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A Study on Employees Perception of Human Resource Practices

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ABSTRACT: The study titled “A Study on Employees’ Perception of Human Resource Practices” focuses on understanding how employees perceive and evaluate the various human resource practices followed in an organization. Human Resource Management plays an important role in improving employee satisfaction, motivation, performance, and overall organizational effectiveness. The study examines employees’ perceptions regarding recruitment and selection, training and development, performance appraisal, compensation and benefits, employee welfare, career development, communication, and grievance handling. The study adopts a descriptive research design and collects primary data from employees through a structured questionnaire. Secondary data is obtained from books, journals, research articles, and relevant websites. The collected data is analyzed using appropriate statistical tools to identify employees’ opinions and the factors influencing their perception of HR practices. The study aims to identify the strengths and limitations of existing HR practices and understand their impact on employee satisfaction and engagement. The findings are expected to provide useful insights for organizations to improve their HR policies and practices. Effective and employee-oriented HR practices can contribute to better motivation, job satisfaction, employee retention, productivity, and organizational performance. The study concludes with suitable suggestions for strengthening HR practices and creating a positive and supportive work environment.

KEYWORDS: Human Resource Management, Employee Perception, HR Practices, Employee Satisfaction, Employee Engagement, Training and Development, Performance Appraisal, Compensation, Employee Welfare, Organizational Performance.

I. INTRODUCTION

Human Resource Management (HRM) is one of the most important functions of an organization because employees are the key resources responsible for achieving organizational goals. Effective management of human resources helps organizations recruit suitable employees, develop their skills, improve performance, and maintain a positive work environment. In today’s competitive business environment, organizations need to focus not only on business performance but also on employee satisfaction, motivation, engagement, and retention. Human Resource practices refer to the policies and activities adopted by an organization to manage its employees effectively. These practices include recruitment and selection, training and development, performance appraisal, compensation and benefits, employee welfare, career development, grievance handling, communication, and employee relations. Proper implementation of these practices can improve employees’ commitment, productivity, and overall job satisfaction.

Employees’ perception of HR practices is important because the effectiveness of an HR policy depends largely on how employees understand and experience it. Even well-designed HR practices may not produce the expected results if employees consider them unfair, ineffective, or inconsistent. Employees who perceive HR practices positively are more likely to feel valued, motivated, and committed to the organization. On the other hand, negative perceptions may lead to dissatisfaction, reduced motivation, poor performance, and higher employee turnover. The present study, “A Study on Employees’ Perception of Human Resource Practices,” aims to understand how employees perceive the HR practices followed by an organization. The study focuses on different areas of HRM, such as recruitment and selection, training and development, performance appraisal, compensation, employee welfare, career growth, communication, and grievance handling. It also attempts to identify the factors that influence employees’ perceptions and satisfaction with HR practices.



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1.1 STATEMENT OF THE PROBLEM

Human Resource Management plays an important role in every organization because it focuses on employees and their contribution to organizational goals. HR practices such as recruitment, training, performance appraisal, compensation, career development, employee welfare, and grievance handling influence employee satisfaction and performance. However, the effectiveness of these practices depends greatly on how employees perceive them.

Employees expect HR policies to be fair, transparent, and consistently applied. They also expect clear communication regarding organizational rules, performance standards, benefits, promotion opportunities, and grievance procedures. If employees feel that performance appraisals are biased, compensation is unfair, training opportunities are limited, or their concerns are not addressed properly, it can lead to dissatisfaction, low motivation, absenteeism, reduced productivity, and employee turnover. Therefore, it is necessary to understand employees' perceptions of existing HR practices. The study titled "A Study on Employees' Perception of Human Resource Practices" aims to examine employee views, measure their satisfaction, identify factors affecting their perceptions, and suggest improvements in HR practices.

1.2. OBJECTIVES OF THE STUDY

Primary Objective:

To investigate the effectiveness of integrated Human Resource operations, including recruitment, attendance tracking, and payroll processing, within the IT sector and to evaluate their role in promoting efficient workforce management, employee satisfaction, and organizational productivity.

Secondary Objectives:

1. To examine employees' perception towards the effectiveness and fairness of recruitment and selection practices followed by the organization.
2. To examine the effectiveness of training and development programs in improving employee knowledge, skills, and performance.
3. To measure the level of employee satisfaction with the existing Human Resource practices and policies.
4. To examine how effective HR practices influence employee engagement, motivation, and workplace productivity.

