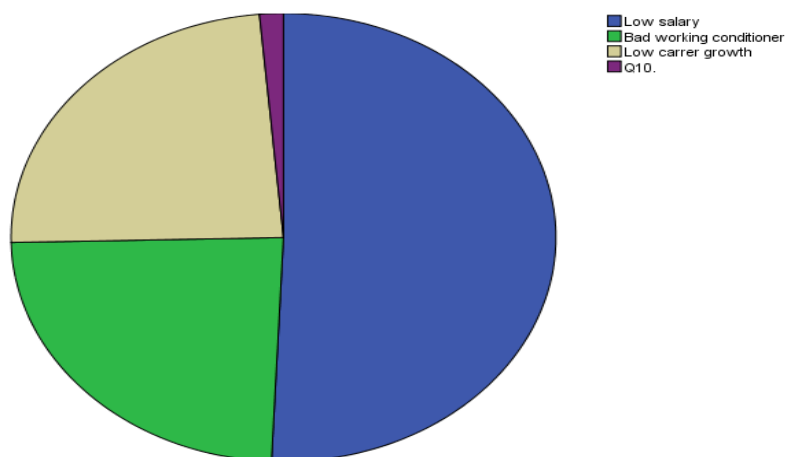
**Which of the following factors most influence your decisions to leave the job?**

**Table 5.16**

**Which of the following factors most influence your decisions to leave the job?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Low salary	36	50.7	50.7	50.7
Bad working conditioner	17	23.9	23.9	74.6
Low carer growth	17	23.9	23.9	98.6
Q10.	1	1.4	1.4	100.0
Total	71	100.0	100.0	

**Which of the following factors most influence your decisions to leave the job?**



**H0:** Lower salary affects employees’ perception towards hr practices

**H1:** Lower salary does not influence hr practices towards changing perception of employees

Here, in table 5.6 sig. value is 0.008 which higher than 0.005, therefore null hypothesis is accepted.



Hence lower salary is not only influencing factors to employees leaving job other factors also affects their perception negatively.

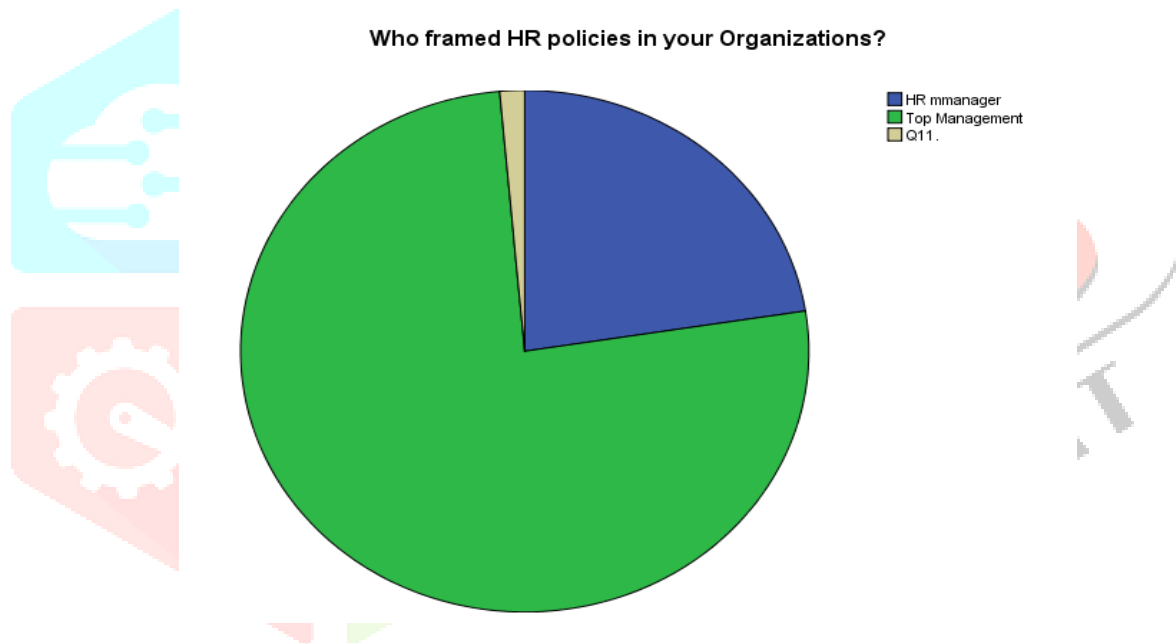
**Interpretation:** From the above table and pie chart shows that majorities of employees leave job due to low salary which has highest percentage 50.7%



**Who framed HR policies in your organisation?**

**Table 5.17**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid HR manager	16	22.5	22.5	22.5
Top Management	54	76.1	76.1	98.6
Total	71	100.0	100.0	



**Interpretation:** From the table and pie chart shows that HR policies are made by Top management according to the respondent 76.1%.

