

A STUDY ON EMPLOYEES PERCEPTION TOWARDS HR PRACTICES IN INFORMATION TECHNOLOGY (IT) INDUSTRY

Submitted in partial fulfillment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

By

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Register No: 40410152



**DEPARTMENT OF BUSINESS ADMINISTRATION
SCHOOL OF MANAGEMENT STUDIES**

**SATHYABAMA INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)**

Accredited with Grade "A" by NAAC | 12B Status by UGC |

Approved by AICTE

JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119

MAY 2022



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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **SAISHREE.S (40410152)** who carried out the project entitled “**A Study on Employees Perception Towards HR Practices In Information Technology (IT) Industry**” under my supervision from January 2022 to May 2022.

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DECLARATION

I **SAISHREE.S (40410152)** hereby declare that the Project Report entitled in “**A STUDY ON EMPLOYEES PERCEPTION TOWARDS HR PRACTICES In INFORMATION TECHNOLOGY (IT) INDUSTRY**” done by me under the guidance of **DR.A.PALANI** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

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CHAPTER 1

1.1 ABSTRACT

The main aim of this research is to know the Employee's Perception of HR Practices followed in the organization. The study is descriptive in nature. The objective of the study is to know the employees perception towards HR practices such as perception of internal communication level of training and development performance management, to find out whether the employees are satisfied with the HR Practices followed in the organization. The sample size is 150. The sample method used for this study is the chiquare and anova. The data has been collected through a well-structured questionnaire and has been analyzed with the help of SPSS package.

INTRODUCTION

1.2 INTRODUCTION ON HR PRACTICES:

HR practices means that human resources personnel can develop the leadership of employees. This occurs in the practice of developing extensive training courses and motivational programs, such as devising systems to direct and assist management in performing ongoing performance appraisals.

Organization is a place where the entire employees are going to work together. Commonly in any organization perception towards the work and organizational Human resource practices play a very important role. The best HR practices in an organization are going to create a good working culture of the organization.

HR best practices are a set of processes and techniques that have been proven by research and experience to produce increased business performance results. They are internal guidelines that a company establishes to streamline procedures and obtain optimum results in all business areas. A firm HRM practices refers to the policies, practices, and systems that influence employees' behavior, attitudes, and performance. It is sometimes referred to as involving "people practices". HRM practices include analyzing and designing work, determining human

resource needs ,attracting potential employees, choosing employees, teaching them how to perform their jobs and preparing them for the future, rewarding employees, evaluating their performance and creating a positive work environment. It can also be explained as a practice that is devised to increase the competence, commitment and improve the culture.

Definition of HR Practices:

Human resource management (HRM) is defined as the practices, policies, and systems that influence employees, behavior, attitudes, and performance.

The Characteristics of human resource management are:

People Oriented:

This essential HRM feature is rather obvious. But, of course, humans are what human resource management is all about. Therefore, people have to be the focus of successful HRM. While managing their affairs at work is a given, excellent HR management considers everything that surrounds us as people.

Employee Oriented:

This vital HRM characteristic means making the lives of employees at work easy. It includes not just managing them but also remaining accessible for all queries and support. The quicker HR professionals understand that a business runs most efficiently when its employees are happy, the better the outcome.

Gives Opportunities:

This characteristic of HRM could have a rather large scope. However, the focus of this HRM feature should be to let employees know that there is room for career growth. HR management teams must help employees set realistic, time-bound goals for their growth in the organization.

A question that always arises here is, what do we do when we have too many tenured employees?

Well, find opportunities where you can leverage their skills and use them to help the company grow. If you still have too many tenured employees who don't have enough work, you need to rethink your resource management strategy.

Development Oriented:

One aspect of this HRM feature is to ensure the development of employees. Plan training schedules well in advance to meet current and future growth requirements and ensure that the employees are meeting business demands. An employee who is given knowledge naturally has more confidence in executing their job better.

Decision Oriented:

Data gathering is relatively easy in today's world. However, what gets done with that data is essential. Therefore, a crucial feature of HRM is to crunch data and provide a wealth of accurate, helpful information.

Having the facts greatly facilitates decision-making. In many cases, this means looking into the future and analyzing potential outcomes before they happen.

The features of HRM are:

- HRM is an art and a science
- HRM is pervasive
- HRM is a process
- HRM is a continuous process
- HRM is a service process
- HRM must be regulation-friendly
- HRM is interdisciplinary and fast changing
- HRM is focused on results
- HRM is people –centered
- HRM is an integrated concept
- HRM is a develops team spirit

The importance of HR practices:

Rhoades and Wiesenberger (2002) stated that providing training and appraising performance helps employees feel supported by their company, which leads to more workplace commitment. In other words, quality HR practices can increase employees' affective commitment toward their companies.

