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An Empirical Study on Human Resource Policies and Employee Satisfaction in Private Universities

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ABSTRACT: This study examines Human Resource (HR) policies and practices in private universities, focusing on recruitment, training and development, performance appraisal, and compensation. The primary objectives are to analyze existing HR practices, evaluate employee perceptions of their effectiveness, and assess overall employee satisfaction. Using a descriptive research design, primary data were collected from 200 teaching and non-teaching staff through structured questionnaires. The findings reveal that HR policies are moderately effective, with employees expressing neutral to mixed perceptions. Recruitment and selection processes are viewed relatively positively, while training programs, career growth opportunities, and consistency in policy implementation require improvement. Issues such as lack of transparency, inconsistent communication, and unequal application of policies across departments affect employee satisfaction. The study concludes that strengthening HR policy execution, improving communication, ensuring fairness, and aligning HR practices with employee expectations are essential for enhancing satisfaction, retention, and overall organizational effectiveness in private universities.

KEYWORDS: Human Resource Policies, Employee Satisfaction, Private Universities and HR Practices

I. INTRODUCTION:

Human Resource policies and procedures play a vital role in the effective functioning of private universities by providing a structured framework for managing teaching and non-teaching staff. These policies guide key areas such as recruitment, training, performance appraisal, compensation, and employee welfare, ensuring consistency, fairness, and alignment with institutional goals. Well-defined HR procedures contribute to employee satisfaction, organizational efficiency, and the overall quality of higher education. The study of HR policies and procedures in private universities can be supported by several well-established management and organizational theories. Human Capital Theory explains that employees' knowledge, skills, and competencies are critical assets, and therefore HR policies related to recruitment, training, and development are essential for enhancing academic quality and institutional performance. Herzberg's Motivation-Hygiene Theory highlights the role of HR policies in influencing employee satisfaction through motivators such as recognition and career growth, and hygiene factors such as salary, job security, and organizational policies. Equity Theory emphasizes fairness and transparency in HR procedures, particularly in performance appraisal and compensation, which strongly affect employee morale and satisfaction in private universities. Resource-Based View (RBV) Theory suggests that effective HR policies help universities gain a competitive advantage by attracting and retaining skilled faculty and administrative staff. Finally, Systems Theory views HR policies as an integral part of the organizational system, where effective coordination between HR practices and academic administration ensures institutional efficiency and sustainable development.

The theoretical foundation of this study is grounded in established perspectives that explain how human resource policies and procedures influence organizational effectiveness in private universities. Human Capital Theory provides the central premise that employees' knowledge, skills, and competencies represent strategic assets that contribute directly to academic quality and institutional performance. In this context, HR policies related to recruitment, training, and development are not merely administrative functions but strategic mechanisms for building and sustaining academic excellence. Complementing this view, the Resource-Based View (RBV) theory suggests that well-designed and consistently implemented HR practices enable private universities to develop unique and valuable human resources that are difficult for competitors to replicate, thereby supporting long-term institutional advantage.



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Employee responses to HR policies are further explained through motivational and fairness-oriented frameworks. Herzberg's Motivation-Hygiene Theory helps clarify how HR procedures such as performance appraisal, career advancement, and recognition influence employee satisfaction, while inadequate compensation or unclear policies may lead to dissatisfaction. Equity Theory strengthens this argument by emphasizing the importance of perceived fairness in rewards, evaluations, and promotional decisions, which significantly affects employee attitudes and commitment. Finally, Systems Theory views HR policies as an interconnected component of the broader university system, interacting with academic governance and administrative processes. Together, these theories offer a comprehensive lens for understanding the design, implementation, and impact of HR policies and procedures in private universities.

Recent trends in HR policies and procedures in private universities reflect a growing shift toward professionalized and technology-driven HR management, with increased emphasis on structured recruitment processes, performance-based appraisal systems, faculty development programs, and digital HR platforms. At the same time, institutions are placing greater focus on employee engagement, retention, and skill enhancement to remain competitive in the higher education sector. However, several issues persist, including inconsistencies in policy implementation, limited transparency in appraisal and compensation systems, and unequal access to training opportunities between teaching and non-teaching staff. Key challenges also arise from balancing academic autonomy with standardized HR procedures, managing high employee turnover, ensuring regulatory compliance, and addressing employee perceptions of fairness and job security. These trends, issues, and challenges highlight the need for private universities to align HR policies more closely with institutional goals while responding effectively to employee expectations and the evolving demands of higher education.

II. REVIEW OF LITERATURE

Kumar and Suresh (2021) examined existing HR policies and practices in private universities using primary data collected from both teaching and non-teaching staff. Their study emphasized recruitment and selection, training and development, performance appraisal, and compensation practices. The findings revealed that while formal HR policies were well documented, gaps existed in their consistent implementation, particularly among non-teaching staff. The study highlighted that transparent HR practices and regular feedback mechanisms significantly improved employee satisfaction and institutional commitment. Sharma and Mehta (2022) conducted a survey-based study to assess HR practices in private higher education institutions, collecting responses from academic and administrative employees. Their research found that training opportunities, performance appraisal systems, and employee welfare measures played a critical role in enhancing job satisfaction. However, the study noted that non-teaching staff perceived fewer career growth opportunities compared to teaching staff, indicating the need for inclusive HR policies. Reddy and Rao (2023) analyzed HR policies in private universities with a focus on employee engagement and retention. Using primary data from faculty members and non-teaching employees, the study revealed that participative decision-making, fair compensation, and performance-linked incentives positively influenced employee morale. The authors concluded that effective HR practices are essential for maintaining workforce stability in a competitive academic environment. Patil and Kulkarni (2024) investigated the effectiveness of HR practices in selected private universities through structured questionnaires administered to teaching and non-teaching staff. The study found that while recruitment and appraisal systems were satisfactory, training and career development initiatives required improvement.

The authors stressed the importance of aligning HR policies with institutional goals to enhance employee performance and satisfaction. Amin and Mahmood (2025) investigated HRM practices in Malaysian private universities, examining how recruitment and selection, training and development, compensation and benefits, and performance appraisal practices influence employee outcomes. Their findings show that these HR practices are significantly related to employee performance, implying that faculty and administrative staff perceive such policies as impactful on their effectiveness and motivation to perform. This suggests that employee perceptions of HR policies are directly linked to how these practices shape performance-related outcomes in private universities. Hee, Halim, and Ping (2024) examined HRM practices for academic staff in private higher education, including recruitment, training and development, and compensation. Results indicated that academic staff generally perceive recruitment processes as well-structured and conducive to attracting quality personnel, but perceptions of compensation practices lagged due to expectations about fairness and competitiveness, affecting overall job satisfaction. The SA Journal of Human Resource Management (2025) investigated multiple HR practices—including recruitment and selection, training and development, performance appraisal, and compensation—and their impact on employee retention in private higher educational institutions in the UAE. The framework proposed in this study was based on how employees perceive the effectiveness of these practices in supporting career growth and job satisfaction, demonstrating that positive perceptions of core HR policies



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significantly influence retention and commitment. Karki (2024) conducted a quantitative study in private colleges of Kathmandu to investigate how HR practices affect employee job satisfaction. Using a structured questionnaire, the research measured satisfaction levels related to recruitment and selection, training and development, compensation, performance appraisal, and other HR activities. The results revealed that HR practices significantly influence job satisfaction, with salary, rewards, career advancement, and recognition especially linked to higher satisfaction levels among staff. The study concluded that correctly implemented HR practices positively affect employee satisfaction in private educational settings. Shaheen, Kashif, and Shumaila (2023) examined satisfaction levels of teaching and non-teaching staff regarding HR practices in a private university context in Pakistan.

