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## IMPACT OF HR POLICIES ON THE SATISFACTION OF EMPLOYEES

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### *Abstract*

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*When creating policies, management must consider the organization's and its employees' basic requirements. The management must evaluate its core beliefs and consider how other firms conduct business. All employees must be treated consistently throughout the company according to established procedures. Policies act as performance benchmarks. Favoritism and prejudice are being minimized. Even when senior executives come and go, activity will always continue. It is possible to assess how effectively the organization's members follow the professional aims by comparing actual outcomes with the policy. Effective strategies foster loyalty and motivation among workers. This is particularly true when regulations support employees' advancement within the company and uphold long-standing ideals of fairness and fair play. Conflicts between groups and between individuals can be resolved with the support of sound policies. The researcher gathered data from 100 sample respondents to examine the study's aims while employing statistical methods such as percentage analysis and the Chi-square test. Four elements were found in the survey: job security, relationships and rewards, business culture, and work environment.*

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**Keywords:** *Employee Satisfaction, Human Resource Policies, Job security, Organizational Culture, Work-life balance.*

### **Introduction**

Human resource policies form codes of fundamental values and respect that "formulate, redefine, break into details and decide several actions" that control how employees interact with one another to

achieve organizational goals. It is no secret that line managers, as supervisors, form crucial to successfully implementing HR regulations. With a few notable exceptions, supervisors' influence on the course and results of HR interventions has

seldom been measured statistically (Kuvaas & Dysvik, 2010). In their study, the Supervisor's active participation in the intervention process is necessary for the effective execution of human resource (HR) policy. It looks at how views of the supportiveness of the organizational family get altered by perceived support from supervisors. Human resource practices of employee development boosted employee work efforts in the presence of top authority. They were supported by a three-wave longitudinal study conducted at a professional services business that formally included supervisors in the work-life intervention process. Over time, supervisor support for implementing policies strengthened workers' job engagement and reduced their intentions to leave by influencing their favorable opinions of the work-home culture. It explores the usefulness of the findings and offers recommendations for future HR intervention and policy design. The study's main aim is to examine employees' satisfaction levels.

### **Review of Literature**

An organization cannot operate without its human resources. Organizations need goals for their members to succeed (Niati et al., 2021). One explanation for this is the infrequency with which supervisors are given explicit, active roles and low-intervention designs, particularly those about the operation of associated policies. Therefore, further evidence-based studies regarding the significance of supervisor support for effective HR implementation are required. Business development introduction: Every firm organization has a more significant

competitive edge due to society's expanding advancement. Businesses must raise their productivity to remain competitive domestically and globally and keep up with societal developments to stay in the market (Aydogan et al.) Development is an improvement-oriented movement. In order to accomplish these improvements, all available human resources and logic must be mobilized (Shah et al., 2020).

As a result, when businesses in the twenty-first century expand their innovation, it is vital to assess how well human resource management is doing for a company to ensure its success. Some businesses frequently struggle to apply management to their workforce, mainly due to their inability to implement comprehensive HRM to meet organizational objectives. This demonstrates effective HR management (DeNisi & Murphy, 2017).

### **Scope of the Study**

Human resources are the most critical assets of any firm. Employee performance, primarily due to the company's HR policy, determines most of the business's total performance. Thus, the study's broad reach will aid the company's success in global competitiveness. The main aims of the research include an implementation strategy for a human resource policy and an analysis and evaluation of the organization. Workers contribute to every organization's success. Employers are required to uplift workers and carry with all HR regulations. This survey has covered a variety of criteria that assess HR practices and employee satisfaction. The work environment,

company culture, relationships and rewards, and job security are included. Employee satisfaction and a greater interest in the job increase when these requirements are met. These HR strategies are implemented, and the results show that job happiness and productivity go hand in hand.

**Objectives of the Study**

- To analyse the satisfaction level of HR policy implementation by Nihara Resort and Spa.

