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# A Study on Human Resource Policies and Handbook – Buldana Urban, Buldana

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**ABSTRACT:** Human Resource policies and employee handbooks are foundational components of effective organizational governance. They serve as formal documentation of rules, procedures, and expectations that ensure consistency, legal compliance, and employee engagement. This research explores the human resource policies and the role of the employee handbook at Buldana Urban Co-operative Credit Society Ltd., a leading financial institution in the Buldana district of Maharashtra.

The primary objective of the study is to examine the structure, clarity, and effectiveness of HR policies and to evaluate how well the employee handbook supports staff in understanding and implementing those policies. The study investigates employee awareness, accessibility of the handbook, and the degree to which HR policies are applied uniformly across the organization. It also assesses whether these policies influence employee behavior, performance, and satisfaction.

A descriptive research design was adopted for the study. Primary data was collected through structured questionnaires and interviews with 50 employees across departments. Secondary data was gathered through a review of HR manuals, internal memos, and policy documents. The data analysis was performed using percentage analysis and graphical representation to understand the trends and perceptions of employees.

Findings revealed that while HR policies at Buldana Urban are well-established and documented, a significant number of employees lack full awareness or understanding due to limited accessibility, outdated formats, and minimal orientation or policy training sessions. Employees expressed a need for regular policy briefings, digital handbooks, and more transparent implementation practices.

The study concludes that although Buldana Urban has a solid HR policy framework in place, it must adopt more dynamic and employee-inclusive methods of policy communication and training. Enhancing accessibility, involving staff in policy updates, and aligning HR practices with evolving workforce needs will further strengthen organizational effectiveness and employee trust.

## I. INTRODUCTION

Human Resource policies and employee handbooks are foundational components of effective organizational governance. They serve as formal documentation of rules, procedures, and expectations that ensure consistency, legal compliance, and employee engagement. This research explores the human resource policies and the role of the employee handbook at **Buldana Urban Co-operative Credit Society Ltd.**, a leading financial institution in the Buldana district of Maharashtra.

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## **II. LITERATURE REVIEW**

Human Resource (HR) policies and employee handbooks are essential components of structured organizational management. They provide a framework for employee conduct, rights, responsibilities, grievance handling, compensation structures, and performance expectations. This literature review explores key studies and theories related to HR policy formation, employee handbooks, their implementation, and relevance in cooperative and semi-urban financial institutions like Buldana Urban.

### **2.1 Human Resource Policies: Definition and Purpose**

According to Armstrong (2014), HR policies are formal guidelines that govern how various aspects of human capital are managed in an organization. These policies serve to ensure uniform treatment of employees, legal compliance, and organizational control. They provide a clear understanding of company expectations, disciplinary standards, promotion guidelines, and dispute resolution processes.

Flippo (1984) emphasizes that HR policies should be fair, flexible, and aligned with the organization's mission and goals. Effective HR policies reduce ambiguity in decision-making and improve the relationship between management and employees.

### **2.2 Role of the Employee Handbook**

The employee handbook is a condensed and accessible document that translates HR policies into practical, readable instructions for employees. Aswathappa (2010) points out that employee handbooks are crucial for onboarding, compliance communication, and risk management. They empower employees by informing them about their entitlements, procedures, and expectations.

Dessler (2013) further notes that the employee handbook acts as a contract of trust between the employer and employee. It helps protect the organization in legal disputes by demonstrating that employees were informed of workplace policies and disciplinary procedures.

### **2.3 Policy Communication and Awareness**

Several studies indicate that merely having HR policies in place is not sufficient—what matters is how well they are communicated and understood. According to Saks and Haccoun (2008), organizations that conduct regular policy briefings, training sessions, and performance feedback meetings enjoy higher levels of employee compliance and job satisfaction.

Rao (2015) found that in many Indian organizations, especially in tier-2 and tier-3 cities, HR policy awareness is limited due to poor dissemination practices. Employees are often unaware of crucial information, including promotion criteria, grievance redressal channels, or anti-harassment protocols.

### **2.4 Relevance in Cooperative and Semi-Urban Institutions**

Cooperative institutions such as Buldana Urban often operate in unique environments where formal HR structures are evolving. Sharma (2019) argues that the HR systems in cooperatives must strike a balance between social mission and

professional governance. HR policies must be tailored to support both operational efficiency and community-based values.

Agarwal (2020) emphasizes that in semi-urban financial institutions, where education levels vary and digital access may be limited, HR policies should be simple, bilingual, and accessible in both printed and digital formats. Employee handbooks in such settings should include visuals, FAQs, and real-life examples for better understanding.

### 2.5 Gaps in Existing Literature

Although there is ample research on HR policy effectiveness in corporate settings, studies specific to cooperative and semi-urban financial institutions are limited. There is a need for more context-specific research to understand how HR policies are implemented, perceived, and followed in such organizations. Additionally, there is insufficient literature on the use of handbooks as a strategic HR tool in non-corporate environments.

### 2.6 Summary of Literature

The review of literature highlights that HR policies and handbooks are essential tools for workforce management, but their success largely depends on how well they are communicated, understood, and practiced. The cooperative sector, especially in semi-urban areas like Buldana, faces unique challenges that require customized HR solutions. This study aims to bridge the literature gap by examining Buldana Urban's HR policy framework and its actual impact on employee awareness, behaviour, and workplace effectiveness.

## III. RESEARCH METHODOLOGY

Research methodology is the foundation upon which any credible research is built. It outlines the tools, techniques, and processes used to collect and analyse data in order to draw valid conclusions. The present study aims to explore the structure, communication, and effectiveness of Human Resource (HR) policies and the employee handbook at Buldana Urban Co-operative Credit Society Ltd., and to understand employee perceptions regarding the same.