The study used a self-developed questionnaire to capture perceptions on recruitment, training, performance appraisal, and compensation. Analysis of 150 survey responses showed that both groups had similar satisfaction levels with HR practices, and no significant differences were found between their perceptions. The researchers highlighted the need to enhance HR practices to improve overall employee satisfaction. Jawabri (2025) investigated job satisfaction of academic staff in private universities in the United Arab Emirates using survey data measured on a 5-point Likert scale. The study explored how internal HR factors—such as supervisor support, promotion opportunities, recognition, and rewards—affect overall job satisfaction. Findings showed high satisfaction with some HR practices (e.g., supervisor support) but negative perceptions toward recognition and rewards, illustrating mixed levels of satisfaction with specific HR policies. Mohamed et al. (2024) examined the impact of workplace relationships on job satisfaction among academic staff in private universities in Mogadishu, Somalia, using survey responses. Although the focus was on relationships, the research also captured overall satisfaction with institutional practices, revealing that positive employer-employee relations significantly enhanced job satisfaction. The study highlights how HR climate and interpersonal dynamics interact with formal HR practices to shape satisfaction levels in private university settings. Mohamed, Saad, Ismail, Zakaria, and Kassim (2025) explored job satisfaction among academics in Malaysian private higher education institutions through a quantitative survey. Although the emphasis was on perceived equity as a mediator, the study measured satisfaction with core HR attributes such as compensation fairness, professional growth, and institutional support. Results showed that perceived equity enhanced satisfaction levels, suggesting that employee perceptions of fairness in HR practices influence overall satisfaction. Al Yahyaei (2025) highlights that private higher education institutions face significant challenges in implementing HRM policies, particularly due to governance rigidity, limited digital infrastructure, and a disconnect between HR theory and practice.

Based on survey data and literature synthesis from institutions in the Gulf region, the study identifies operational gaps in digital HR systems and inclusive strategies, revealing how these limitations constrain effective HR policy execution and employee engagement. Sonawane and Ramnath (2024) found pronounced gaps between intended and implemented HR administrative policies in management institutes affiliated with a major Indian university. Their research using structured questionnaires revealed inconsistent dissemination, lack of digital HR tools, poor policy awareness, and exclusion of teaching staff from policy formulation, leading to reduced motivation, governance issues, and inefficiencies in policy execution. Saruchera and Gie (2025) examined HR practices in private tertiary education institutions and highlighted how informal HR practices—such as ad-hoc recruitment, inconsistent performance management, and unclear remuneration systems—contribute to high academic turnover, absenteeism, and poor employee development, pointing to gaps in formal HR policy implementation and its consequences for organizational outcomes. Research on private higher education in Namibia (2024) revealed that while recruitment processes may be perceived positively, compensation practices were poorly executed and did not meet academic staff expectations. This inconsistent implementation of compensation HR policies, despite otherwise functional recruitment, points to gaps in the equitable application of HR practices that directly affect staff satisfaction and institutional performance. Broader HR literature in higher education (2025) shows that institutions frequently struggle with decentralized governance and misalignment between HR functions and strategic goals, leading HR to be perceived more as an administrative burden than a strategic partner. These structural challenges hinder the effective implementation of HR policies, such as talent planning, performance management, and career development pathways.

STATEMENT OF THE PROBLEM

Despite the growing importance of effective human resource management in ensuring academic quality and institutional sustainability, many private universities continue to face challenges in the formulation and implementation of HR policies and procedures. Issues such as inconsistent application of recruitment practices, limited effectiveness of training and development programs, perceived lack of transparency in performance appraisal systems, and dissatisfaction with compensation structures have raised concerns among teaching and non-teaching staff. Additionally,



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gaps between stated HR policies and actual practices often affect employee satisfaction, motivation, and retention, thereby influencing overall organizational performance. These concerns indicate the need for a systematic examination of existing HR policies and practices in private universities to identify their effectiveness, underlying challenges, and areas requiring improvement.

OBJECTIVE OF THE STUDY:

1. To study the existing HR policies and practices followed in private universities using primary data collected from teaching and non-teaching staff.
2. To analyse employee perceptions regarding the effectiveness of HR policies related to recruitment, training, performance appraisal, and compensation in private universities.
3. To examine the level of employee satisfaction with current HR practices in private universities based on survey responses.

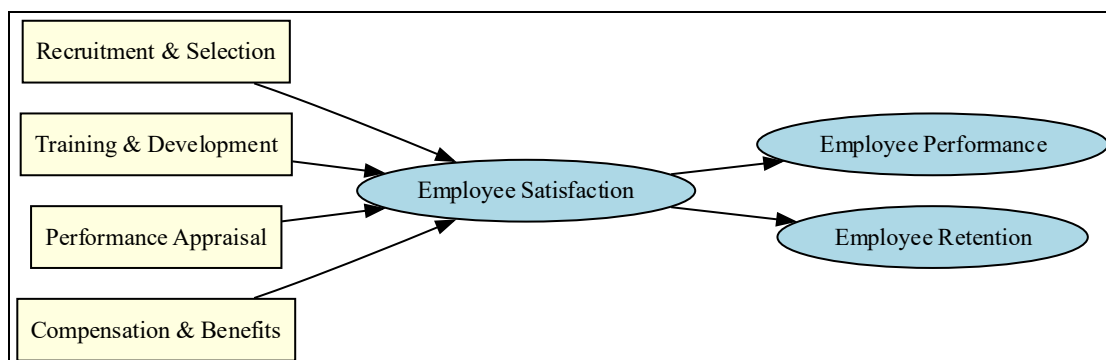
SCOPE OF THE STUDY

The scope of the present study is limited to examining HR policies and procedures followed in selected private universities, with specific focus on recruitment, training and development, performance appraisal, compensation, and employee welfare practices. The study covers both teaching and non-teaching staff to capture diverse perspectives on the effectiveness and implementation of HR practices. It relies primarily on primary data collected through structured questionnaires, supported by secondary sources such as academic journals, reports, and institutional documents. The findings are confined to the selected institutions and the time period of the study, and therefore may not be generalized to all higher education institutions.

SIGNIFICANCE OF THE STUDY

The significance of this research lies in its contribution to understanding how HR policies and procedures influence employee satisfaction, performance, and organizational effectiveness in private universities. The study provides valuable insights for university administrators and HR professionals to identify gaps, challenges, and best practices in HR management. It also offers a data-driven basis for improving policy formulation and implementation to enhance employee engagement and retention. Academically, the research adds to the existing literature on HR management in higher education and serves as a reference for future researchers interested in HR practices within private educational institutions.

CONCEPTUAL FRAMEWORK



The conceptual framework illustrates the relationship between HR policies and procedures and key employee outcomes in private universities. Recruitment and selection, training and development, performance appraisal, and compensation are treated as core HR practices that directly influence employee satisfaction. Employee satisfaction acts as a mediating variable, shaping how employees respond to institutional policies and work conditions. Higher levels of satisfaction lead to improved employee performance and stronger retention intentions. The framework emphasizes that effective and fair HR practices contribute to positive employee attitudes, which in turn enhance organizational effectiveness and sustainability in private universities.