**Research Methodology**

The Nihara Resort and Spa's HR policies and practices are examined in the proposed research. The primary and secondary data used in the study are both sources. Both primary data and secondary data were used as sources in the study. Secondary data will be gathered from various published sources, such as research papers, manuals, publications, journals, articles, websites, etc. The Nihara Resort and Spa's 100 staff will be included in the research. Since respondents from Nihara Resort and Spa were chosen randomly, simple random sampling would be the sampling strategy for this study. Data from the respondents will be gathered using a structured questionnaire as part of a survey. Several statistical methods are used for data analysis, tabulation, and interpretation, including percentage analysis and chi-square test.

**Results and Discussion**

**Table 1**

**Demographic Profile of the Respondents**

Variables	Categories	N	%
Age	18-25	26	26
	<b>25-35</b>	<b>59</b>	<b>59</b>
	35-45	12	12

	45-55	3	3
Educational Qualification	SSLC	31	31
	Graduate	24	24
	<b>Professional</b>	<b>45</b>	<b>45</b>
Marital Status	<b>Married</b>	<b>66</b>	<b>66</b>
	Unmarried	34	34
Family Size	0-2	33	33
	<b>2-4</b>	<b>42</b>	<b>42</b>
	4-6	20	20
	More than 6	5	5
Monthly Income	<b>Below 15000</b>	<b>45</b>	<b>45</b>
	15000 – 20000	31	31
	20000 – 25000	20	20
	Above 25000	4	4
Years of Experience	Below 2 years	23	23
	2 to 5 years	34	34
	<b>5 to 10 years</b>	<b>46</b>	<b>46</b>
	Above 10 years	7	7

(Source: Computed from Primary Data)

The above table shows the demographic profile of 100 respondents considering age, educational qualifications, marital status, family size, monthly income, and years of experience. The table shows that 26 percent of respondents are aged between 18 and 25, 59 percent are between 25 and 35, 12 percent are in the 35-45 age category, and the remaining 3 percent are between 45-55 age groups. Based on educational qualifications, 31 percent of respondents are SSLC, 24 percent are graduates, and 45 percent have professional qualifications. Based on marital status, 66 percent of respondents are married, and 34 percent are unmarried. According to family size, 33 percent are 0-2 members, 42 percent are 2-4 members, 20 percent are 4-6 family members, and

the remaining 5 percent respondents are more than 6 members. Based on monthly income, 45 percent of respondents are below 15,000, 31 percent are between 15,000 and 20,000, 20 percent are between 20,000 and 25,000, and the remaining 4 percent are above 25,000 monthly incomes. Based on years of experience, 23 percent of respondents are below 2 years of experience, 34 percent have experience between 2 and 5 years, 46 percent are between 5 and 10 years, and the remaining 7 percent are above 10 years of experience.

**Table 2**  
**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.695
Bartlett's Test of Sphericity	Approx. Chi-Square	890.255
	Df	66
Sig.		.000

(Source: Computed from Primary Data)

The table shows how the KMO measure is observed to be 0.695, higher than the threshold value 0.5. Hence, it could be interpreted that there is no error in 69.5% of the sample, and there may be a remaining 30.5% chance for some error. Bartlett's Test of Sphericity is found to have a value of 890.255 with a p-value of .000 ( $p < 0.05$ ,  $df = 66$ ). It has been concluded that the data collected for the quality of work-life factors of female employees is appropriate for factor analysis. Factor analysis was used to remove the redundant variables from the survey data and to reduce the number of variables into a definite number of dimensions. The factor analysis used the principal component extraction method with varimax rotation.

**Table 3**  
**Total Variance Explained**

Component	Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.976	41.465	41.465	4.012	33.429	33.429
2	1.989	16.578	58.043	1.941	16.172	49.602
3	1.453	12.105	70.148	1.912	15.937	65.539
4	1.143	9.526	79.674	1.696	14.135	79.674

(Source: Computed from Primary Data)

After factor analysis, 12 variables were reduced to 4 components, such as Work Environment, Organizational Culture, Relations and Rewards, and Job Security, which explained the cumulative variance for the components 33.429%, 49.602%, 65.539%, and 79.674%, respectively.

