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A Study on the Role of Human Resource Management in Organizational Success at Onload Gears, Chennai

Sunil Earnest V., Naveen Kumar N., Jobin Raj K.

Assistant Professor, Department of Management Studies, Jaya Engineering College, Thiruninravur, Chennai,
Tamil Nadu, India

Assistant Professor, Department of Management Studies, Jaya Engineering College, Thiruninravur, Chennai,
Tamil Nadu, India

II MBA, Jaya Engineering College, Thiruninravur, Chennai, Tamil Nadu, India

ABSTRACT: This study explores how Human Resource Management (HRM) practices influence organizational success within Onload Gears Private Limited, a key player in India's electrical switchgear manufacturing industry. Using both qualitative and quantitative data collected from employees and HR managers, the research evaluates HRM functions such as recruitment, training, performance appraisal, and employee retention. Findings indicate that strategic HRM contributes significantly to employee motivation, productivity, and retention. The study also applies statistical tools like ANOVA and Chi-square to assess associations between HR practices and employee outcomes. Recommendations are provided to further enhance HR policies and align them with organizational growth.

KEYWORDS: Human Resource Management, Organizational Success, Employee Retention, Recruitment, Training, Performance Appraisal, Onload Gears Pvt. Ltd.

I. INTRODUCTION

Human Resource Management is increasingly recognized as a strategic cornerstone in organizational development, particularly in today's knowledge-driven and highly competitive industrial landscape. HRM is no longer confined to administrative tasks such as payroll or staffing; rather, it has evolved into a proactive function that aligns human capital with the broader strategic objectives of an organization. Its role in talent acquisition, training, performance management, employee engagement, and succession planning ensures that the workforce is not only efficient but also future-ready.

In the context of the manufacturing sector—especially within high-precision, technology-intensive industries like electrical switchgear production—the role of HRM is amplified. This sector demands a skilled and technically competent workforce capable of maintaining high standards in design, safety, and innovation. Effective HRM ensures that such skilled individuals are not only recruited but are also retained, motivated, and continually developed to meet evolving operational needs and technological advancements.

Onload Gears Private Limited serves as an exemplary case study for understanding this dynamic. As a prominent manufacturer of switchgear and transformer components, the company has built a reputation for its engineering excellence, quality control, and customer-centric approach. However, its operational success is not solely a result of technical capabilities or infrastructural investment. A key driver behind its consistent performance is a robust HRM framework that integrates workforce planning with organizational strategy.

At Onload Gears, HRM contributes significantly to core areas such as workforce optimization, cross-functional collaboration, continuous learning, and innovation. By fostering a culture of accountability, adaptability, and employee empowerment, the HR department plays a central role in driving operational efficiency, product quality, and customer satisfaction. Furthermore, the organization's emphasis on compliance with labor laws, workplace safety standards, and employee welfare underlines its commitment to sustainable and ethical business practices values that are increasingly vital in the global manufacturing landscape.

This study investigates how such HRM practices at Onload Gears not only support day-today operations but also serve as strategic levers that enable long-term growth, resilience, and competitiveness. By analyzing the interplay between HR functions and organizational outcomes, the study aims to shed light on best practices that can be replicated across similar manufacturing environments.

II. REVIEW OF LITERATURE

P. Osterman – ILR Review, 2000 High Performance Work Organizations (HPWOs) emerged in the early 1990s but were soon challenged by organizational restructuring. Osterman's study, based on comparative survey data from 1992 and 1997, analyzed whether HPWO practices were expanding and if they benefited employees. While diffusion continued — particularly for self-managed teams — the study revealed a concerning trend: the adoption of HPWOs was linked to increased layoffs and no corresponding compensation benefits.

Mark A. Huselid – Academy of Management Journal, 1995 Huselid's empirical research on over 900 firms in the U.S. examined the effects of HRM practices such as staffing selectivity, incentive compensation, and training. The results indicated a strong positive relationship between HR practices and performance outcomes. Specifically, organizations that invested in employee development and performance-based rewards experienced lower turnover rates and higher productivity.

David Ulrich – Harvard Business Review, 1998 Ulrich redefined the role of HR professionals, suggesting they must transition from administrative support to strategic partners in business execution. He introduced four key roles for HR: strategic partner, change agent, administrative expert, and employee champion. According to Ulrich, HR departments that focus only on personnel management.