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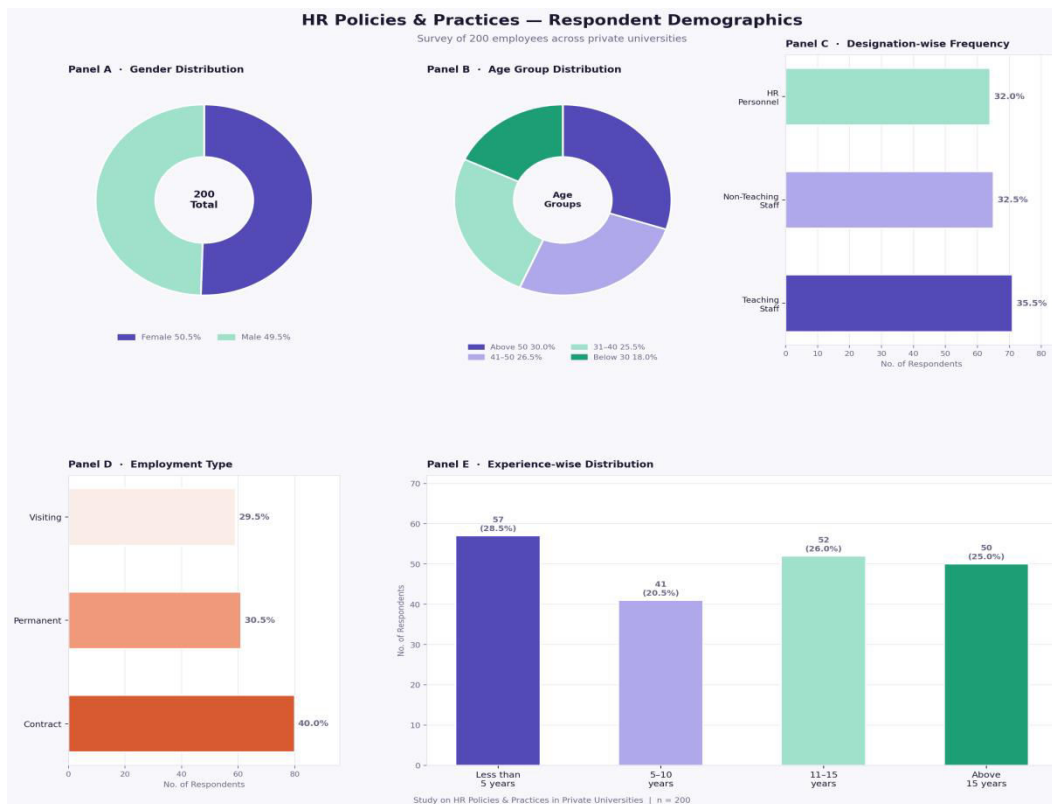
III. RESEARCH METHODOLOGY

The study adopts a descriptive research design to examine existing HR policies and procedures in private universities and to analyze employee perceptions regarding their effectiveness. This design is suitable as it enables a systematic description of HR practices while facilitating quantitative analysis of their relationship with employee satisfaction and outcomes. Primary data were collected from 200 respondents, including both teaching and non-teaching staff, using a structured questionnaire. The questionnaire comprised Likert-scale items measuring perceptions of recruitment and selection, training and development, performance appraisal, compensation, and overall satisfaction. Secondary data were gathered from academic journals, books, institutional reports, and relevant websites to support the study’s theoretical foundation.

A stratified random sampling technique was employed to ensure proportional representation of teaching and non-teaching staff, followed by simple random sampling within each group. The sample size of 200 respondents was considered adequate for meaningful analysis. Data analysis was conducted using descriptive statistical tools such as mean and standard deviation to summarize responses and identify trends. Statistical software like MS Excel or SPSS was used for efficient data processing. This methodology provides a structured approach to evaluating HR practices and their impact on employee perceptions in private universities.

IV. DATA ANALYSIS:

Demographical Information - HR Policies and Practices



The panel graphs present a clear analysis of respondent characteristics in the study. Panel A shows a nearly equal gender distribution, with females (101) slightly higher than males (99), ensuring balanced representation. Panel B indicates that the above 50 age group forms the largest share at 30%, reflecting experienced participants. Panel C reveals that teaching staff constitute the highest proportion at 35.5%, followed by other categories. Panel D highlights



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that contract employees dominate at 40%, indicating reliance on contractual employment. Panel E shows that respondents with less than 5 years of experience form the largest group at 28.5%, ensuring diverse perspectives.

Table No 5.5

Objective 1: To study the existing HR policies and practices followed in private universities

Descriptive Statistics					
Variables	N	Mean	Std. Deviation	Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error
The HR policies of my university are clearly documented and accessible.	200	2.87	1.407	-1.279	.342
HR rules and regulations are communicated effectively to employees.	200	3.12	1.416	-1.300	.342
The university follows standardized HR procedures for employees.	200	2.99	1.405	-1.233	.342
HR policies are consistently applied across all departments.	200	2.93	1.398	-1.248	.342
Employees are regularly informed about updates or changes in HR policies.	200	3.04	1.390	-1.240	.342
Total	200				

Analysis:

The results show that employees have average opinions about HR policies in private universities. The mean values range from 2.87 to 3.12, which means employees neither strongly agree nor strongly disagree with the statements. Communication of HR rules is viewed slightly better, while clarity and accessibility of HR policies need improvement. The standard deviation shows that employee opinions differ widely. The negative kurtosis values indicate that responses are spread out, showing varied experiences among employees regarding HR policy implementation.

Table No 5.6

The HR policies of my university are clearly documented and accessible.

Likert Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	45	22.5	22.5	22.5
Disagree	42	21.0	21.0	43.5
Neutral	40	20.0	20.0	63.5
Agree	39	19.5	19.5	83.0
Strongly Disagree	34	17.0	17.0	100.0
Total	200	100.0	100.0	

Analysis:

The frequency analysis shows mixed opinions regarding the documentation and accessibility of HR policies in the university. A majority of respondents expressed disagreement, with **22.5% strongly disagreeing** and **21.0% disagreeing**, indicating dissatisfaction among **43.5%** of employees. Meanwhile, **20.0%** of respondents remained neutral. On the positive side, **19.5% agreed** and **17.0% strongly agreed** that HR policies are clearly documented and

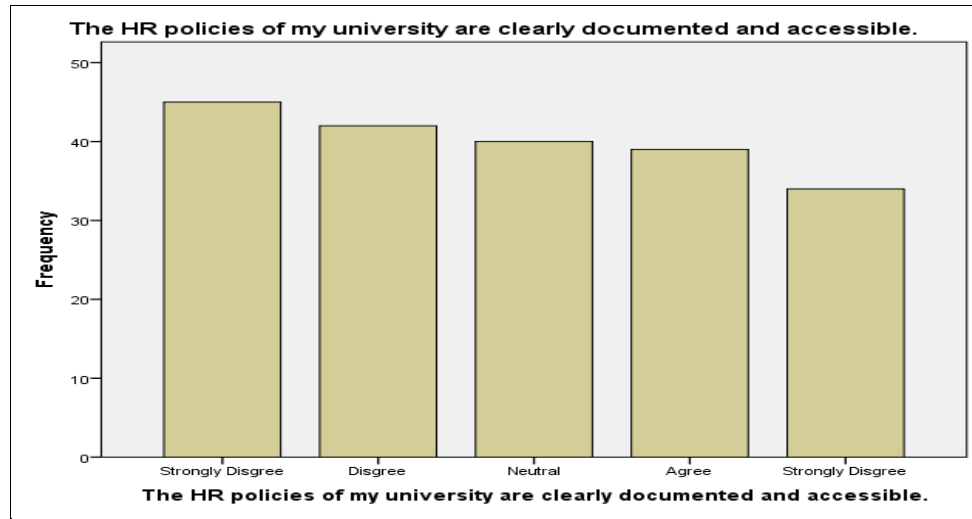


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accessible. Overall, the results suggest that a significant proportion of employees perceive gaps in the clarity and accessibility of HR policy documentation.