Functions of hr practices are:

- Recruitment and selection. It takes time and planning to attract and recruit highly talented employees.
- Training and Development.
- Company Brand and Culture.
- Safety and Health.
- Performance Management.
- Succession Planning.
- Compensation and Benefits.
- Compliance and Legal.

1. Recruitment and hiring:

One of the most well-known functions of human resource management is recruitment and hiring. To remain competitive in the industry, businesses need to attract and retain top talent. The HR team typically meets with a hiring manager to learn more about open positions and gain a detailed understanding of the kind of people that will fit best in those roles. While they also consider education, experience, and skills, HR must look at personality traits and working styles to increase the chances of long-term compatibility.

2. Onboarding and ongoing training and development:

Once a company hires employees, it's vital to properly onboard and train them so they have the tools to excel in their roles. Human resource management provides onboarding for new employees, which can include sharing the company mission, vision, and values, in addition to internal policies and procedures. It may also include safety training, depending on the workplace.

3. Managing employee and employer relationships:

A company's success relies on its people, so human resource management must focus on fostering healthy relationships among all levels of employees. This can include conflict resolution during tense situations or negotiating positive outcomes for all involved parties. It may also include providing specific types of training, such as anger management or mindfulness, to ensure employees have the resources to manage themselves effectively in the workplace.

4. Creating a rewarding company culture:

One of the most overlooked functions of human resource management is developing an engaging company culture. Keeping employee morale high doesn't happen only during team lunches or after-work drinks. It happens through the ethos of the company — the mission, vision, and core values. Another HR responsibility includes making sure employees have competitive pay and both tangible and intangible benefits.

Human Resource best practices are:

1. Providing security to employees
2. Selective hiring: Hiring the right people
3. Self-managed and effective teams
4. Fair and performance-based compensation

5. Training in relevant skills
6. Creating a flat and egalitarian organization
7. Making information easily accessible to those who need it

1. Providing security to employees:

The first Human Resource best practice is employment security. Life is unpredictable and work is a stable factor that is very important to most people. Having an employer who enables the employee to provide for themselves and their family is, in essence, the number one reason why people come to work. Employment security enables employees to go home after work and provide for themselves and their families. This concept of security is essential and underpins almost everything HR does.

2. Selective hiring: Hiring the right people

The second HR best practice is selective hiring. This enables an organization to bring in employees who add value. You can't just hire anyone; you want people who are fit for the job. Companies do their utmost best to hire exceptional people because they add the most value to the business. There also needs to be a prioritization of building a structured and fair selection process.

3. Self-managed and effective teams:

We all know that teamwork is crucial in achieving goals. High-performance teams are crucial for any company when it comes to achieving success. Teams provide value because they consist of people who are, and think differently but are working towards a common goal. This means that different ideas are generated to help achieve the goal. These ideas are then processed and combined, resulting in the best ones being selected. Finally, HR needs to encourage different teams to work together in the organization. A team is usually part of a larger entity, like another team or a department. These larger entities also need to work together. Facilitating this

helps to build an efficient and effective organization. One of the tools that can be used for this is Organizational network analysis.

4. Fair and performance-based compensation:

Contingent compensation is the fourth Human Resource best practice. It has everything to do with compensation and benefits. First of all, if you hire the right people, you want to compensate them above average. These are the people that will add the most value to your company so you want to retain them and pay them fairly. Think of profit sharing, shared ownership, or stock options for instance. These are great ways to create employee commitment to the company's long-term vision and retain high potentials. Compensation is a key element for successful talent management.

5. Training in relevant skills

This HR best practice states that companies should invest heavily in training time and budget for its employees. After recruiting the best people, you need to ensure that they remain the frontrunners in the field. This has become even more relevant today as the rate at which technology is developing is growing exponentially.

1.3 INDUSTRY PROFILE: –

IT Industries:

Information technology (IT) is the use of any computers, storage, networking and other physical devices, infrastructure and processes to create, process, store, secure and exchange all forms of electronic data. Typically, IT is used in the context of business operations, as opposed to technology used for personal or entertainment purposes. The commercial use of IT encompasses both computer technology and telecommunications.

Chennai which is commonly known as the "Gateway of South India " is one of the biggest metropolitan cities in India. After Bangalore, Chennai is considered as the next IT hub in India for aspiring IT professionals.

Few List of IT companies

TECH MAHINDRA, TCS, HCL, INFOSYS, WIPRO, ACCENTURE, ZOHOCORPORATION, ORACLE, COGNIZANT, CAPGEMINI.