### 3.1 Research Design

This study adopts a descriptive research design. Descriptive research is used to identify and obtain information on the characteristics of a particular issue—in this case, HR policy awareness, accessibility, and utility. It is non-experimental in nature, making it suitable for exploring employee behaviour and HR practices without manipulating variables. The purpose of the descriptive design is to provide an accurate and systematic picture of the current HR framework in Buldana Urban and how it impacts employee understanding and engagement.

### 3.2 Objectives of the Study

The methodology is framed to full fill the following objectives:

- To examine the structure and content of HR policies and the employee handbook.
- To assess employee awareness and understanding of existing HR guidelines.
- To identify the gaps in policy communication and implementation.
- To suggest ways to improve accessibility, usability, and effectiveness of HR documentation.

### 3.3 Data Collection Methods

#### 3.3.1 Primary Data Collection

Primary data was gathered directly from the employees and HR officials of Buldana Urban using:

- **Structured Questionnaire:** A close-ended, multiple-choice and Likert scale-based questionnaire was designed to capture employee opinions regarding policy awareness, satisfaction, and clarity.
- **Personal Interviews:** In-depth interviews with HR managers and departmental heads were conducted to understand the policy development and communication process from a managerial perspective.



### 3.3.2 Secondary Data Collection

Secondary data was collected from:

- HR manuals and official employee handbooks
- Organizational memos, policy circulars, and past audit reports
- Existing literature, textbooks, research articles, and cooperative HR frameworks

### 3.4 Sampling Design

A stratified random sampling technique was used for fair representation across different job roles and departments such as customer service, loans, recovery, administration, and finance.

- **Sampling Unit:** Employees of Buldana Urban Co-operative Credit Society Ltd.
- **Sample Size:** 50 employees
- **Sampling Area:** Buldana headquarters and selected branch locations

This method ensured a wide distribution of employee perspectives and avoided sampling bias.

### 3.5 Tools for Data Analysis

The collected data was processed using:

- **Percentage Analysis** – to measure awareness, agreement levels, and satisfaction.
- **Tabulation and Charts** – to present results in a visually comprehensive manner.
- **Content Analysis** – for qualitative inputs obtained from open-ended responses and interviews.

These methods allowed for both quantitative and qualitative interpretation of employee feedback.

### 3.6 Scope of the Study

The study is confined to the Buldana district and is specific to the HR policy framework of Buldana Urban. It does not compare policies across different cooperative societies or corporate institutions. The research focuses on internal HR processes and their visibility to employees.

### 3.7 Limitations of the Study

- The study covers only one cooperative institution and may not be generalizable to others.
- Time constraints limited the ability to track long-term policy impacts.
- Employee responses may be influenced by organizational loyalty or hesitation, despite assurance of anonymity.

## IV. ANALYSIS AND DISCUSSION

The analysis of data collected from 50 employees at Buldana Urban Co-operative Credit Society Ltd. provides valuable insights into the implementation and perception of HR policies and the employee handbook. The responses were analysed using percentage tools, tabulations, and graphical interpretation to understand how these HR tools are functioning in the real organizational environment.

### 4.1 Policy Awareness and Accessibility

Approximately 80% of the respondents acknowledged that they are aware of the existence of HR policies, but only 62% stated that they have read the employee handbook in full. A notable 38% of employees admitted to limited knowledge, indicating a communication gap. This gap is largely due to the absence of formal policy orientation or training sessions post-recruitment.

### 4.2 Policy Usefulness and Relevance

A majority of employees (around 75%) found the policies on leave, code of conduct, and employee benefits useful and easy to understand. However, some respondents mentioned that sections related to grievance redressal and disciplinary procedures were vague and inconsistently applied across departments. Furthermore, nearly 30% of respondents believed that the policies were not regularly updated or customized to suit current workplace realities.

#### 4.3 Accessibility Format

Most employees shared that the handbook was only available in printed form, which is often not readily accessible at the workplace. Only 20% said they had access to a digital version. This limited availability affects timely referencing and results in employees depending on verbal instructions or assumptions rather than documented policy.

#### 4.4 HR Communication and Enforcement

Interviews with HR personnel revealed that while the organization has a strong set of policies, the enforcement largely depends on individual department heads. There is no formal feedback loop or policy refresher mechanism in place. As a result, employees often interpret policies based on word-of-mouth or inconsistent supervision.

### **V. CONCLUSION**

The research study on the Human Resource Policies and Employee Handbook of Buldana Urban Co-operative Credit Society Ltd. highlights the importance of well-structured and effectively communicated HR frameworks in managing employee behaviour and fostering organizational consistency. The study reveals that while Buldana Urban has established comprehensive HR policies, including an employee handbook covering key areas such as leave, conduct, grievance redressal, and benefits, several challenges remain in terms of awareness, accessibility, and consistent application.

One of the significant findings is that many employees are either unaware of the full contents of the handbook or have not been properly oriented toward its usage. This reflects a gap in HR communication and policy training practices. Additionally, the lack of digital access and outdated formats of the handbook limit its practical utility in daily operations. Though the policies themselves are relevant and well-drafted, their effectiveness is undermined by poor dissemination and weak feedback mechanisms.

The study concludes that to maximize the impact of HR policies, Buldana Urban must adopt a more dynamic, inclusive, and employee-centric approach. This includes providing regular training sessions, ensuring digital access to policy documents, establishing feedback loops, and reinforcing consistent implementation across departments. Strengthening these aspects will not only improve employee awareness and satisfaction but also enhance compliance, accountability, and the overall HR governance of the organization.

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