

EMPLOYEES OPINION ON HR POLICIES AND THEIR IMPLEMENTATION AT ON LOAD GEARS PVT LTD

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Abstract: Human resource management is concerned with people element in management. Since every organization is made up of people, acquiring their services, developing their skills/ motivating to high level of performances and ensuring that they continue to maintain their commitments to the organization which are essential to achieve organizational objectives. This project is meant to know the Human Resource Policies in the organization. The HR Policies are a tool to achieve employee satisfaction and thus highly motivated employees. The main objective of various HR Policies is to increase efficiency by increasing motivation and thus fulfill organizational goals and objectives. The objective is to provide the reader with a framework of the HR Policy Manual and the various objectives that the different policies aim to achieve. The main focus was on the managerial levels of employees in ON LOAD GEARS PRIVATE LIMITED.

Keywords: HR Policies, Employee Relationship, Organization, Employees.

1. INTRODUCTION

Understanding Employees opinions about HR policies and their implementation is crucial for fostering a positive work environment and maximizing productivity. Employees' opinion of HR policies can significantly impact their job satisfaction, engagement, and overall morale within the organization. This study is conducted to measure the effect of human resource policies (planning, recruitment & selection, training & development, job analysis & design, motivation, performance appraisal, and employee participation in decision making) on organizational performance, to verify if there is a positive and significant relationship between human resource policies and organizational performance, and to measure the scope of application of human resource policies.

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2. REVIEW OF LITERATURE

Ackoff (1981) emphasized the importance of proactive and future-oriented management practices. He argued that organizations should not merely adapt to environmental changes but actively design their future through strategic planning and systems thinking. His work laid the foundation for modern strategic management by highlighting the role of innovation and long-term vision.

Aguinis, Boyd, and Pierce (2011) contributed to management research by advocating the integration of micro-level and macro-level perspectives. They stressed that understanding organizational phenomena requires bridging individual behaviors with broader organizational and environmental contexts, thereby improving the relevance and applicability of research findings.

Akdere (2009) examined the impact of quality-focused human resource practices on firm performance, particularly in the healthcare sector. The study found that HR practices such as training, performance management, and employee involvement significantly enhance organizational effectiveness by improving service quality and operational efficiency.

Ali et al. (2019) explored the relationship between high-performance work systems (HPWS) and organizational performance using a multilevel framework. Their findings revealed that both implemented and perceived HR practices influence branch-level performance, mediated by employee attitudes and behaviors, thus emphasizing the importance of employee perception in HR implementation.

Apascaritei and Elvira (2022) provided an integrative review of strategic human resource management (SHRM) and dynamic capabilities. They argued that HR systems play a crucial role in enabling organizations to adapt to changing environments by fostering flexibility, learning, and innovation capabilities.

3. OBJECTIVES

- To analyze the opinions of employees regarding HR policies and their implementation in on load gears pvt ltd.
- To examine the existing HR policies followed in the organization.
- To understand the HR policies maintaining the sound relation among employees and employer.
- To provide suggestions for improving HR policies and their effective implementation in the organization.

4. METHODOLOGY

The study focuses on analyzing employees' opinions on HR policies and their implementation at On Load Gears Pvt. Ltd. It adopts a descriptive research design to understand current practices and employee perceptions. The study uses both primary and secondary data for analysis. Primary data was collected from 131 employees through a structured questionnaire. Additional insights were gathered through observation and informal discussions. The respondents were selected using simple random sampling to ensure equal representation. Secondary data was collected from journals, company records, and online sources. The collected data was analyzed using descriptive analysis, Chi-square test, and One Way ANOVA to derive meaningful conclusions.

Table 1

FACTOR	Very Effective	Effective	Somewhat Effective	Ineffective	Very Ineffective	TOTAL
Overall impact on HR policies	56 (42.7%)	53 (40.5%)	14 (10.7%)	5 (3.8%)	3 (2.3%)	131 (100%)

The table 1 shows that the majority of respondents (42.7%) rated HR policy effectiveness as **very effective**, followed by those who rated it **effective** (40.5%). A smaller portion (10.7%) considered it **somewhat effective**, while only 3.8% rated it **ineffective** and 2.3% rated it **very ineffective**. This indicates that the overwhelming majority of respondents hold a positive view of HR policy effectiveness, reflecting a generally well-received and successfully implemented HR framework within the organization. Table 2 showing the effectiveness of HR policy and its implementation within the organization from the respondents.