II. REVIEW OF LITERATURE

1. Schuler and Jackson (1987) – Strategic Human Resource Management

Schuler and Jackson (1987) studied the strategic role of Human Resource Management and explained that HR practices should be aligned with organizational strategies. They emphasized that recruitment, rewards, employee development, and performance management can influence employee behaviour and organizational performance.

2. Wright and McMahan (1992) – Strategic HRM

Wright and McMahan (1992) examined the strategic perspective of HRM and stated that human resources can provide organizations with a competitive advantage. The study highlighted the importance of aligning HR practices with organizational objectives.

3. Guest (1997) – Human Resource Management and Employee Outcomes

Guest (1997) examined the relationship between HRM practices and employee outcomes. The study suggested that effective HR practices can improve employee commitment, motivation, quality of work, and flexibility.

4. Becker, Huselid, Pickus and Spratt (1997) – HR Systems and Organizational Performance The authors studied the relationship between HR systems and organizational performance. Their findings indicated that integrated HR practices can contribute to the development of a high-performance workforce and improve organizational outcomes.

5. Delery and Shaw (2001) – Strategic HR Practices

Delery and Shaw (2001) examined strategic HR practices and their impact on organizational performance. The study emphasized that recruitment, employee development, performance management, and reward systems can improve employee capabilities and organizational effectiveness.

6. Storey (2007) – Human Resource Management

Storey (2007) discussed the strategic importance of HRM in organizations. The study emphasized employee involvement, motivation, development, and effective HR policies as important factors in creating a productive workforce.



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III. RESEARCH METHODOLOGY

The present study, titled “A Study on Employees’ Perception of Human Resource Practices,” adopts a descriptive research design to examine employees’ opinions and experiences regarding various Human Resource practices in the IT sector. The study follows a quantitative research approach, wherein primary data is collected from employees through a structured questionnaire. The population of the study consists of employees working in the IT sector, and a sample size of 100 respondents is considered for the study. The respondents are selected using the convenience sampling technique, based on their availability and willingness to participate. The study uses both primary and secondary sources of data. Primary data is collected directly from employees through a structured questionnaire covering areas such as recruitment and selection, attendance tracking, payroll processing, training and development, performance appraisal, compensation, employee welfare, and overall employee satisfaction with HR practices. A five-point Likert scale is used to measure employees’ perceptions, ranging from Strongly Agree to Strongly Disagree. Secondary data is collected from HRM textbooks, research journals, academic articles, company reports, and relevant websites. The collected data is systematically classified, tabulated, and analyzed using appropriate statistical tools. Percentage analysis, frequency analysis, mean or weighted average, Chi-Square test, and correlation analysis may be used to interpret the responses and examine relationships between selected variables.

IV. RESULTS AND DISCUSSIONS

4.1. DEMOGRAPHIC DATA OF THE SAMPLE

Demographic	High Responses	Frequency (n)	Percentage (%)
Age	Below 25 Years	48	48.0
Gender	Male	70	70.0
Qualification	Postgraduate	51	51.0
Experience	1-3 Years	35	35.0
Department	Finance	26	26.0
Organization Size	Medium	41	41.0

INTERPRETATION

Demographic-wise, the largest proportion of respondents were aged below 25 (48%). In terms of gender, most of the participants were male (70%). As many as 70% of the respondents had completed postgraduate studies. Most respondents (35%) had 1–3 years of work experience. The largest group of participants came from the Finance department (26%). Finally, 41% of the respondents were working in medium-sized organizations. In general, the sample represents a diverse group of professionals who are mostly young and highly educated.

4.2 INDEPENDENT SAMPLES T-TEST BETWEEN GENDER AND RECRUITMENT PROCESS

Gender	N	Mean	Std. Deviation	Std. Error Mean
Male	70	3.3762	0.69313	0.08284
Female	30	3.3889	1.08308	0.19774



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Independent Samples Test									
		t-test for Equality of Means							
		t	df	Significance		Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
				One-Sided p	Two-Sided p			Lower	Upper
Recruitment	Equal variances assumed	7.269	98	0.008	0.944	-0.01270	0.18066	-0.37121	0.34581
	Equal variances not assumed		39.561		0.953	-0.01270	0.21439	-0.44616	0.42076

INTREPRETATION:

An independent-samples t-test was conducted to compare recruitment perceptions between male and female respondents. Male respondents had a mean score of 3.3762, while female respondents had a mean score of 3.3889. As Levine's test was significant 38 ($p = .008$), the equal variances not assumed result was considered. The result showed no statistically significant difference between male and female respondents, $t(39.561) = -0.059$, $p = .953$. Therefore, the null hypothesis is not rejected.

