

**The Impact Of Human Resource Policies On Employees' Job Satisfaction****L. Pradeep**

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Received: 14 April 2020 Revised and Accepted: 8 August 2020**ABSTRACT**

The objective of this study is to know how Job satisfaction is impacted by Human Resource Policies (HRP) - Compensation and Benefits Policy, Feedback Policy and Leave Policy among the employees of a reputed organization. The research design is Exploratory under Descriptive type of study. A 5-point likert scale structured questionnaire was used to collect the data from the employees using Stratified Random Sampling technique. The research shows that there is a positive result of HRP on Job Satisfaction - Compensation and Benefits Policy and Feedback Policy to be specific.

**Keywords:** Employment Satisfaction, Human Resource Policies, Compensation Policy, Leave Policy and Feedback Policy.

**1. INTRODUCTION**

Human resource policies are guidelines that are consistently applied throughout the organization, especially by manager and supervisors. The policies administer them their interpersonal relationship with others to the desirable level. They play a prominent role in guiding an organization that helps to lead the organization to the objectives it set. A well designed policy yields a positive result not just in reducing the human turnover but also increases the loyalty and commitment among the employees to stay longer in the organization. It shows a significant sway hands on satisfaction of the workers. Also, the HR arrangements makes a difference in increasing the performance of the employees. According to Pestonjee (1973) Job Satisfaction is work, the board, individual modification and social relations. Morse (1953) thinks about that the Job satisfaction relies upon work content, distinguishing proof with the organization, money related and work status and pride in the gathering execution. Compensation and Benefits have salary, monetary benefits and non-monetary benefits given by an organization to its employees. A well made Compensation and benefits policy will help to keep the employees motivated. When the policy is made unambiguous and administered properly to the employees, it shows positive impact on the productivity. Feedback is all about conveying the employees what employers think of their performance. A constructive feedback helps the employees excel. It tells the employees how they can do it better. A quick feedback motivates the employees and helps them perform well. Also the feedback environment can be used to give job satisfaction to the employees. Vacations, paid leaves reduce stress. The stress reduces job satisfaction as well as performance. A well documented policy sees that the leaves would be beneficial to the employees as well as it benefits the organization by recharging the employees.

**2. REVIEW OF LITERATURE**

(Pule et. al, 2014) studied on how Human asset arrangements are impacting the work satisfaction of indigenous and ostracize instructing staff in Kampala International University. The research showed the job satisfaction between the two groups is significant. The expatriate teaching staff experience more Job satisfaction than the other. The reason was the difference in the reward system. The study concludes with a suggestion that a fair reward system should be used.

(Singh, 2014) studied on commitment of Human asset strategies for example reward and acknowledgment approach and career development approach to work satisfaction in the private media transmission specialist organizations. The research concluded by saying that the HRP has significant impact on Job satisfaction.

(Gachie, 2016) studied to build up the impacts of HRP on representatives' Job satisfaction were considered in order to study their impact on Job satisfaction. The study concludes that the rewards policy had a significant effect on the Job satisfaction.

(Bhat, 2015) did the research to study the HRD policies and practices in Computer Software Industries in Karnataka. The results of the study show that the present services provided by the HRD were found to be of moderate level. It was also revealed that the industries that have high turnover have much better HR policies and practices compared moderate and low turnover Computer software industries. Further the HRD climate is good

in moderate turnover Computer software industries compared to low turnover units. So the conclusion was the more the turnover better was the HRD policies and practices should be.

### **3. RESEARCH METHODOLOGY**

#### **3.1 POPULATION**

The total population of the organization is 320, 41 being the freshers, who just started the training. Considering their inexperience, the responses were taken from the people who finished their training and working in the organization. The total number of them is 279.

#### **3.2 RESEARCH DESIGN**

The inquire about structure followed is exploratory research design

#### **3.3 SAMPLING TECHNIQUE**

The sample technique applied is Stratified Random Sampling system. The total populace is divided into two strata, employees with training and employees without training.

#### **3.4. SAMPLE**

Out of 320 employees, the total sample considered for the study is 120.

##### **3.4.1 SAMPLE COMPOSITION**

The total sample chosen was 120, out of which 23 responses were removed due to missing data and 17 were removed due to subjective bias in options. Out of 80 respondents, 53 were male which made 66.25% of the total and the 27 were female. They make 33.75%. The employees that have 2 years or under are 31 in number, making 38.75% where as the employees between 2 to 5 years of experience are 41.25% which is 33 in number, becoming the highest number in the group. The employees above 5 years are 16 in number i.e, 20%. The total questions were 15 in number, 4 on Job Satisfaction, 4 on Feedback Policy, 4 on Leave Policy, 3 on Compensation and Benefits Policy.

#### **3.5 DATA COLLECTION**

Primary data is collected through the structured standard questionnaire with Likert scale options. This was circulated through google form to 120 members in the organization out of which 80 responses arrived. <https://forms.gle/gZc6NwSuVTpRASwt7>

The secondary data is obtained from reviewing peer reviewed journals of both national and international origin and relevant studies are included in the review of literature. Apart from that, the articles published in Harvard Business Review are considered along with some textbooks and websites which are added in the references section

#### **3.6 VARIABLES STUDIED**

The independent variable studied is HR Policies. The sub-variables that are considered namely, Compensation and Benefits Policy, Leave Policy and Feedback Policy. The subordinate variable studied is job satisfaction.

#### **3.7 OBJECTIVE**

To study the impact of HR policies on the job satisfaction of the employees in a private organization.

#### **3.8 HYPOTHESES**

H<sub>01</sub>: There is no significant impact of HR policies on the job satisfaction of the employees.