**Table 4**  
**Rotated Component Matrix**

	Rotated Component Matrix			
	Component			
	1	2	3	4
WE1			.797	
WE2			.868	
WE3			.479	
OC1		.918		
OC2		.889		
RR1				.755
RR2				.838
JS1	.726			
JS2	.935			
JS3	.843			
JS4	.896			

JS5	.893			
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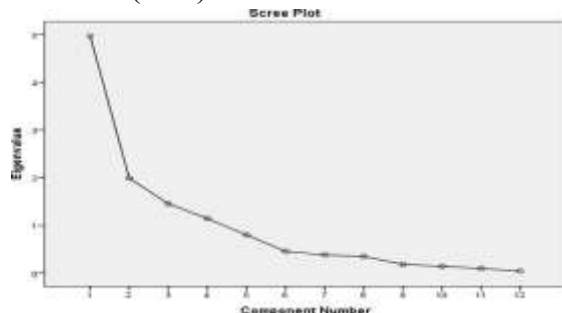
(Source: Computed from Primary Data)

**Factor 1:** The first factor is named ‘**Work Environment**’ with three associated variables: ‘Work environment of the company is good and highly motivating’ (.797), ‘Working conditions are good in the company’ (.868), and ‘It is hard to take time off during work to take care of personal matters’ (.479).

**Factor 2:** The second factor is called ‘**Organizational Culture**’ with two associated variables: ‘There is cooperation among all the departments for achieving goals’ (.918), and ‘The wage policies adopted by the company are excellent’ (.889).

**Factor 3:** The third factor is named ‘**Relations and Rewards**’ with two associated variables: ‘The relationship between managers and employees are good’ (.755) and ‘Company does a good job of linking rewards to job performance’ (.838).

**Factor 4:** The fourth factor is named ‘**Job Security**’ with five associated variables as ‘The company provides good welfare facilities’ (.726), ‘I feel comfortable and satisfied with my job’ (.935), ‘I feel quite secure about my job’ (.843), ‘Company allows a flexible time option’ (.896) and ‘I find my work quite stressful’ (.893).



The scree plot under factor analysis is reported in Table 4. In this graph, the four factors consisting of variables have been shown.

**Table 5**  
**Reliability Statistics**

Cronbach's Alpha	N of Items
.832	12

The questionnaire's reliability was evaluated using Cronbach’s alpha and is presented in Table 5. The result shows that the quality of work-life factors has an alpha value of 0.832, higher than 0.7. Thus, further analysis can be done. Chi-Square Analysis for Testing the Association between Demographic Variables and Quality Of Work-Life Factors. Chi-Square Analysis Between profile of the employees and work environment. **H0:** *There is no association between the work environment and the demographic profile of the employees.*

**H1:** *There is an association between the work environment and the demographic profile of the employees.*

**Table 6**

Factors	Pearson Chi-Square	Sig.
Age	63.462	.000
Educational Qualification	29.694	.003
Marital Status	35.802	.000
Family Size	11.075	.523
Monthly Income	79.694	.000
Years of Experience	31.14	.002

(Source: Computed from Primary Data)

The table gives the Chi-Square analysis results between the selected employee profile and work environment factors. The chi-square values were 63.462, 29.694, 35.802, 11.075, 79.694, and 31.14 for age, educational qualification, marital status, family size, monthly income, and years of experience, respectively. At the same time, the p-values were .000, .003, .000, .523, .000, and .002 for the above demographic variables in this study. It indicated that the p-value for all the selected demographic variables is below 0.05 except for family size, whose value is above .05. Thus, it can be concluded that family size is not associated with the work environment. All other demographic factors are associated with the work environment. Chi-Square Analysis Between profile of the employees and organizational culture.