4.3 INDEPENDENT SAMPLES T-TEST BETWEEN GENDER AND TRAINING AND DEVELOPMENT

Gender	N	Mean	Std. Deviation	Std. Error Mean
Male	70	3.4086	0.78791	0.09417
Female	30	3.44	1.05882	0.19331

Independent Samples Test									
		t-test for Equality of Means							
		t	df	Significance		Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
				One-Sided p	Two-Sided p			Lower	Upper
Development	Equal variances assumed	-0.164	98	.155	0.870	-0.03143	0.19134	-0.41114	0.34828
	Equal variances not assumed	-0.146	43.371		0.884	-0.03143	0.21503	-0.46497	0.40212



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INTERPRETATION

Based on the obtained t-test result, if the significance value is greater than 0.05, the null hypothesis is accepted. This indicates that there is no significant difference between male and female respondents regarding training and development practices. Therefore, gender does not significantly influence the respondents' perception of training and development in the organization. An Independent Samples t-Test was conducted to determine whether there is a significant difference between male and female respondents in their perception of training and development practices. The test compares the mean scores of the two gender groups. If the significance value is greater than 0.05, there is no statistically significant difference between the groups; if it is less than 0.05, a significant difference exists.

V. FINDINGS

The study reveals that there is no significant difference between male and female employees regarding training and development practices in the organization. Both male and female employees have similar perceptions about the training programmes provided and appear to receive equal opportunities to participate in training and skill-development activities. The findings indicate that gender does not significantly influence employees' access to training programmes, career development opportunities, or leadership-related learning activities. Employees of both genders also show similar levels of satisfaction with the quality, usefulness, relevance, and effectiveness of the training programmes. This suggests that the organization is providing training based mainly on employee needs and job requirements rather than gender. Overall, the training and development practices of the organization appear to be fair, inclusive, consistent, and unbiased. Equal training opportunities can improve employee skills, confidence, motivation, job satisfaction, and their contribution to organizational growth.

5.1. SUGGESTIONS

The organization should ensure equal and inclusive training opportunities for all employees, regardless of gender. Training programmes must be planned based on employees' job requirements, current skills, and future career needs. Employees should be encouraged to take part in skill-development, leadership, and career-growth programmes. Regular feedback should be collected from employees to understand whether the training is useful and relevant. The organization should also evaluate the effectiveness of training programmes periodically and make necessary improvements. These measures can create a fair learning environment, improve employee skills, increase motivation, and support overall organizational growth.

VI. LIMITATIONS OF THE STUDY

The study has certain limitations. It was conducted with a limited sample size of 100 respondents, which may not fully represent the views of the entire employee population. Convenience sampling was used for selecting respondents, and this may result in sampling bias. The findings are mainly based on employees' opinions and perceptions, which may change over time depending on their work experience and organizational conditions. In addition, some respondents may have provided socially desirable answers instead of expressing their actual views, which could affect the accuracy of the findings.

VII. CONCLUSION

The study concludes that effective Human Resource practices play an important role in improving employee satisfaction, performance, and organizational effectiveness. The study examined various HR practices such as recruitment, selection, training and development, performance appraisal, employee engagement, and other workplace practices. The findings indicate that employees generally have a positive perception of the HR practices followed by the organization. The statistical analysis also helped identify the relationship between demographic factors and different HR practices. For example, the Independent Samples t-Test between gender and training and development indicates that there is no significant difference between male and female employees, showing that training opportunities are provided relatively equally. The study also highlights the importance of maintaining fair, transparent, and employee-oriented HR policies. Regular training, effective performance evaluation, career development opportunities, and employee feedback can further improve employee motivation and productivity. Overall, the organization can strengthen its HR practices by continuously evaluating employee needs, adopting modern HR techniques, providing equal opportunities, and creating



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a supportive work environment. Effective implementation of these practices will contribute to employee growth, job satisfaction, productivity, and the long-term success of the organization.

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