Graph No 5.6



Interpretation:

The bar chart shows the distribution of employees’ responses regarding whether HR policies are clearly documented and accessible. The highest frequencies are observed in **Strongly Disagree (45)** and **Disagree (42)** categories, indicating that a considerable number of employees feel that HR policies are not clearly documented or easily accessible. The **Neutral (40)** responses suggest uncertainty or lack of awareness among some employees. Comparatively fewer respondents **Agree (39)** or **Strongly Agree (34)** with the statement. Overall, the chart indicates a generally **negative to mixed perception**, highlighting the need for better documentation and communication of HR policies within the university.

Table No 5.7

HR rules and regulations are communicated effectively to employees.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	35	17.5	17.5	17.5
Disagree	39	19.5	19.5	37.0
Neutral	38	19.0	19.0	56.0
Agree	43	21.5	21.5	77.5
Strongly Disagree	45	22.5	22.5	100.0
Total	200	100.0	100.0	

Analysis:

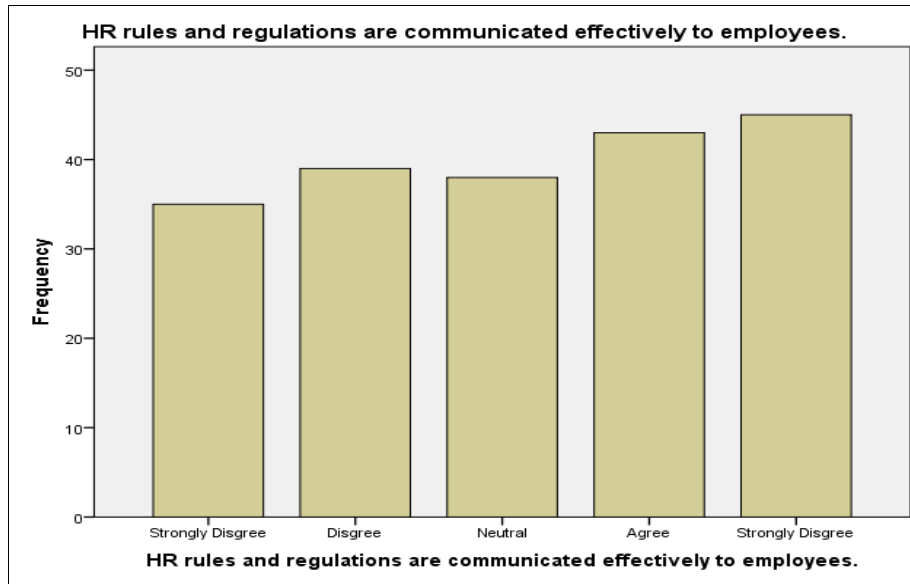
The frequency analysis indicates mixed perceptions regarding the effectiveness of communication of HR rules and regulations to employees. A total of **37.0%** of respondents either **strongly disagree (17.5%)** or **disagree (19.5%)**, suggesting dissatisfaction with current communication practices. Additionally, **19.0%** of respondents remain neutral, indicating uncertainty or limited awareness. On the positive side, **21.5%** agree and **22.5%** strongly agree that HR rules are communicated effectively. Overall, although a slight majority (**44.0%**) express agreement, the substantial level of disagreement highlights the need for improved and clearer communication of HR rules and regulations.



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Graph No 5.7



Interpretation:

The bar chart illustrates employees’ opinions on the effectiveness of communication of HR rules and regulations. The highest frequencies are observed in the **Strongly Agree (45)** and **Agree (43)** categories, indicating that many employees feel HR rules are communicated effectively. However, a notable number of respondents fall under **Disagree (39)** and **Strongly Disagree (35)**, reflecting dissatisfaction among a significant section of employees. The **Neutral (38)** responses suggest uncertainty or limited clarity. Overall, the chart reflects a **mixed but slightly positive perception**, highlighting that while communication is effective for many, further improvement is needed to ensure clarity and consistency for all employees.

Table No 5.8

The university follows standardized HR procedures for employees.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	40	20.0	20.0	20.0
	Disagree	36	18.0	18.0	38.0
	Neutral	50	25.0	25.0	63.0
	Agree	33	16.5	16.5	79.5
	Strongly Disagree	41	20.5	20.5	100.0
	Total	200	100.0	100.0	

Analysis:

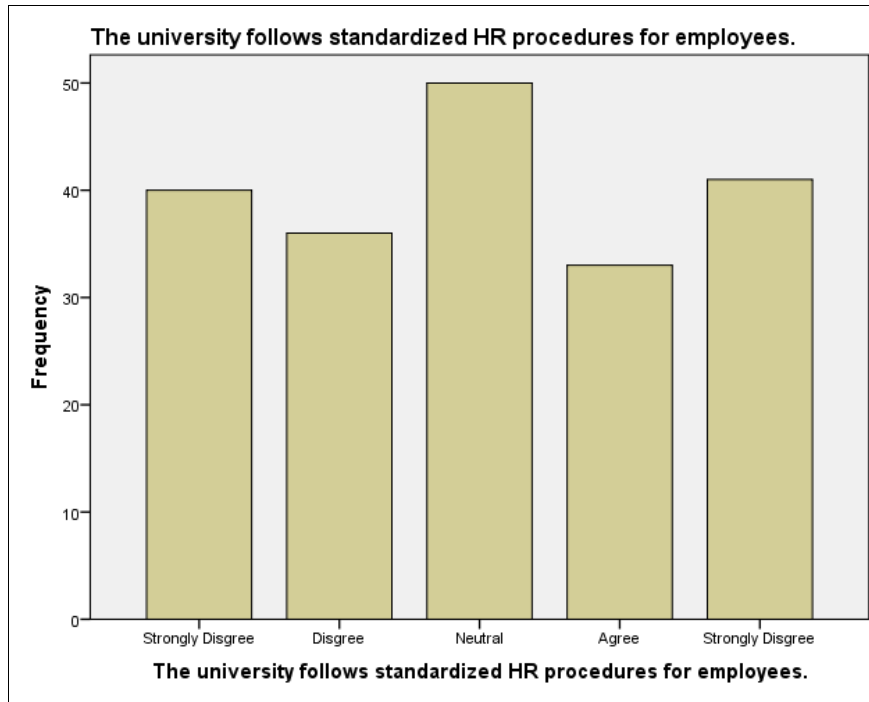
The frequency analysis shows varied perceptions regarding the university’s adherence to standardized HR procedures. A total of **38.0%** of respondents either **strongly disagree (20.0%)** or **disagree (18.0%)**, indicating that a considerable number of employees feel standardized procedures are not consistently followed. The largest proportion, **25.0%**, remains **neutral**, suggesting uncertainty or lack of clear information. On the positive side, **16.5%** agree and **20.5%** strongly agree with the statement. Overall, the findings indicate a **mixed perception**, highlighting the need for greater clarity and uniform implementation of standardized HR procedures across the university.



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Graph No 5.8



The bar chart presents employees’ views on whether the university follows standardized HR procedures. The highest number of responses falls in the **Neutral (50)** category, indicating uncertainty or lack of clear awareness among employees. A considerable proportion of respondents **strongly disagree (40)** or **disagree (36)**, showing that many employees perceive a lack of standardization in HR procedures. Although some respondents **agree (33)** or **strongly agree (41)**, their number is comparatively lower. Overall, the chart reflects a **mixed perception with a tendency toward uncertainty and disagreement**, suggesting the need for clearer standardization and consistent implementation of HR procedures across the university.