Becker, B. & Gerhart, B. – Academy of Management Review, 1996 The Impact of Human Resource Management on Organizational Performance: Progress and Prospects Becker and Gerhart conducted a review of previous literature and found a consistent correlation between high-performance HR practices and organizational success. They emphasized that HR is more than a support function and argued for a resource-based view of HRM.

Guest, D. – Human Resource Management Journal, 1997 Guest's work focused on the link between HRM and performance, particularly through the lens of employee perceptions. He argued that employee attitudes toward HR practices — fairness, consistency, and support — directly influence their commitment, motivation, and performance. His research introduced the psychological contract theory.

III. OBJECTIVE OF THE STUDY/

PRIMARY OBJECTIVE

The primary objective of this study is to evaluate the contribution of Human Resource Management (HRM) practices to the overall organizational success of Onload Gears Private Limited. This involves assessing how various HRM functions—ranging from talent acquisition to performance evaluation and employee engagement—aligns with the strategic goals of the organization and influences its performance metrics, such as productivity, employee satisfaction, and retention.

SECONDARY OBJECTIVES

To comprehensively address the research aim, the following secondary objectives were established:

1. **To examine the effectiveness of core HRM functions** such as recruitment and selection, employee training and development, performance appraisal systems, and retention strategies at Onload Gears Pvt. Ltd.
2. **To analyze employee perceptions and satisfaction levels** with respect to HR practices and policies implemented in the organization. This helps identify whether HRM initiatives are well-received and aligned with employee expectations.
3. **To identify gaps, limitations, and inconsistencies** in the existing HRM practices, including areas where policies may be outdated, under-communicated, or poorly implemented.
4. **To provide data-driven suggestions and strategic recommendations** for improving the HRM framework in a way that enhances operational efficiency, employee morale, and the company's competitive advantage.

SCOPE OF THE STUDY

The scope of this study is limited to understanding and evaluating the Human Resource Management (HRM) practices followed at Onload Gears Private Limited and how these practices contribute to the overall success and performance of the organization. It covers various HR functions such as recruitment and selection, training and development, performance appraisal, employee motivation, compensation management, and employee retention strategies. The study focuses on assessing the effectiveness of these HR activities in achieving organizational goals, enhancing employee satisfaction, and improving productivity.

This research includes data collection from employees and HR personnel within the organization, providing insights into how HR policies are implemented and perceived. It also explores the alignment between HR strategies and the company's long-term objectives. While the study is specifically focused on Onload Gears Private Limited, the findings may also offer relevant insights for other similar organizations in the electrical manufacturing sector. However, it does not extend to financial performance, technical operations, or marketing strategies unless they directly relate to HRM outcomes.

IV. RESEARCH METHODOLOGY

RESEARCH DESIGN

This study employs a descriptive research design, which is suitable for exploring current conditions, identifying patterns, and providing insights into real-world organizational scenarios. Descriptive design is particularly effective when the goal is to understand employee opinions, satisfaction levels, and behavioral responses to HRM interventions, without manipulating any variables.

The design facilitates systematic data collection and structured analysis, allowing for the identification of relationships between HRM practices and organizational performance metrics such as productivity, engagement, and retention.

POPULATION AND SAMPLE

- **Target Population:** The total population under study comprises 500 employees of Onload Gears Private Limited, representing various departments, designations, and experience levels.
- **Sample Size:** A sample of 120 employees was selected for this research. This size was considered statistically adequate to ensure representativeness and validity of the results while maintaining practical feasibility.

SAMPLING METHOD

The research adopted a systematic random sampling method—a type of probability sampling where every n th employee from a prepared list of the population was selected. This method ensures reduced sampling bias and enables a fair representation across different employee demographics (age, experience, department, etc.).

DATA COLLECTION METHOD

- **Primary Data:** Primary data was gathered using a structured questionnaire administered to selected employees. The questionnaire consisted of both close-ended and Likert-scale questions focusing on key HR functions such as recruitment, training, motivation, performance appraisal, and work-life balance.
- **Secondary Data:** Supplementary information was obtained from internal HR policy documents, company reports, and previous academic literature to strengthen the contextual foundation of the study.

DATA ANALYSIS TOOLS AND TECHNIQUES

To ensure robust and objective interpretation of data, the following statistical tools and methods were used:

1. **Percentage Analysis:** Used to understand the distribution and frequency of responses for demographic and HR-related variables.
2. **Chi-Square Test:** Applied to test for associations between categorical variables, such as employee health vs. working hours, or gender vs. satisfaction with facilities.
3. **One-Way ANOVA (Analysis of Variance):** Used to compare mean satisfaction levels across different demographic groups (e.g., education level vs. training satisfaction), helping to determine if group differences are statistically significant.
4. **Frequency Distribution:** Utilized to summarize categorical data like employee security perception and feedback mechanisms, aiding in the visualization of common trends.