**H0:** *There is no association between the organizational culture and the demographic profile of the employees.*

**H1:** *There is an association between the organizational culture and the demographic profile of the employees.*

**Table 7**

Factors	Pearson Chi-Square	Sig.
Age	12.381	.044
Educational Qualification	26.55	.000
Marital Status	4.878	.087
Family Size	2.032	.730
Monthly Income	42.314	.000
Years of Experience	32.572	.000

(Source: Computed from Primary Data)

The results of the Chi-Square analysis between the selected profile of

the respondents and the organizational culture of the sample respondents are displayed in Table 7. It shows that the chi-square values were 12.381, 26.55, 4.878, 2.032, 42.314, and 32.572, with the p-values of .044, .000, .087, .730, .000, and .000 for age, educational qualification, marital status, family size, monthly income, and years of experience, respectively. It indicated that out of the six tested factors, the p-value of 4 selected factors was less than .05. Hence, the null hypothesis (H<sub>0</sub>) is rejected. It is concluded that there is an association between organizational culture and age, employee's educational qualifications, monthly income, and years of experience. At the same time, there is no association between organizational culture, marital status, and family size.

Chi-Square Analysis Between profile of the employees and relations and rewards.

**H0:** *There is no association between relation and rewards and the demographic profile of the employees*

**H1:** *There is an association between relation and rewards and the demographic profile of the employees.*

**Table 8**

Factors	Pearson Chi-Square	Sig.
Age	52.612	.000
Educational Qualification	16.223	.003
Marital Status	6.199	.044
Family Size	3.16	.531
Monthly Income	34.404	.000
Years of Experience	20.412	.000

(Source: Computed from Primary Data)

The results of the Chi-Square

analysis between the selected profile of the respondents and the sample respondents are displayed in Table 8. It shows the value of chi-square age, educational qualification, marital status, family size, monthly income, and years of experience. It indicated that out of the six tested factors, the p-value of 5 selected factors was less than .05. Hence, the null hypothesis ( $H_0$ ) is rejected. It is concluded that there is an association between relations and rewards and the profile of the employees, such as age, educational qualification, marital status, monthly income, and years of experience. No association exists between relations and rewards and the employees' family size.

Chi-Square Analysis Between profile of the employees and job security.

**H0:** *There is no association between job security and the demographic profile of the employees*

**H1:** *There is an association between job security and the demographic profile of the employees.*

**Table 9**

Factors	Pearson Chi-Square	Asymp. Sig. (2-sided)
Age	42.818	.000
Educational Qualification	24.148	.000
Marital Status	15.626	.000
Family Size	5.422	.053
Monthly Income	52.137	.000
Years of Experience	28.041	.000

(Source: Computed from Primary Data)

The results of the Chi-Square analysis between the selected profile of the respondents and the sample respondents

are displayed in Table 9. It shows the value of chi-square age, educational qualification, marital status, family size, monthly income, and years of experience. It indicated that out of the six tested factors, the p-value of 5 selected factors was less than .05. Hence, the null hypothesis ( $H_0$ ) is rejected. It is concluded that there is an association between job security and the profile of the employees, such as age, educational qualification, marital status, monthly income, and years of experience. No association exists between job security and the employees' family size.

**Conclusion**

This research is a sincere effort to identify HR rules and how Nihara Resort and Spa implements them. Before a person leaves a company, the employee's requirements must be recognized and met. The company risks losing bright workers to rivals if it does nothing. Thus, ensuring employee happiness is essential for every firm. The majority of employees are happy with the HR rules and how they are being implemented, according to the report. The majority of the employees are satisfied with the salary structure. The organization provides professional programs, working conditions, and allowances. They are also satisfied with the organization's employer-employee relationship and communication channel. However, only 40% of the employees still get to participate in decision-making. Also, most employees are not provided with welfare measures. Suppose the firm concentrates on the findings and suggestions of their survey. We hope the organization can further satisfy their labour and obtain good results.

### Limitations and Scope for Further Research

This study explores the determinants of HR policies and their implementation at Nihara Resort and Spa. The researchers consider only four factors for measuring the satisfaction level. However, other factors may also influence the satisfaction of employees. So, further studies may be conducted with the inclusion of more variables. The researcher collected data from the Ernakulum district, which might affect the generalizability of the findings. The criterion of satisfaction is different. However, only a few limited variables have been included in this study. Another drawback of this study is that satisfaction levels could also vary when time and place change.

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