Table No 5.9

HR policies are consistently applied across all departments.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	41	20.5	20.5	20.5
Disagree	42	21.0	21.0	41.5
Neutral	44	22.0	22.0	63.5
Agree	36	18.0	18.0	81.5
Strongly Disagree	37	18.5	18.5	100.0
Total	200	100.0	100.0	

Analysis:

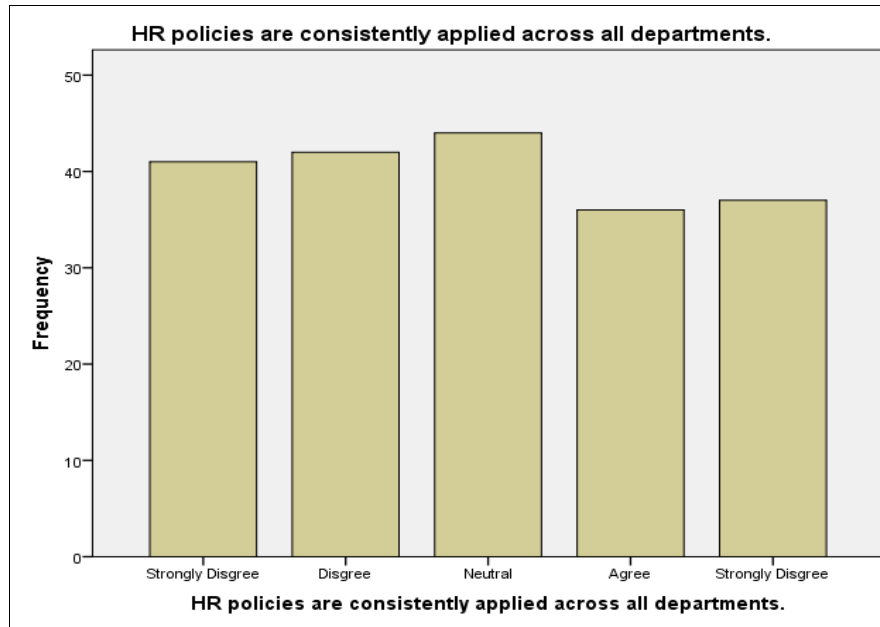
The frequency analysis indicates varied opinions regarding the consistent application of HR policies across all departments. A total of 41.5% of respondents either strongly disagree (20.5%) or disagree (21.0%), suggesting that many employees perceive inconsistencies in policy implementation. The largest group, 22.0%, remains neutral, indicating uncertainty or limited awareness. On the positive side, 18.0% agree and 18.5% strongly agree that HR policies are applied consistently. Overall, the results reflect a mixed perception with a slight inclination toward disagreement, highlighting the need for more uniform implementation of HR policies across departments.



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Graph No 5.10



Interpretation:

The bar chart shows employees’ perceptions of the consistency in applying HR policies across departments. The highest frequency is observed in the Neutral (44) category, indicating uncertainty or lack of clear visibility regarding consistent application. A substantial number of respondents disagree (42) or strongly disagree (41), suggesting that many employees feel HR policies are not applied uniformly across departments. Fewer respondents agree (36) or strongly agree (37) with the statement. Overall, the chart reflects a mixed but slightly negative perception, highlighting concerns about inconsistency in the implementation of HR policies across different departments.

Table 5.11

Employees are regularly informed about updates or changes in HR policies.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	34	17.0	17.0	17.0
	Disagree	44	22.0	22.0	39.0
	Neutral	46	23.0	23.0	62.0
	Agree	33	16.5	16.5	78.5
	Strongly Disagree	43	21.5	21.5	100.0
	Total	200	100.0	100.0	

Analysis:

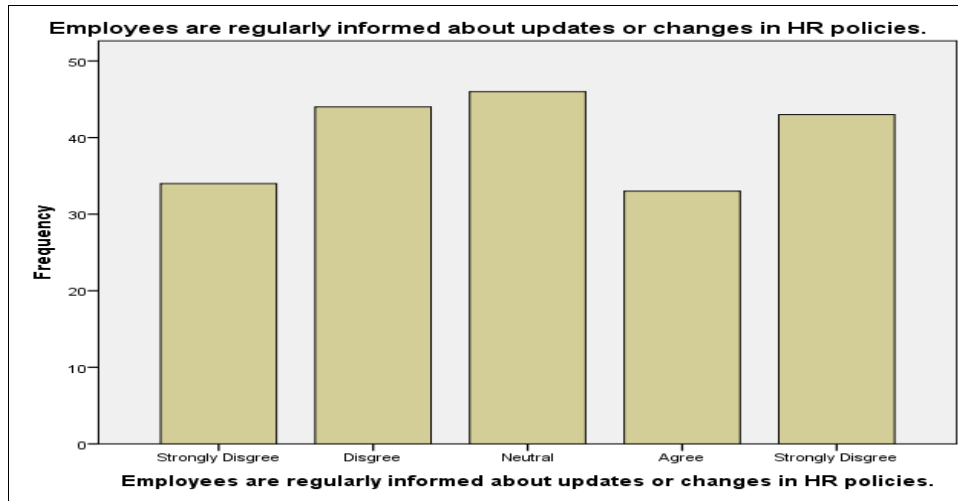
The frequency analysis shows mixed perceptions regarding whether employees are regularly informed about updates or changes in HR policies. A total of 39.0% of respondents strongly disagree (17.0%) or disagree (22.0%), indicating that a significant number of employees feel they are not adequately informed. The largest proportion, 23.0%, remains neutral, suggesting uncertainty or lack of clear communication. On the positive side, 16.5% agree and 21.5% strongly agree that updates are communicated regularly. Overall, the findings indicate inconsistent communication practices, highlighting the need for more systematic and transparent dissemination of HR policy updates.



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Graph No 5.12



Interpretation:

The bar chart illustrates employees’ views on whether they are regularly informed about updates or changes in HR policies. The highest number of responses falls under the Neutral (46) category, indicating uncertainty or lack of clear awareness. A considerable proportion of respondents disagree (44) or strongly disagree (34), suggesting that many employees feel communication about HR updates is inadequate. Although some respondents agree (33) or strongly agree (43), their numbers are comparatively lower. Overall, the chart reflects a mixed perception with a tendency toward uncertainty and dissatisfaction, highlighting the need for more regular and transparent communication of HR policy updates within the university.

Objective 2: To analyse employee perceptions regarding the effectiveness of HR policies related to recruitment, training, performance appraisal, and compensation in private universities.

Table No 5.13

Descriptive Statistics					
Variables	N	Mean	Std. Deviation	Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error
The recruitment and selection process in my university is fair and transparent.	200	3.20	1.425	-1.281	.342
The training and development programs provided are relevant to my job role.	200	2.87	1.468	-1.400	.342
Performance appraisal systems accurately reflect employee performance.	200	3.16	1.415	-1.269	.342
The compensation and benefits offered are fair compared to workload and responsibilities.	200	3.16	1.382	-1.209	.342
HR practices support career growth and professional development.	200	2.87	1.361	-1.178	.342
Valid N (listwise)	200				



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Analysis:

The descriptive statistics show moderate employee perceptions toward key HR practices in private universities. The mean values range between 2.87 and 3.20, indicating neither strong satisfaction nor dissatisfaction. Recruitment and selection are viewed relatively positively with the highest mean of 3.20, suggesting a fair level of transparency. Performance appraisal and compensation also show moderate agreement with mean values of 3.16. However, training relevance and career growth support record lower mean scores of 2.87, highlighting areas that require improvement. The standard deviation values indicate varied opinions among employees, while the negative kurtosis values suggest a wide spread of responses across all statements.