These tools enabled the transformation of raw data into meaningful insights and supported evidence-based conclusions about the effectiveness of HRM practices in the organization.

DATA ANALYSIS AND INTERPRETATION

The core of this research lies in assessing how Human Resource Management (HRM) practices influence employee behavior, satisfaction, and organizational outcomes at Onload Gears Private Limited. Data was collected from 120 employees through a structured questionnaire and analyzed using both descriptive and inferential statistical tools.

DESCRIPTIVE STATISTICS AND KEY FINDINGS

The questionnaire responses were grouped under 17 core HRM dimensions. The most critical insights from the data are summarized below:

RECRUITMENT AND SELECTION

Effective recruitment ensures the right fit between candidates and job roles. Among respondents:

- 75% rated the recruitment and selection process as either “Effective” or “Highly Effective”.
- Only 10% rated the process as “Ineffective” or “Highly Ineffective”.
- This high approval rating suggests that the organization follows a structured and merit-based hiring process aligned with job requirements and organizational goals.

TRAINING AND DEVELOPMENT

Training is essential for enhancing both individual competencies and organizational capabilities.

- 70% of the respondents expressed satisfaction with the training and development programs, with 30% reporting they were “Very Satisfied”.
- Only 15% reported dissatisfaction.
- The positive response indicates that Onload Gears invests in continuous learning, possibly through internal workshops, skill upgrades, or on-the-job training.

PERFORMANCE APPRAISAL

Appraisal systems can influence employee morale and future performance.

- 60% of employees reported being “Satisfied” or “Very Satisfied” with the appraisal system.
- However, 20% were dissatisfied or very dissatisfied; indicating some concerns around fairness, transparency, or feedback mechanisms.
- Regular reviews and greater clarity in criteria may help improve this perception.

MOTIVATION THROUGH HRM

A motivated workforce is a key driver of productivity and innovation.

- 70% of respondents felt that HRM had a “High” or “Very High” impact on their motivation.
- This suggests that HR policies—such as recognition programs, work-life balance initiatives, and career advancement opportunities—are positively influencing employee engagement and morale.

EMPLOYEE RETENTION

Retention reflects organizational stability and employee satisfaction with internal policies.

- 85% of employees agreed that HRM plays a significant role in their decision to stay with the company.
- This indicates that HR strategies related to compensation, career growth, work environment, and welfare are effective in promoting long-term employee association.

INFERENTIAL STATISTICAL ANALYSIS

To validate the findings and test relationships between variables, the study applied Chi-Square Test and One-Way ANOVA.

CHI-SQUARE TEST

Hypothesis:

- **H₀ (Null):** There is no significant association between employee health and working hours.
- **H₁ (Alternate):** There is a significant association between employee health and working hours.

RESULTS

Test	Value	Degrees of Freedom	Significance (p-value)
Pearson Chi-Square	15.499	16	0.488

INTERPRETATION

- The p-value (0.488) is greater than 0.05, so we accept the null hypothesis.
- There is no statistically significant relationship between employee health and the number of working hours.
- Implication: This suggests that employees do not necessarily associate extended or limited working hours with their overall health, possibly due to workplace ergonomics, breaks, or supportive HR policies.

ONE-WAY ANOVA (ANALYSIS OF VARIANCE)**Hypothesis:**

- **H₀ (Null):** There is no significant difference between gender and satisfaction with the drinking water facility.
- **H₁ (Alternate):** There is a significant difference between gender and satisfaction with the drinking water facility.

RESULTS

Source	Sum of Squares	df	Mean Square	F-value	Significance (p-value)
Between Groups	0.293	4	0.073	0.802	0.526
Within Groups	10.507	115	0.091		
Total	10.800	119			

INTERPRETATION

- The p-value (0.526) is greater than 0.05, so we accept the null hypothesis.
- There is no significant difference in satisfaction with drinking water facilities across different gender groups.
- Implication: This implies that the quality or availability of drinking water is perceived uniformly among all employees, regardless of gender, which reflects equitable infrastructure access.