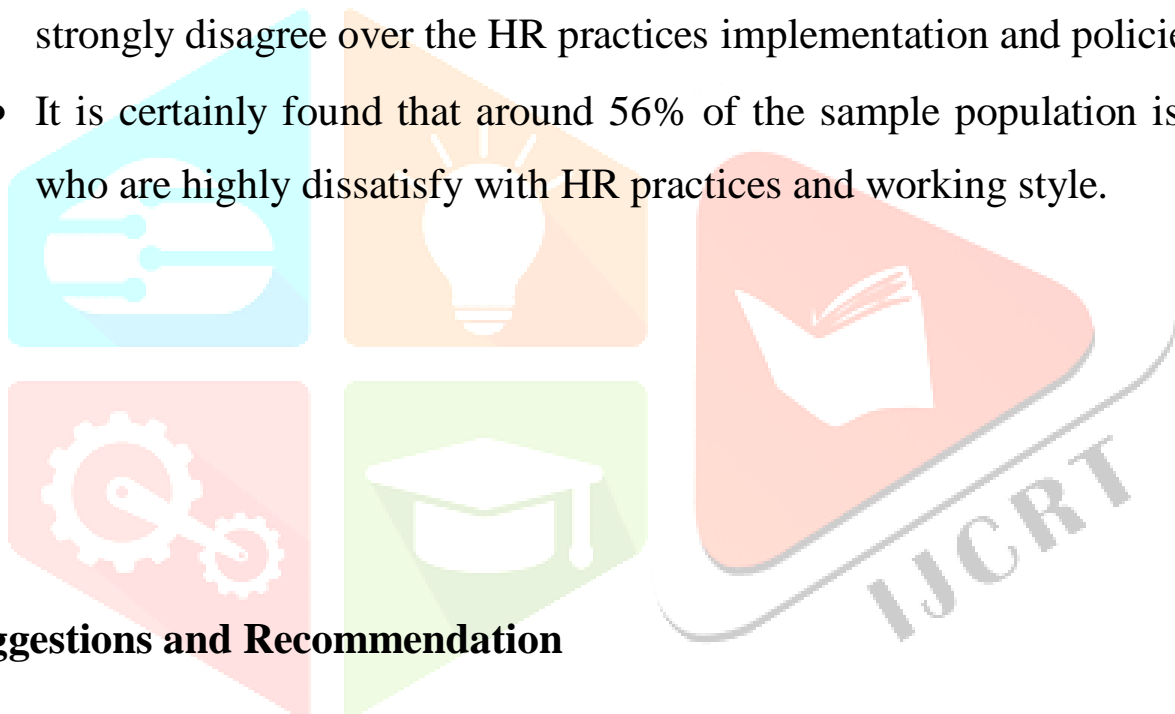
## FINDINGS



### Findings

- During the study of the project, I found different function of HR department like as training and development, recruitment cell etc.
- I came to know, how and what type of facilities are being provided to the employees.

- They provide proper working environment, so that the employees can work efficiently and smoothly.
- There are many employees being afraid of sharing their opinion regarding hr practices while filling questionnaire.
- According to the data employees are strongly disagree or highly dissatisfaction with salary and working attitude of superior.
- The result of data analysis proves that there is certainly no friendly relationship exist between HR and employees.
- It is inferred that around more than half of the sample population are stand strongly disagree over the HR practices implementation and policies.
- It is certainly found that around 56% of the sample population is female who are highly dissatisfy with HR practices and working style.



## Suggestions and Recommendation

- The number of training program specifically for communication skills should be increased
- The management can adopt new appraisal method than the present tool performance evaluation sheet. They can adopt 360-degree appraisal.
- Employees should be considered for the opinion, ideas in decision making like as for increment in salary ,if their performance exceeds beyond predetermined standards.



## CONCLUSION

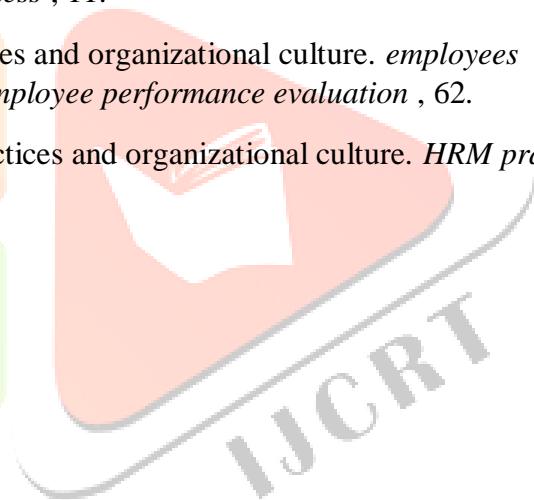
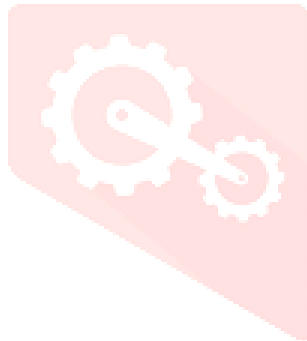
## Conclusion

An effective hr practices and its proper implementation is very much essential for regular periodical feedback and evaluation of employees so that it can stand as an effective and much well planned activity .The present study has been undertaken with the objective of analyzing the perception of employees toward hr practices namely training and development, reward management, performance management, are significant predictors of employee commitment. A negative direct relationship is found between employees' perceptions about the use of HR practices which is a systematic and rigorous fashion.