1.4 SERVICE PROFILE:

Infosys:

Infosys Limited is an Indian multinational information technology company that provides business consulting, information technology and outsourcing services. The company was founded in Pune and is headquartered in Bangalore. Infosys is the second-largest Indian IT company after Tata Consultancy Services by 2020 revenue figures and the 602nd largest public company in the world according to Forbes Global 2000 ranking. Infosys Limited is an Indian multinational information technology company that provides business consulting, information technology and outsourcing services. The company was founded in Pune and is headquartered in Bangalore. Infosys is the second-largest Indian IT company after Tata Consultancy Services by 2020 revenue figures and the 602nd largest public company in the world according to Forbes Global 2000 ranking.

TCS

TATA Consultancy Services Limited (TCS) is a subsidiary of the TATA Group, an Indian information technology consulting and business solutions company which operates in 46 countries worldwide. TCS Limited was founded in 1968 by a division of TATA Sons Limited. Its early contracts included punched card services to TISCO, working on an Inter-Branch Reconciliation System for the Central Bank of India. In 1975 TCS made an electronic depository and trading system called SEMCOM for Swiss companies. TCS also established India's first software research and development center called TATA Research Development and Design Center in Pune, Maharashtra. On 25 August 2004, TCS became a Publicly Listed Company. TCS provides a wide range of information technology-related products and services including application development, business process outsourcing, capacity planning,

consulting, enterprise software, hardware sizing, payment processing, software management, and technology education services.

1.5 NEED OF THE STUDY

The need of the study is to analyze various dimensions of employees' perception of HR practices and its impact on satisfaction of employees. To know what are the few more hr practices could be adopted for the development of the organization.

1.6 STATEMENT OF THE PROBLEM

Many Studies have found that HR practices of staffing, training, involvement of employees and incentives have a positive relation with employee performance and increase the productivity of the firm. The Human Resource Organization's employees' incentive is a problem because most HR people will give incentives to favorable employees, which is a big drawback of the company. In human resource organizational behavior gives insight on how employees behave and perform in the workplace. It helps us develop an understanding of the aspects that can motivate employees, increase their performance, and help organizations establish a strong and trusting relationship with their employees. Human behavior refers to the range of behaviors exhibited by humans and which are influenced by culture, attitudes, emotions, values, ethics, authority, rapport, hypnosis, persuasion, coercion and/or genetics. The traits vary from person to person and can produce different actions or behavior from each person.

HR Staffing Issues

HR professionals cite staffing as the top critical function in their role, according to the Society for Human Resource Management.

Recruiting

HR professionals typically manage recruiting programs to handle both internal transfers and external hires. They establish screening policies and procedures, which may include drug testing and background checks. An HR professional also

establishes a presence on university campuses to recruit graduates. Additionally, she may manage employee referral programs.

Recruiting issues might involve identifying fraud. HR professionals need to ensure a person is who he says he is through identification authentication procedures.

1.7 OBJECTIVES OF THE STUDY

Primary objective:

To study Employee Perception towards HR practices in Information Technology Industry.

Secondary objective:

- To know the level of employee satisfaction based on their perception.
- To analyze the ethical culture contacts of the HR practices from employee's assumption.
- To analyze the internal environment contacts of the HR of an organization.
- To provide suggestions to improve HR practices followed in the organization.

1.8 SCOPE OF THE STUDY

This study is aimed at understanding the employee's perception of HR practices at IT Industry. This study is confined to the employees of IT Industry. This study tries to address the relationship between employees' perception and its impact on Satisfaction in IT Industry.

1.9 LIMITATIONS OF THE STUDY

Few employees feel that they need more organization to encourage employees to suggest product/process improvement in HR practices. Organizations get team opinion and ideas before making decisions. The employees are encouraged to take initiatives and do things on their way. Our organization places the right person in the right job.

The advantages of HR practices are:

- ❖ Employment security
- ❖ Incentive pay
- ❖ Participation and empowerment
- ❖ Symbolic egalitarianism
- ❖ Long-term perspective
- ❖ Selectivity in recruiting
- ❖ Employee ownership
- ❖ Teams and job redesign
- ❖ Wage compression
- ❖ Measurement of practices
- ❖ Cross-utilization & cross-training
- ❖ High wage
- ❖ Information sharing
- ❖ Training and skill development
- ❖ Promotion from within
- ❖ Overarching philosophy

The Disadvantages of HR practices are:

- ❖ Creates problems of adaptability to foreign environments and culture.
- ❖ Increases the foreignness of the subsidiary
- ❖ May involve high transfer and salary costs
- ❖ May result in personal and family problems
- ❖ Leads to high failure rate
- ❖ Has disincentive effect on local –management morale and motivation
- ❖ May be subject to local government restrictions.