FREQUENCY DISTRIBUTION – WORKPLACE SECURITY

A further frequency analysis explored employees' sense of security, especially during night shifts:

- 86.7% felt secure working night shifts, while 13.3% did not.
- 83.3% felt generally secure within the workplace, indicating a healthy safety culture.
- This positive sentiment likely stems from robust security protocols, CCTV surveillance, and HR's attention to workplace safety.

SUMMARY OF ANALYTICAL INSIGHTS

HRM Dimension	Positive Response (%)	Interpretation
Recruitment & Selection	75%	Effective and trusted hiring processes
Training & Development	70%	Investment in employee upskilling
Performance Appraisal	60%	Generally fair, but scope for more transparency
Motivation by HRM	70%	HR policies foster engagement and drive performance
Retention & HRM Support	85%	HR policies successfully encourage employee retention

MAJOR FINDINGS OF THE STUDY

The research conducted at Onload Gears Pvt. Ltd. has yielded several critical insights into how Human Resource Management (HRM) functions impact employee satisfaction, organizational performance, and workforce stability. The findings are grounded in both qualitative and quantitative data collected from a representative sample of employees across departments and experience levels.

HIGH AWARENESS OF HRM FUNCTIONS AMONG EMPLOYEES (80%)

A significant finding is that 80% of the respondents are aware of the Human Resource Management (HRM) functions operating within the organization. This indicates a high level of visibility and communication of HR activities such as recruitment, training, performance appraisal, welfare initiatives, and grievance handling.

- Such awareness fosters a culture of transparency and trust, ensuring that employees are informed about available resources, company policies, and procedural norms.
- It also suggests that HR outreach—through induction sessions, workshops, emails, or notice boards is effective in keeping employees engaged and informed.

However, the remaining 20% of employees indicated limited understanding or awareness of HR functions, revealing a need for broader HR communication campaigns or regular awareness workshops, especially for new or contract-based staff.

POSITIVE PERCEPTION OF HR'S ROLE IN MOTIVATION, RETENTION, AND PRODUCTIVITY

Employees rated the organization's HR practices highly in terms of motivation (70%), retention influence (85%), and overall productivity contribution (70%). These results demonstrate that HRM is perceived as more than a support function; it is viewed as a strategic partner in organizational success.

- **Motivation:** HR policies related to performance incentives, recognition programs, and opportunities for growth appear to be well-aligned with employee aspirations.
- **Retention:** The majority of employees acknowledged that HR plays a critical role in creating an environment conducive to long-term employment through benefits, job security, and development opportunities.
- **Productivity:** Employees believe that structured HRM activities contribute to higher output, indicating alignment between operational goals and workforce capabilities.

This positive perception reflects effective HR strategy implementation, but also underscores the importance of maintaining this alignment through consistent monitoring, policy reviews, and continuous feedback loops.

IDENTIFIED AREAS FOR IMPROVEMENT: COMMUNICATION, FACILITIES, AND PERSONALIZED TRAINING

While the overall sentiment toward HRM is favorable, several areas for improvement emerged from the data:

INTERNAL COMMUNICATION MECHANISMS

- Around 20% of respondents expressed dissatisfaction with existing communication and feedback systems.
- Employees indicated a desire for more open, timely, and two-way communication, including regular team briefings, individual performance feedback, and HR accessibility.

WORKPLACE AMENITIES

- Feedback revealed concerns related to canteen quality, restroom hygiene, and availability of seating/rest areas.
- Although these may appear operational, they directly affect employee satisfaction and workplace morale, suggesting HR must collaborate with administration to prioritize facility upgrades.

PERSONALIZED TRAINING AND DEVELOPMENT

- While 70% expressed satisfaction with training programs, some employees—particularly younger or newly recruited staff—highlighted the need for more tailored learning paths, such as role-specific training, digital learning modules, and mentorship opportunities.

Addressing these issues would require HR to adopt a more employee-centric approach that integrates feedback into tangible action plans and periodic program revisions.

APPRECIATION FOR SAFE AND SUPPORTIVE WORKING CONDITIONS

Safety and employee security are fundamental to HRM, particularly in manufacturing environments. The study revealed:

- 86.7% of employees feel secure working night shifts, and
- 83.3% report an overall sense of safety in the workplace.

These findings reflect the company's strong commitment to workplace safety, backed by visible security arrangements, compliance with the Factories Act, and a culture of responsibility and care. However, the 13.3% of employees who did not feel secure during night shifts raise concerns that must not be overlooked. Additional steps—such as increasing security staff presence, enhancing lighting, and providing emergency help lines, or offering transportation—could further strengthen safety perceptions, especially among female employees or those working in isolated units.