TABLE 2

FACTOR	Very Effective	Effective	Somewhat Effective	Ineffective	Very Ineffective	TOTAL
Effectiveness of HR Policies	48 (36.6%)	54 (41.2%)	22 (16.8%)	5 (3.8%)	2 (1.5%)	131 (100%)

The table 2 shows that the majority of respondents (41.2%) rated it as **effective**, followed by those who rated it **very effective** (36.6%). A smaller portion (16.8%) considered it **somewhat effective**, while only 3.8% rated it **ineffective** and 1.5% rated it **very ineffective**. This indicates that the overwhelming majority of respondents hold a positive view of HR policy effectiveness, reflecting a generally well-received and successfully implemented HR framework within the organization.

Table 3

FACTOR	Excellent	Good	Fair	Poor	Very Poor	TOTAL
Communication and transparency HR policies	50 (38.2%)	59 (45%)	16 (12.2%)	2 (1.5%)	4 (3.1%)	131 (100%)

The table 3 shows that the majority of respondents (45%) rated it as **good**, followed by those who rated it **excellent** (38.2%). A smaller portion (12.2%) considered it **fair**, while only 1.5% rated it **poor** and 3.1% rated it **very poor**. This indicates that the overwhelming majority of respondents hold a positive view, reflecting a generally well-received and successfully implemented HR framework within the organization.

Table 4

FACTOR	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	TOTAL
Overall satisfaction on HR policies	53 (40.5%)	58 (44.3%)	15 (11.5%)	4 (3.1%)	1 (0.8%)	131 (100%)

The table shows that the majority of respondents (44.3%) rated it as **satisfied**, followed by those who rated it **very satisfied** (40.5%). A smaller portion (11.5%) remained **neutral**, while only 3.1% were **dissatisfied** and 0.8% were **very dissatisfied**. This indicates that the overwhelming majority of respondents hold a positive view, reflecting a generally well-received and successfully implemented HR framework within the organization.

Table 5

Overall Impact of HR Policies	Effective	Ineffective	Somewhat Effective	Very Effective	Very Ineffective	Total
Effective	30	1	11	11	0	53
Ineffective	3	1	1	0	0	5
Somewhat Effective	5	2	5	2	0	14
Very Effective	15	1	5	34	0	55
Very Ineffective	1	0	0	0	2	3
Total	54	5	22	48	2	131

The table shows the crosstab compares perceived and actual impact of HR policies across 131 respondents. The diagonal values indicate agreement between both measures. Strong alignment is seen in "Very Effective" (34) and "Effective" (30) categories, suggesting most employees consistently rate policies positively. Minor mismatches exist in "Somewhat Effective" and "Ineffective" categories, indicating slight perception gaps. Overall, HR policies are predominantly viewed as effective, reflecting a generally positive organizational sentiment toward existing HR practices.

Table 6

Value	df	Asymptotic Significance (2-sided)	
Pearson Chi-Square	125.883 ¹	20	<.001
Likelihood Ratio	55.552	20	<.001
N of Valid Cases	131		

¹ 22 cells (73.3%) have expected count less than 5. The minimum expected count is .02.

The Pearson Chi-Square test was conducted to examine the relationship between the overall impact of HR policies on employees' job satisfaction and engagement and the effectiveness of HR policy implementation. The results revealed a Chi-Square value of 125.883 with 20 degrees of freedom and a p-value of <.001, confirming a statistically significant association between both variables. The Likelihood Ratio value of 55.552 further validates and strengthens this significant finding. With 131 valid cases, the sample size ensures credibility and reliability of the results. Since the obtained p-value is less than the standard significance level of **0.05**, the null hypothesis (H0) is rejected and the alternate hypothesis (H1) is accepted. At 5% level of significance and DF (22) the table value is 125.883 Calculated value = 0.02

Table 7

HR Policies Implementation Effectiveness	N	Mean	Std. Deviation	Std. Error	Lower Bound	Upper Bound	Minimum	Maximum
Very Satisfied	7	3.0000	1.41421	0.53452	1.6921	4.3079	1.00	4.00
Satisfied	5	3.4000	1.14018	0.50990	1.9843	4.8157	2.00	5.00
Neutral	22	3.5455	0.85786	0.18290	3.1651	3.9258	2.00	5.00
Dissatisfied	53	4.1132	0.64032	0.08796	3.9367	4.2897	2.00	5.00
Very Dissatisfied	44	4.5455	0.79107	0.11926	4.3049	4.7860	2.00	5.00
Total	131	4.0763	0.90824	0.07935	3.9193	4.2333	1.00	5.00

The analysis shows that employees who are dissatisfied and very dissatisfied report higher mean scores (4.11 and 4.55), indicating stronger negative perceptions of HR policy implementation. In contrast, very satisfied and satisfied employees have lower mean scores. The majority fall under dissatisfied categories, suggesting overall dissatisfaction. This implies that HR policies may not be effectively implemented, leading to unfavorable employee opinions within the organization.

