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A Study on Employee Perception about HR Practices & Policies at Rane Brake Lining Limited

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ABSTRACT: This article explores the perceptions of employees regarding the human resource (HR) practices and policies at Rane Brake Lining Limited. Key HR areas such as recruitment, training, performance appraisal, compensation, employee welfare, and grievance handling are evaluated to determine their impact on employee satisfaction and engagement. Primary data were collected using structured questionnaires and analyzed through statistical tools including correlation and chi-square tests. Results indicate a generally positive perception of HR practices, with scope for improvement in transparency, communication, and employee development. The study emphasizes aligning HR policies with employee expectations to enhance morale, productivity, and retention.

KEYWORDS: Human Resource Practices, Employee Perception, Performance Appraisal, Recruitment, Employee Engagement

I. INTRODUCTION

Human Resource Management plays a vital role in shaping employee satisfaction and organizational development. The perception of employees towards HR policies can significantly influence their motivation, retention, and productivity. This study focuses on Rane Brake Lining Limited, a company located in Ambattur, to analyze employee perception about various HR practices.

In today's highly competitive and dynamic business environment, organizations are increasingly realizing that employees are their most valuable assets. Effective HR practices can not only ensure operational efficiency but also contribute to a culture of trust, innovation, and loyalty. Employee perceptions about these practices serve as a feedback mechanism for management and play a crucial role in shaping organizational culture.

A positive employee perception fosters job satisfaction, boosts morale, and enhances performance, while negative perceptions can lead to disengagement, absenteeism, and attrition. Hence, understanding how employees perceive HR practices is not merely an academic exercise, but a strategic imperative for sustainable organizational success.

Moreover, the role of HRM has evolved from being a support function to a strategic partner in business growth. Companies that invest in proactive HR strategies have witnessed improved performance metrics, including reduced turnover, higher innovation levels, and stronger employer branding. This growing recognition of HR's strategic impact makes it essential for organizations to routinely assess and align their HR practices with employee expectations and business objectives.

This study serves as a critical examination of employee perceptions toward HR practices at Rane Brake Lining Limited, offering insights that can help bridge the gap between policy and practice while enhancing organizational climate and employee engagement.

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II. OBJECTIVES OF THE STUDY

- To examine employee perceptions and attitudes towards HR practices.
- To identify areas for improvement in HR policies.
- To assess awareness and understanding of HR policies among employees.
- To analyze employee satisfaction levels with HR practices.
- To explore the effectiveness of communication channels used to convey HR policies and procedures.
- To evaluate the impact of training and development programs on employee performance and engagement.
- To assess the extent to which HR practices contribute to employee retention and organizational commitment.
- To understand the role of HR in fostering a positive work culture and promoting inclusivity.
- To determine how grievance redressal mechanisms affect employee trust and satisfaction.
- To identify gaps between intended HR strategies and their perceived implementation among employees.

III. SCOPE OF THE STUDY

This study covers multiple HR functions such as recruitment, selection, training, appraisal, welfare, compensation, and career development. The scope is confined to permanent employees of Rane Brake Lining Limited, specifically at the Ambattur unit. It includes employees from various departments and job levels to ensure a comprehensive view of perceptions across organizational hierarchies.

The study further aims to capture departmental differences in HR experiences, analyze how different demographic segments (such as age, gender, and years of service) perceive HR policies, and evaluate the effectiveness of communication and implementation of these policies. It also assesses the extent to which employees feel engaged, heard, and motivated by existing HR practices.

In addition, the study provides valuable feedback to HR professionals and top management for refining their strategies and enhancing workplace practices based on evidence from the workforce.

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This study covers multiple HR functions such as recruitment, selection, training, appraisal, welfare, compensation, and career development. The study focuses on permanent employees of Rane Brake Lining Limited across different departments and levels within the Ambattur unit.

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IV. REVIEW OF THE LITERATURE

A review of academic and industry literature highlights the increasing importance of employee perceptions in HRM. Studies by Ying Wang et al. (2020) and Shruti Lamba et al. (2013) underscore how HR practices influence employee commitment and organizational success. Other scholars like Irene Hau-Siu Chow and Xiaowei Li emphasize the role of performance systems, organizational culture, and diversity in shaping employee attitudes. These studies collectively establish that a strategic and employee-centered approach to HRM can significantly enhance organizational performance by fostering greater trust, engagement, and innovation among employees.

In addition, Ahmad and Schroeder (2003) identified a positive link between high-performance HRM practices and improved operational performance in manufacturing industries. Huselid (1995) emphasized that effective HR practices contribute to increased employee productivity and reduced turnover. Ulrich et al. (2012) proposed that HR practices must evolve to align with business strategies and employee expectations to remain relevant in dynamic environments. Armstrong (2014) further noted that continuous evaluation and employee feedback are crucial in adapting HRM practices to the changing workplace landscape.

Khatri (2000) highlighted the importance of integrating HR strategies with organizational objectives for effective talent management and retention. Boxall and Purcell (2011) stressed that HRM systems must be context-specific and responsive to both internal and external business environments. Brewster and Mayrhofer (2012) emphasized the role of international HRM practices and the cultural implications of implementing standardized HR policies across borders. Torrington et al. (2017) suggested that employee involvement in HR policy formulation can lead to more democratic and transparent workplaces, improving job satisfaction and commitment.