Table No 5.14

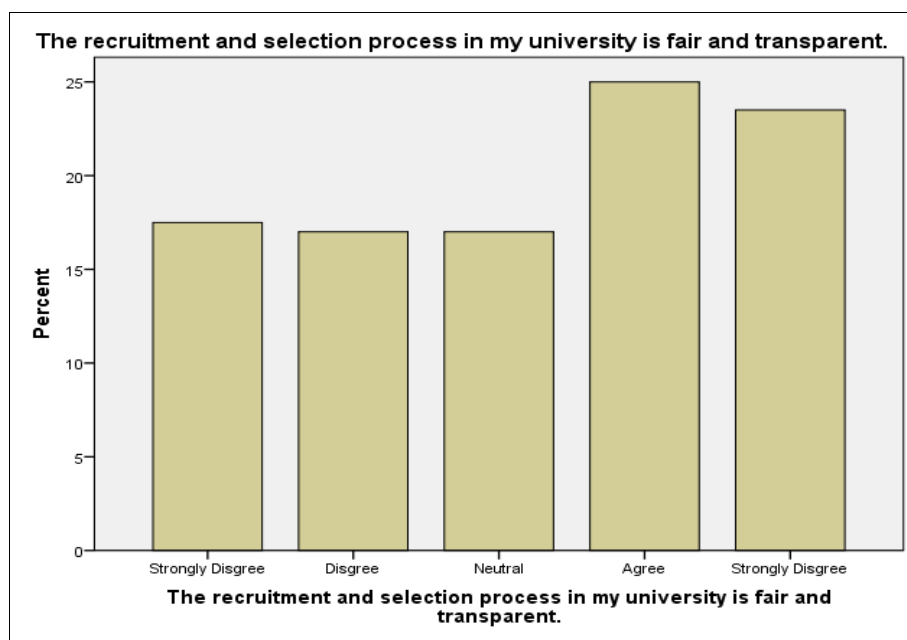
The recruitment and selection process in my university is fair and transparent.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	35	17.5	17.5	17.5
Disagree	34	17.0	17.0	34.5
Neutral	34	17.0	17.0	51.5
Agree	50	25.0	25.0	76.5
Strongly Disagree	47	23.5	23.5	100.0
Total	200	100.0	100.0	

Analysis:

The analysis shows mixed perceptions regarding the fairness and transparency of the recruitment and selection process. A total of 34.5% of respondents strongly disagree (17.5%) or disagree (17.0%), indicating dissatisfaction among a notable proportion of employees. Meanwhile, 17.0% remain neutral. On the positive side, 25.0% agree and 23.5% strongly agree, together forming 48.5%, suggesting that nearly half of the employees perceive the recruitment process as fair and transparent.

Graph No 5.15





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Table No 5.16

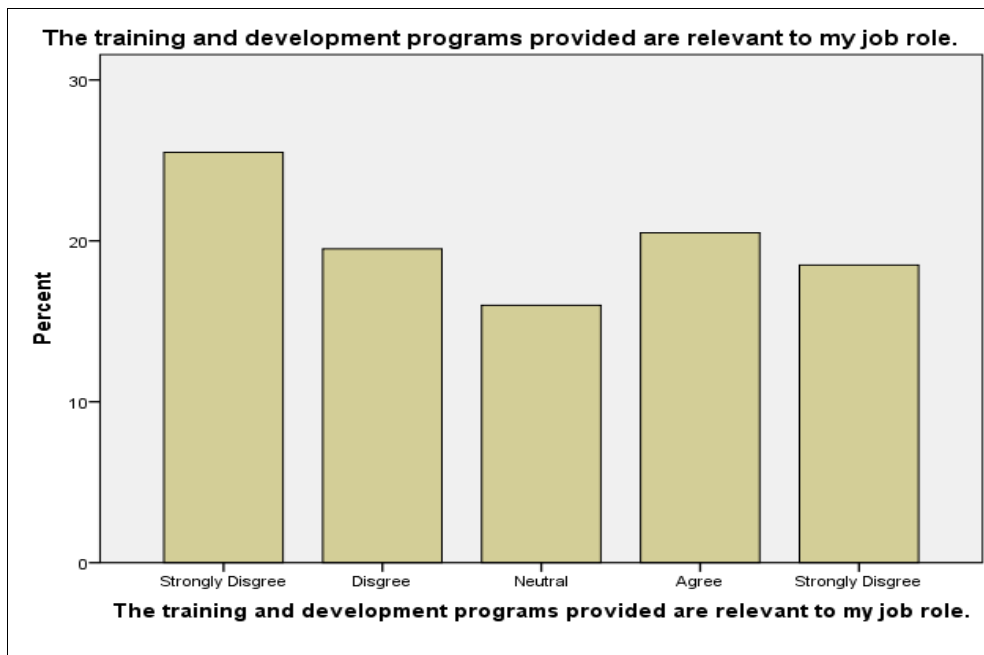
The training and development programs provided are relevant to my job role.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	51	25.5	25.5	25.5
	Disagree	39	19.5	19.5	45.0
	Neutral	32	16.0	16.0	61.0
	Agree	41	20.5	20.5	81.5
	Strongly Disagree	37	18.5	18.5	100.0
Total		200	100.0	100.0	

Analysis:

The findings indicate concern about the relevance of training and development programs. A significant 45.0% of respondents strongly disagree (25.5%) or disagree (19.5%), showing dissatisfaction. Additionally, 16.0% remain neutral. However, 20.5% agree and 18.5% strongly agree, together accounting for 39.0%. Overall, the results suggest that many employees feel training programs are not sufficiently aligned with their job roles.

Graph No 5.17



Performance appraisal systems accurately reflect employee performance.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	34	17.0	17.0	17.0
	Disagree	36	18.0	18.0	35.0
	Neutral	43	21.5	21.5	56.5
	Agree	39	19.5	19.5	76.0
	Strongly Disagree	48	24.0	24.0	100.0
Total		200	100.0	100.0	



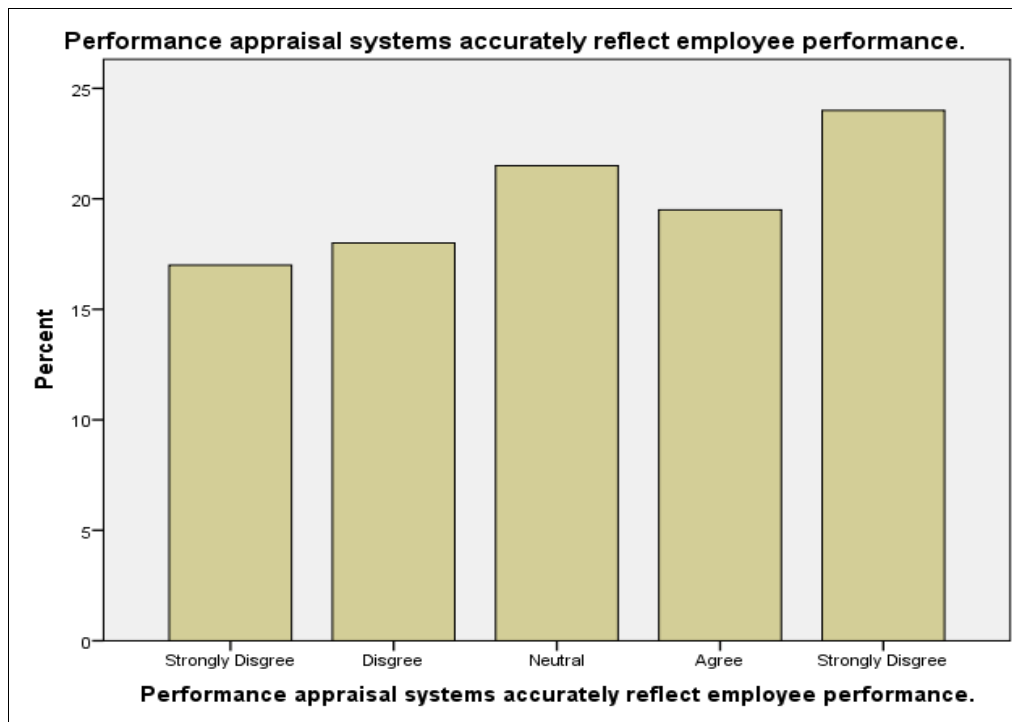
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Analysis:

The analysis reflects divided opinions on the effectiveness of the performance appraisal system. About 35.0% of respondents strongly disagree (17.0%) or disagree (18.0%), indicating concerns about accuracy. Further, 21.5% remain neutral. On the positive side, 19.5% agree and 24.0% strongly agree, totaling 43.5%, suggesting that a considerable proportion believes the appraisal system fairly reflects employee performance.