SUMMARY TABLE OF MAJOR FINDINGS

Area of Focus	Key Insight
HRM Awareness	80% of employees are well-informed about HR functions
Motivation	70% feel HR policies positively impact motivation
Retention	85% attribute retention to supportive HR strategies
Productivity	70% believe HR practices improve efficiency
Communication Gaps	20% suggest the need for better internal communication
Facility Improvements	Requests for better canteen, restrooms, and seating arrangements
Personalized Training	Demand for targeted, role-based, and updated training programs
Workplace Safety	High approval of safety, with some concerns regarding night-shift security

V. SUGGESTIONS

Based on the comprehensive analysis of employee feedback and HRM practices at Onload Gears Private Limited, the following recommendations are proposed to further enhance the effectiveness of the human resource function and contribute to long-term organizational success:

ENHANCE FOOD QUALITY AND RESTROOM FACILITIES

Employee welfare amenities such as canteen services and hygiene standards have a direct impact on morale and productivity. The study revealed concerns about the quality of food and cleanliness of restrooms. It is recommended that the organization:

- Conduct periodic audits of canteen services.
- Introduce feedback-driven menu planning and hygiene protocols.
- Upgrade restroom infrastructure and ensure routine maintenance.

These changes will significantly improve day-to-day employee satisfaction and support a healthier work environment.

STRENGTHEN INTERNAL COMMUNICATION AND FEEDBACK MECHANISMS

Effective communication is crucial for fostering transparency and trust. The data indicated that a portion of the workforce felt disconnected or inadequately informed. Management should:

- Implement structured feedback systems such as regular HR town halls and anonymous suggestion boxes.
- Facilitate two-way communication through employee portals or mobile apps.
- Train supervisors and HR personnel in empathetic listening and response strategies.

Improving these mechanisms will boost engagement and create a culture of openness.

IMPROVE TRAINING PROGRAMS FOR EMERGING WORKFORCE SEGMENTS

While overall satisfaction with training was positive, younger employees expressed a need for more personalized, role-specific, and tech-enabled learning programs. To address this:

- Adopt modular e-learning platforms for continuous skill development.
- Offer mentorship programs and cross-functional learning opportunities.
- Regularly update training content to reflect industry trends and technologies.

This investment will ensure the workforce remains agile, competent, and innovation-driven.

INCREASE FOCUS ON WELLNESS AND ERGONOMIC INFRASTRUCTURE

With rising awareness about workplace health, HR must go beyond compliance and adopt a wellness-centric approach. Recommended actions include:

- Introducing wellness initiatives such as yoga, stress management workshops, and annual health check-ups.
- Redesigning workspaces to be more ergonomic and inclusive.
- Providing safe transportation options for night-shift employees.

A healthier workforce translates to reduced absenteeism, greater productivity, and improved employee loyalty.

REVIEW AND UPDATE HR POLICIES PERIODICALLY

To remain competitive and aligned with evolving employee expectations, HR policies should be regularly reviewed for:

- Relevance to modern workplace dynamics.
- Compliance with updated labor laws.
- Inclusion of diversity, equity, and flexible work provisions.

Establishing a biannual HR policy review committee can ensure that organizational rules and benefits remain fair, updated, and growth-oriented. These suggestions, if systematically implemented, can significantly enhance HRM effectiveness, contribute to employee well-being, and reinforce Onload Gears' position as a progressive and employee-friendly organization.

VI. CONCLUSION

This study reaffirms that Human Resource Management (HRM) plays a vital strategic role in driving organizational performance, particularly in technical and manufacturing sectors like that of Onload Gears Pvt. Ltd. The findings clearly demonstrate that well-structured HRM practices—such as recruitment, training, performance management, and employee engagement—have significantly contributed to creating a motivated, competent, and stable workforce. Employees acknowledged the positive impact of HR in areas such as motivation, retention, productivity, and workplace safety. However, the research also revealed certain areas requiring improvement, notably in communication practices, welfare amenities (such as food and restrooms), and personalized training for newer employees. By addressing these gaps and aligning HR policies with evolving workforce expectations, the company can further strengthen its human capital and sustain its competitive advantage. Overall, the study highlights that proactive and responsive HRM is essential for long-term organizational growth, employee satisfaction, and operational excellence.

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