These diverse findings from past research contribute to the understanding that successful HR practices are those that not only meet strategic goals but also actively reflect the needs and voices of the workforce..

V. RESEARCH METHODOLOGY

- **Type:** Descriptive
- **Data Sources:** Primary data via structured questionnaires (121 respondents), and secondary data from reports and literature.
- **Sampling Technique:** Stratified Random Sampling
- **Statistical Tools:** Correlation and Chi-square analysis
- **Duration:** March to May 2025

This study adopts a quantitative research approach to gain objective insights into employee perceptions. The structured questionnaire used in this research was divided into various sections, covering demographic details, HR function-specific feedback, and general satisfaction indicators. Questions were designed using a Likert scale ranging from 'Strongly Agree' to 'Strongly Disagree' to quantify perceptions.

The population for this study comprised permanent employees across various departments at Rane Brake Lining Limited. Stratified sampling ensured representation from different job roles including management, administrative

staff, and shop floor workers. This method enhanced the reliability and validity of the findings by ensuring diverse perspectives.

Secondary data was also obtained from HR manuals, annual reports, company policies, previous research studies, and internal audit documentation. This data was used to supplement primary insights and understand historical patterns and policy intent.

The collected data was analyzed using Microsoft Excel and SPSS software to apply correlation and chi-square tests. These tools helped to identify patterns, relationships, and statistical significance between variables such as gender, years of service, satisfaction levels, and perception of HR practices.

VI. DATA ANALYSIS & INTERPRETATION

- Data was presented in both **tabular and graphical formats** for clarity.
- **41.32%** of respondents fall in the **25–35 age group**, indicating a predominantly young workforce.
- **66.94%** of the respondents were **male**, reflecting a gender imbalance.
- **47.93%** of employees have **1–3 years of service**, suggesting a relatively new employee base.
- **76.86%** of respondents feel the **recruitment process is fair and transparent**.
- **69.43%** believe the **HR department is responsive** to employee concerns.
- **68.59%** of respondents agree that the **performance appraisal system is fair**.
- **64.47%** are **satisfied with the welfare schemes** provided by the organization.
- **66.12%** perceive the **career growth policies as transparent** and clear.
- **64.46%** expressed **satisfaction with the compensation** they receive.
- **69.42%** stated that the company **supports work-life balance** effectively.
- **Chi-square tests** showed **no significant differences** in HR responses, indicating **consistent employee experiences**.
- **Correlation analysis** between **gender and years of service** revealed **no significant relationship** ($p > 0.05$), confirming uniformity in perceptions across demographic groups.

VII. FINDINGS OF THE STUDY

- Most employees view HR policies as fair, consistent, and well-structured, especially in areas such as recruitment, compensation, and performance appraisal.
- Job clarity and work-life balance received positive feedback from a majority of respondents, indicating a healthy work environment and effective communication of responsibilities.
- Several areas were identified as needing improvement, particularly in employee feedback mechanisms, recognition systems, and grievance redressal processes.
- A portion of employees remained neutral or expressed dissatisfaction in areas like on boarding support, internal communication, and growth opportunities, suggesting room for targeted interventions.
- There was a notable consistency across departments regarding the perception of HR responsiveness, but variance was observed based on years of experience and employee designation.
- Employees acknowledged the company's effort in promoting diversity and inclusion, although some gaps still exist in practice across all departments.
- Performance appraisal practices were generally well received, but some employees felt the process lacked transparency and timely feedback.
- A significant proportion of employees appreciated the welfare schemes provided, though there is demand for more personalized and flexible benefits.
- Many respondents felt that HR policies are communicated clearly, yet some frontline workers expressed a need for regular updates and simplified explanations.
- The majority of employees were aware of grievance redressal channels, but some felt discouraged from using them due to lack of follow-up or slow resolution time.

VIII. SUGGESTIONS

- Enhance feedback mechanisms for performance appraisal and employee recognition to ensure timely, constructive communication that supports growth.
- Develop structured mentoring and onboarding programs to support new employees and ease their transition into the organizational culture.
- Improve transparency in promotion and reward systems by clearly communicating criteria and involving employees in career planning discussions.
- Address concerns raised by neutral and disagreeing employees by conducting focus group discussions and anonymous feedback surveys.
- Promote diversity and inclusion through structured training sessions, inclusive policy design, and active leadership endorsement to create a more equitable workplace environment.

IX. CONCLUSION

The study concludes that HR practices at Rane Brake Lining Limited are generally effective in fostering a supportive and productive work environment. Employees perceive key HR functions such as recruitment, compensation, and welfare schemes positively. However, the study also identifies specific areas that require immediate attention, including grievance handling, employee feedback mechanisms, and career development transparency. Addressing these areas will not only enhance employee satisfaction but also contribute to higher levels of retention, motivation, and organizational commitment. By aligning HR strategies more closely with employee needs and expectations, Rane Brake Lining Limited can build a more dynamic, inclusive, and high-performing workplace.

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