Graph No 5.18



The compensation and benefits offered are fair compared to workload and responsibilities.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	34	17.0	17.0	17.0
Disagree	34	17.0	17.0	34.0
Neutral	40	20.0	20.0	54.0
Agree	51	25.5	25.5	79.5
Strongly Agree	41	20.5	20.5	100.0
Total	200	100.0	100.0	

Analysis:

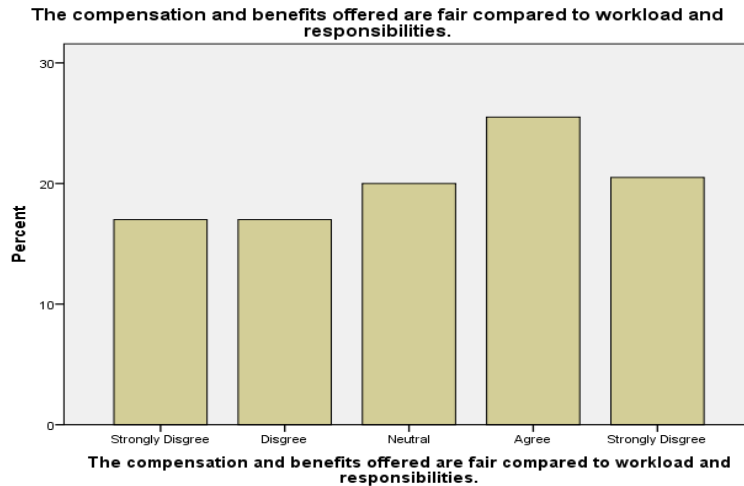
The results show varied perceptions of fairness in compensation and benefits. A total of 34.0% of respondents strongly disagree (17.0%) or disagree (17.0%), indicating dissatisfaction. Meanwhile, 20.0% remain neutral. On the positive side, 25.5% agree and 20.5% strongly agree, accounting for 46.0%, suggesting that nearly half of the employees perceive compensation as fair relative to workload and responsibilities.



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Graph No 5.19



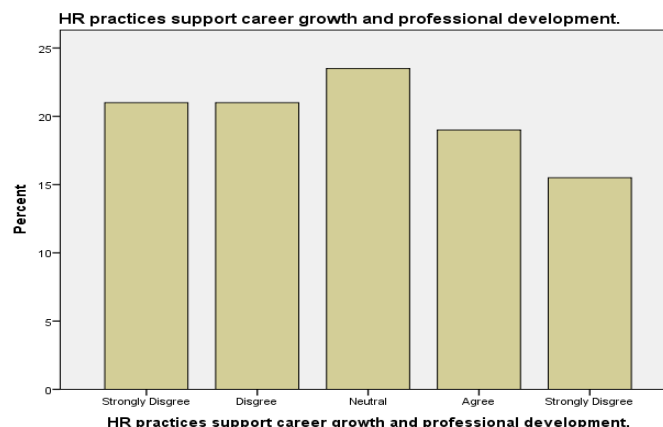
HR practices support career growth and professional development.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	42	21.0	21.0	21.0
Disagree	42	21.0	21.0	42.0
Neutral	47	23.5	23.5	65.5
Agree	38	19.0	19.0	84.5
Strongly Disagree	31	15.5	15.5	100.0
Total	200	100.0	100.0	

Analysis:

The analysis indicates mixed views on HR support for career growth. A total of 42.0% of respondents strongly disagree (21.0%) or disagree (21.0%), highlighting dissatisfaction. Additionally, 23.5% remain neutral. On the positive side, 19.0% agree and 15.5% strongly agree, together making 34.5%. Overall, the findings suggest that many employees feel HR practices do not sufficiently support career growth and professional development.

Graph No 5.20





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Objective 3: To examine the level of employee satisfaction with current HR practices in private universities based on survey responses.

Table No 5.21

Descriptive Statistics					
Variables	N	Mean	Std. Deviation	Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error
I am satisfied with the overall HR policies of my university.	200	3.07	1.368	-1.200	.342
HR practices contribute positively to my job satisfaction.	200	2.97	1.419	-1.328	.342
HR staff are supportive and responsive to employee concerns.	200	2.93	1.379	-1.218	.342
The work environment promoted by HR practices is positive and motivating.	200	3.11	1.442	-1.344	.342
I feel valued and respected due to existing HR policies.	200	2.86	1.404	-1.279	.342
Valid N (listwise)	200				

Analysis:

The descriptive statistics indicate a moderate level of employee satisfaction with HR policies and practices in private universities. The mean scores range from 2.86 to 3.11, showing that employees neither strongly agree nor strongly disagree with the statements. The work environment promoted by HR practices records the highest mean (3.11), suggesting a relatively positive perception. However, feeling valued and respected through HR policies has the lowest mean (2.86), indicating scope for improvement. The standard deviation values show varied employee opinions, while negative kurtosis values reflect a wide spread of responses.

Table No 5.22

I am satisfied with the overall HR policies of my university.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	37	18.5	18.5	18.5
Disagree	34	17.0	17.0	35.5
Neutral	43	21.5	21.5	57.0
Agree	51	25.5	25.5	82.5
Strongly Disagree	35	17.5	17.5	100.0
Total	200	100.0	100.0	

Analysis:

The table indicates that 18.5% of respondents strongly disagreed and 17.0% disagreed with their overall satisfaction toward HR policies, totaling 35.5% negative responses. About 21.5% of respondents remained neutral, reflecting uncertainty or mixed experiences with HR policies. On the positive side, 25.5% agreed and 17.5% strongly agreed, accounting for 43.0% positive responses.

Overall, while a higher proportion of employees expressed satisfaction with HR policies, a substantial percentage of respondents either disagreed or remained neutral. This suggests that although HR policies are generally acceptable, there is considerable scope for improvement to enhance employee satisfaction and address existing concerns.