H<sub>01a</sub>: There is no significant impact of Compensation and Benefits Approach on Job satisfaction.

H<sub>01b</sub>: There is no significant impact of Leave Policy on Job satisfaction.

H<sub>01c</sub>: There is no significant impact of Feedback policy on Job satisfaction.

#### **3.9. STATISTICAL TOOLS USED**

The data is analyzed using SPSS 16. The statistical tools that are used for this study are Correlation, ANOVA, Regression analysis.

### **4. DATA ANALYSIS**

The total number of responses considered for the study is 80. The reliability test was done for the questionnaire of 15 items. The reliability Cronbach's alpha is 0.803 and it is more than 0.70. Hence the questionnaire is reliable.

**4.1 HYPOTHESIS TESTING**

**Compensation and Benefits Policy’s impact on Job Satisfaction:**

$H_{01a}$  = There is no significant effect of Compensation and Benefits Policy on Job Satisfaction

**Table 4.1.1**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.701 <sup>a</sup>	.491	.484	.477
a. Predictors: (Constant), CompensationBenefits A simple linear regression was performed to predict subordinate variable, Job satisfaction is based on the independent sub-variable, Compensation and Benefits policy. The correlation value, R = 0.701 which is greater than 0.60 indicates that the correlation between the ‘Compensation and Benefit Policy’ and ‘Job Satisfaction’ is very good. The adjusted R square value of 0.484 suggests that 48.4% of dependent variable performance is clarified by the same amount of variation in Compensation and Benefits Policy				

**Table 4.1.2**

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.112	1	17.112	75.154	.000 <sup>a</sup>
	Residual	17.760	78	.228		
	Total	34.872	79			
a. Predictors: (Constant), CompensationBenefits						
b. Dependent Variable: JobSatisfaction						

The significant value of ANOVA is 0.00 (Table 4.1.2). As the value is less than  $\alpha=0.05$ , the test is statistically significant and  $H_{01a}$  is rejected.

**Table 4.1.3**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.070	.285		3.761	.000
	CompensationBenefits	.707	.082	.701	8.669	.000
a. Dependent Variable: JobSatisfaction						

From the table 4.1.3, the relation is predicted as below.

$$Jobsatisfaction = 0.707(compensationbenefits) + 1.070$$

**Leave Policy’s impact on Job Satisfaction**

$H_{01b}$  = There is no significant impact of Leave Policy on Job satisfaction

**Table 4.1.4**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.268 <sup>a</sup>	.072	.060	.644
a. Predictors: (Constant), Leave Policy				

A simple linear regression was performed to predict dependent variable, Job Satisfaction based on the independent variable, leave policy.

**Table 4.1.5**

ANOVA <sup>b</sup>						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.501	1	2.501	6.027	.016 <sup>a</sup>
	Residual	32.371	78	.415		
	Total	34.872	79			
a. Predictors: (Constant), LeavePolicy						
b. Dependent Variable: JobSatisfaction						

The remarkable value of ANOVA is 0.16. Here the value is greater than  $\alpha=0.05$ , the  $H_{01b}$  is accepted (Table 4.1.7). The impact Leave Policy shows on Job Satisfaction of the employees is not statistically significant.

**Table 4.1.6**

Coefficients <sup>a</sup>						
	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.312	.487		4.750	.000
	LeavePolicy	.355	.145	.268	2.455	.016
a. Dependent Variable: JobSatisfaction						

Hence the test cannot be taken further. However the tables are displayed for the reference.

**Feedback Policy’s impact on Job Satisfaction**

$H_{01c}$  = There is no significant impact of Feedback Policy on Job Satisfaction.

**Table 4.1.7**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.425 <sup>a</sup>	.180	.170	.605
a. Predictors: (Constant), FeedbackPolicy				

A simple linear regression was calculated to predict subordinate variable, Job satisfaction based on the independent variable feedback policy. The correlation value,  $R = 0.425$  which is lesser than 0.60 indicates that the correlation between the ‘Feedback Policy’ and ‘Job Satisfaction’ is weak. The adjusted R square value of 0.17 suggests that 17% of dependent variable performance is clarified by the same amount of variation in Feedback Policy.

**Table 4.1.8**

ANOVA <sup>b</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6.290	1	6.290	17.166	.000 <sup>a</sup>
	Residual	28.582	78	.366		
	Total	34.872	79			
a. Predictors: (Constant), Feedback Policy						
b. Dependent Variable: Job Satisfaction						

The significant value of ANOVA is 0.00. Here the value is lesser than  $\alpha=0.05$ , the  $H_{0ic}$  is rejected.

**Table 4.1.9**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.905	.389		4.894	.000
	Feedback Policy	.460	.111	.425	4.143	.000
a. Dependent Variable: Job Satisfaction						

The regression equation can be stated like this

$$JobSatisfaction = 0.460Feedbackpolicy + 1.905$$

**5. CONCLUSION**

The study focuses on the connection between the HR Policies and Job satisfaction. The study included 80 employees. The data collected was analyzed using SPSS 16. An inferential technique of correlation and regression analysis is used to test the data for the relationship. The value of R 0.701 indicated that there is a remarkable connection between the HR policies and Job satisfaction of the employees. From the results, it can be concluded that Compensation and Benefits Policy and Feedback Policy shows influence on Job Satisfaction rather than Leave Policy. Thus the organization focusing on the two policies is important. Many research articles, thus far, concluded that the Compensation and Benefits Policy shows significant impact on the Job Satisfaction. However, this research took it a bit further by showing that even the Feedback policy can influence the job satisfaction of the employees

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