Table 8

HR policies implementation effectiveness					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	26.352	4	6.588	10.263	.000
Within Groups	80.884	126	.642		
Total	107.237	130			

The one-way ANOVA results indicate a statistically significant difference in HR policies implementation effectiveness among different employee satisfaction groups. The calculated F value (10.263) with a significance level of 0.000 ($p < 0.05$) shows that the variation between groups is greater than within groups. This means that employees' levels of satisfaction significantly influence their perception of HR policy implementation. Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted. It can be concluded that HR policy implementation effectiveness varies notably across different satisfaction levels of employees in the organization.

Table 9

Multiple Comparisons						
Dependent Variable: HR policies implementation effectiveness						
Tukey HSD						
(I) satisfaction with HR policies	(J) satisfaction with HR policies	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
very satisfied	satisfied	-.40000	.46914	.913	-1.6984	.8984
	neutral	-.54545	.34768	.520	-1.5077	.4168
	dissatisfied	-1.11321*	.32221	.007	-2.0050	-.2214
	very dissatisfied	-1.54545*	.32603	.000	-2.4478	-.6431
satisfied	very satisfied	.40000	.46914	.913	-.8984	1.6984
	neutral	-.14545	.39695	.996	-1.2441	.9532
	dissatisfied	-.71321	.37483	.321	-1.7506	.3242
	very dissatisfied	-1.14545*	.37812	.024	-2.1920	-.0989
Neutral	very satisfied	.54545	.34768	.520	-.4168	1.5077
	satisfied	.14545	.39695	.996	-.9532	1.2441
	dissatisfied	-.56775*	.20320	.047	-1.1302	-.0054
	very dissatisfied	-1.00000*	.20921	.000	-1.5790	-.4210
dissatisfied	very satisfied	1.11321*	.32221	.007	.2214	2.0050
	satisfied	.71321	.37483	.321	-.3242	1.7506
	neutral	.56775*	.20320	.047	.0054	1.1302
	very dissatisfied	-.43225	.16341	.068	-.8845	.0200
very dissatisfied	very satisfied	1.54545*	.32603	.000	.6431	2.4478
	satisfied	1.14545*	.37812	.024	.0989	2.1920
	neutral	1.00000*	.20921	.000	.4210	1.5790
	dissatisfied	.43225	.16341	.068	-.0200	.8845

*. The mean difference is significant at the 0.05 level.

The Tukey HSD multiple comparison test identifies where the significant differences exist between employee satisfaction groups regarding HR policy implementation effectiveness. Significant differences ($p < 0.05$) are observed between “very satisfied” and both “dissatisfied” and “very dissatisfied” groups, indicating that dissatisfied employees perceive HR policies much more negatively. Similarly, the “satisfied” group differs significantly from the “very dissatisfied” group. The “neutral” group also shows significant differences with both “dissatisfied” and “very dissatisfied” employees. However, there is no significant difference between closely related groups such as “very satisfied” and “satisfied,” or “dissatisfied” and “very dissatisfied.” Overall, the results suggest that perceptions change notably as satisfaction decreases, with the largest differences seen between highly satisfied and highly dissatisfied employees, highlighting inconsistencies in HR policy implementation across different satisfaction levels.

5. CONCLUSION

The study on employees’ opinions regarding HR policies and their implementation at On Load Gears Pvt. Ltd. highlights the overall effectiveness of HR practices in shaping employee satisfaction and organizational performance. Most employees have a positive perception of HR policies, particularly in terms of transparency, communication, and impact, indicating a strong HR framework. The Chi-square analysis shows a significant relationship between policy impact and implementation

effectiveness, emphasizing that proper execution influences employee perceptions. The One-Way ANOVA reveals notable differences in opinions across satisfaction levels, suggesting that employees do not experience HR practices uniformly. Further, the Tukey HSD test indicates that dissatisfied employees hold significantly more negative views compared to satisfied ones, pointing to inconsistencies in policy implementation. Overall, while HR policies are well-structured, gaps in consistent execution exist. Addressing these issues can improve fairness, enhance employee morale, and strengthen overall organizational effectiveness.

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