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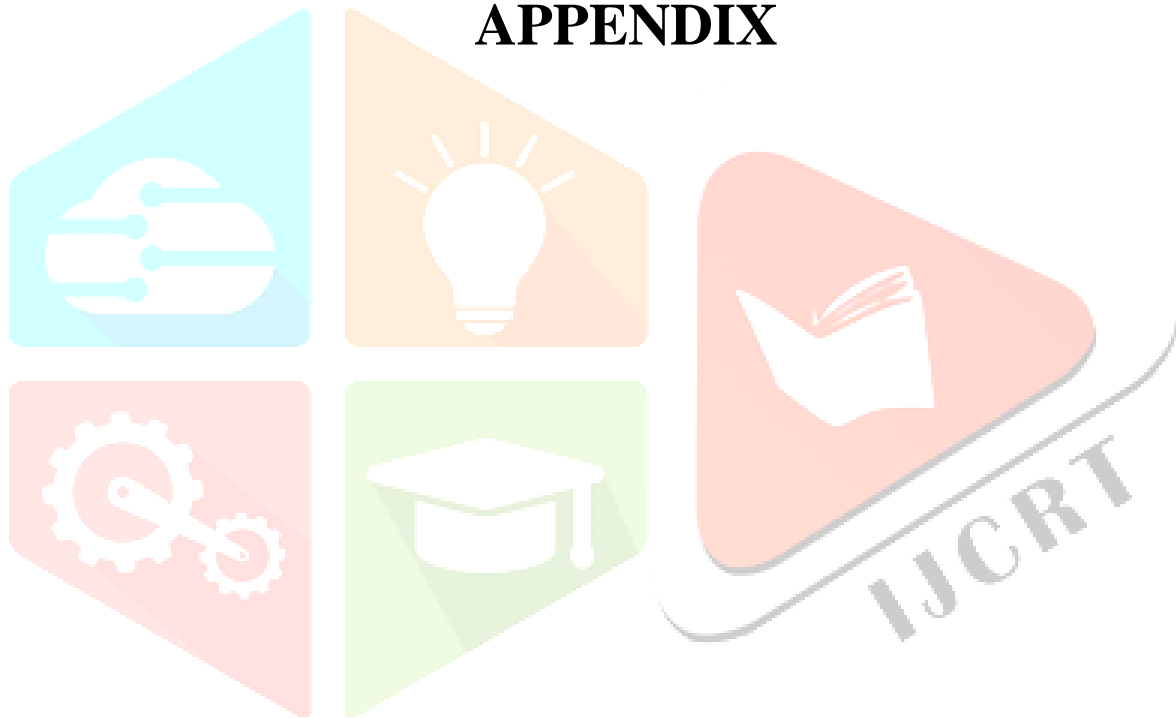
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## APPENDIX



## QUESTIONNAIRE

Data are collected for research work and other than this has no other purpose. I hereby request you to fill up this questionnaire that will give me the required information for study. This study is only for the academic purpose & I promise you that information provided by you will never be disclosed to anyone, under any circumstances.

Please Tick [ ✓ ] the appropriate option.

## SECTION A DEMOGRAPHIC PROFILE:

Name (optional):

---

Organization:

### A. Gender:

Male.

Female.

Transgender.

### B. Age:

20 to 30 years.

31 to 40 years.

41 to 50 years.

Above 50 years.

### C. Marital Status:

Unmarried.

Married.

Other specific \_\_\_\_\_

### D. Educational Qualification:

H.S.C.

Graduate.

Postgraduate.

Above.

## SECTION B QUESTIONNAIRE:

Indicate to what extent you agree with the following statements using 5-Points scale given below; **1-Strongly disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly agree**

<b>HR Planning / Practices</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
There is a clear understanding of HR policies & procedures in your organization.					
HR practices are implemented with utmost transparency in your organization.					
HR practices of your organization make your task easier & more comfortable.					
HR practices are flexible in your organization towards Environment.					
<b>Incentives Practices</b>					
Salary / Monetary incentives are sufficient in your organization.					
Rewards & Incentives are fairly distributed in your organization.					
You are being paid adequately for the work you do.					
<b>Employee Participation</b>					
The employees are encouraged to take initiative & do things on their way.					
Organization gets team opinion and ideas before making decisions.					
Which of the following factors most influence your decision to leave the Job?					
(a) Low salary	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
(b) Bad working conditions	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
(c) Low career growth	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

(d) Supervisor negative behaviour other						
Who framed HR practices in your organization?						
(a) HR Manager						
(b) Top Management						
(c) Other						
How frequently HR practices are updated in your organization?						
(a) Weekly						
(b) Monthly						
(c) Quarterly						
(d) Annually						
Employees receives effective communications about the changes in policies and procedure.						