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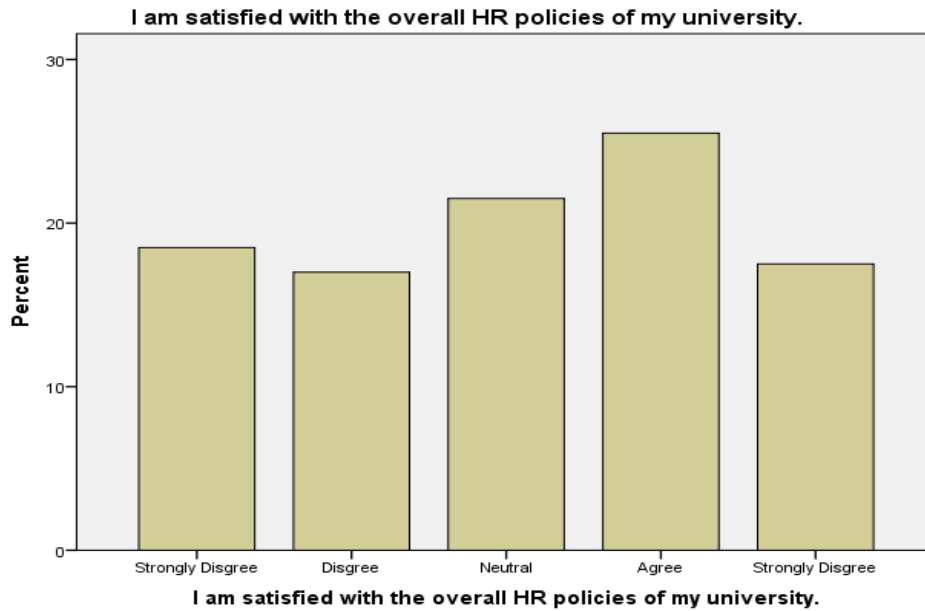


Table No 5.23

HR practices contribute positively to my job satisfaction.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	43	21.5	21.5	21.5
Disagree	39	19.5	19.5	41.0
Neutral	36	18.0	18.0	59.0
Agree	46	23.0	23.0	82.0
Strongly Disagree	36	18.0	18.0	100.0
Total	200	100.0	100.0	

Analysis:

The table shows that 21.5% of respondents strongly disagreed and 19.5% disagreed that HR practices contribute positively to their job satisfaction, making 41.0% negative responses. About 18.0% of respondents expressed a neutral opinion, indicating uncertainty or mixed experiences. On the positive side, 23.0% agreed and 18.0% strongly agreed, together accounting for 41.0% positive responses.

The findings reveal an equal proportion of positive and negative perceptions, suggesting that HR practices have inconsistent influence on employee job satisfaction. While a considerable number of employees perceive HR practices as supportive, an equally large group feels dissatisfied, highlighting the need for improved HR initiatives to enhance overall job satisfaction.

Table No 5.24

HR staff are supportive and responsive to employee concerns.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	41	20.5	20.5	20.5
Disagree	39	19.5	19.5	40.0
Neutral	46	23.0	23.0	63.0



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Agree	40	20.0	20.0	83.0
Strongly Disagree	34	17.0	17.0	100.0
Total	200	100.0	100.0	

Analysis:

The table shows mixed opinions regarding whether HR staff are supportive and responsive to employee concerns. About **40.0%** of respondents **disagree or strongly disagree**, indicating a significant level of dissatisfaction with HR support. Around **23.0%** remain **neutral**, suggesting uncertainty or inconsistent experiences. On the positive side, **37.0%** of employees **agree or strongly agree** that HR staff are supportive. Overall, the results indicate that while some employees perceive HR as responsive, a considerable proportion feel otherwise, highlighting the need for improved responsiveness and employee engagement by HR staff.

Table No 5.26

The work environment promoted by HR practices is positive and motivating.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	39	19.5	19.5	19.5
Disagree	36	18.0	18.0	37.5
Neutral	33	16.5	16.5	54.0
Agree	48	24.0	24.0	78.0
Strongly Disagree	44	22.0	22.0	100.0
Total	200	100.0	100.0	

Analysis:

The responses indicate a mixed perception of the work environment promoted by HR practices. About 37.5% of respondents disagree or strongly disagree, showing dissatisfaction with the work environment. A notable 16.5% remain neutral, reflecting uncertainty or varied experiences. On the positive side, 46.0% of employees agree or strongly agree that HR practices create a positive and motivating work environment. Overall, while a considerable proportion of employees view the environment positively, a significant segment is dissatisfied, suggesting the need for HR initiatives to further improve workplace motivation and support.

Table No 5.27

I feel valued and respected due to existing HR policies.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	47	23.5	23.5	23.5
Disagree	39	19.5	19.5	43.0
Neutral	41	20.5	20.5	63.5
Agree	41	20.5	20.5	84.0
Strongly Disagree	32	16.0	16.0	100.0
Total	200	100.0	100.0	

Analysis:

The data shows that perceptions of feeling valued and respected due to HR policies are divided. A substantial 43.0% of respondents disagree or strongly disagree, indicating that many employees do not feel adequately valued. About 20.5% remain neutral, suggesting uncertainty or inconsistent experiences. On the positive side, 36.5% of employees agree or strongly agree that HR policies make them feel valued and respected. Overall, the findings suggest that while some employees recognize positive HR efforts, a significant proportion feel overlooked, highlighting the need for more inclusive and employee-focused HR policies.



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V. FINDINGS

The findings of the study reveal that HR policies and practices in private universities are perceived at a moderate level, indicating neither strong satisfaction nor dissatisfaction among employees. A significant proportion of respondents highlighted concerns regarding the clarity and accessibility of HR policies, with many expressing difficulty in understanding and accessing them. Although communication of HR rules appears relatively better, inconsistencies still exist, leading to mixed perceptions. Standardization and uniform implementation of HR procedures across departments remain major concerns, as employees reported uneven application of policies.

In terms of effectiveness, recruitment and selection practices are viewed more positively, suggesting a fair level of transparency. However, training and development programs are perceived as less relevant to job roles, and career growth opportunities are considered inadequate. Employee opinions on performance appraisal and compensation are divided, reflecting concerns about fairness and accuracy.

Overall employee satisfaction with HR practices is moderate, with mixed responses regarding their impact on job satisfaction. A notable proportion of employees feel undervalued and unsupported, indicating gaps in HR responsiveness and engagement. These findings highlight the need for improved transparency, consistency, and employee-focused HR practices.

VI. CONCLUSION

The study concludes that Human Resource policies and practices in private universities are functioning at a moderate level but require significant improvement to enhance employee satisfaction and organizational effectiveness. Employees neither strongly approve nor strongly disapprove of existing HR policies, indicating uncertainty and inconsistency in implementation. While recruitment and selection practices are perceived as relatively effective, other HR functions such as training and development, performance appraisal, and career growth support are viewed less favorably. This suggests a need to align HR initiatives more closely with employee expectations and job requirements.

The findings further reveal that HR policies are not consistently documented, communicated, or implemented across departments. Many employees experience difficulty in understanding HR procedures and feel inadequately informed about policy updates. Inconsistent application of HR policies and lack of transparency emerge as major challenges, negatively influencing employee morale and trust in HR systems. Although some employees recognize positive efforts by HR, a considerable proportion do not feel valued or adequately supported, which affects overall job satisfaction.

Overall, the study highlights the importance of strengthening HR policy execution, ensuring transparency, improving communication, and standardizing practices across the institution. By addressing these gaps, private universities can enhance employee confidence, motivation, and engagement, thereby contributing to improved organizational performance and a more positive work environment.

VII. SUGGESTIONS

Based on the findings of the study, several measures can be suggested to improve HR policies and practices in private universities. HR policies should be clearly documented and made easily accessible to all employees through digital platforms or employee handbooks. Regular and transparent communication regarding HR rules, procedures, and policy updates should be ensured to reduce confusion and uncertainty. Standardization of HR procedures across departments is essential to maintain fairness and consistency in implementation. Training and development programs should be redesigned to align closely with employees' job roles and career aspirations. Performance appraisal systems need to be more transparent and objective to enhance trust and acceptance among employees. HR departments should also focus on improving responsiveness and employee engagement to ensure that staff feel valued and supported. Additionally, regular feedback mechanisms such as surveys or meetings can help identify employee concerns and enable continuous improvement in HR practices, ultimately leading to higher satisfaction and morale.



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