Chapter -2

REVIEW OF LITERATURE

Singh, A. k. 2009, "HRM PRACTICES AND ORGANIZATIONAL CULTURE IN SELECTED PRIVATE SECTOR ORGANIZATIONS". The review of literature has identified that the major chunk of research in India emanates from descriptive data and experience sharing, which does not serve certain practice-oriented concerns. The questionnaire consists of 90 items, of which 69 items concern HRM practices of the organization, and 21 items concern organization culture. The correlation analysis has been used to infer the relationship between variables of HRM practices and organizational culture. A healthy culture is required for utilizing and enhancing employee competencies and to develop people

Jarad, I. y. 2010, "Organizational Culture and Organizational Performance 60 research studies". Covering 7619 companies and small business units in 26 countries have found that market culture and business performance are strongly related. This positive correlation is identified by more than 35 performance measures. Organizational culture was based more on differences in norms and shared practices, which was learned at the workplace and considered as valid within the boundaries of a particular organization. Hence, in the context of organizational culture, cultural differences resided more on practices while national, the differences lie in values.

Alnaqbi, w. 2011, "The relationship between human resource practices and employee retention in public organizations". The purpose of this study was to identify HR practices and other factors such as job satisfaction, organizational commitments and leadership practice that affect employee retention in the UAE with emphasis on public organizations, in a comparative study of Sharjah and Dubai. To accomplish this task, both quantitative and qualitative research approaches were employed. The results show that national culture has a direct influence on organizational culture.

Research participants indicate that the current workplace culture is not highly satisfactory, and that strategies are needed to improve it. The research finds that lack of empowerment and management style are factors that influence the retention of employees in UAE public organizations.

RAHMAN, M. M. 2012, "The Role of Human Resource Management practices on Job Satisfaction and Organizational Commitment". This study aims at exploring the impact of HRM practices on job satisfaction and organizational commitment. The influencing factors relating to HRM practices on job satisfaction and organizational commitment are job security, reward, training and development, equity, attitude of the top management and work autonomy, etc. A survey has been conducted among 1000 employees on a structured questionnaire and analyzed them objectively. To quantify those factors a five point rating "likert scale" has been used in this paper. After tabulating the primary data the researchers conducted various tests such as Chi-square test, ANOVA test and identified a number of key findings as to the effect of HRM practices on Job satisfaction and Organizational commitment in the banking sector.

SAIFULISLAM. 2014, "Human Resource Management Practices: Influence of recruitment and selection, and training and development on the organizational performance". The sample comprises staff and lecturers of the university. To achieve the study objectives, the researchers developed a questionnaire, which was administered in a survey. The collected data were analyzed by using SPSS. The analysis of the descriptive statistics and correlations indicated that recruitment and selection as well as training and development significantly correlated with the organizational performance.

Kennedy Alusa, Anne Kariuki 2015, "The study has been understood to know Human Resource Management Practices, Employee Outcome and Performance of Tea Research Foundation, Kenya". The data has been collected by 150 employees of a government organization. The descriptive research design has been used for this

study. Stratified sampling method was used for collecting the data. The tools used to analyze the data are percentage analysis and correlation. The study established that employee outcome fully mediates the influence of HRM practices on organizational performance.

Iqbal, s. 2016, "EMPLOYEES' PERCEPTION REGARDING THE ROLE OF SPECIFIC HRM PRACTICES IN KNOWLEDGE INTENSIVE FIRMS". Questionnaires of this study were distributed by the gatekeepers and completed questionnaires were received by the contact persons at a time convenient to the respondents. The results of the study revealed that employees perceive that in this dynamic business environment organizational recruitment practices should be on priority. Fair recruitment and selection processes may boost employees' confidence to collaborate and share their skills with colleagues. This may help to create new knowledge that can eventually improve an organization's knowledge capability.

M.E., D. C. 2017, "HRM Practices in IT Industries". The 150 questionnaires are given to some employees and then the opinion of the employee's bar chart is prepared. The questionnaires are given with one-two chosen answers based on that the percentage of satisfaction and dissatisfaction is eradicated. The greater number of dissatisfaction issues are identified i.e. performance evaluation, promotion, transportation facility, Appraisals. These issues are discussed and given some of the suggestions to make employees satisfied.

MADANAT, H. G. 2018,"LEVEL OF EFFECTIVENESS OF HUMAN RESOURCE MANAGEMENT PRACTICES AND ITS IMPACT ON EMPLOYEES' SATISFACTION". A questionnaire was developed and administered to 540 employees in the banking sector of Jordan out of which 406 were returned to test research hypotheses. The findings revealed a high level of effectiveness of all HRM practices combined and for four individual practices while a medium level of compensation effectiveness was yielded. It has been found that employees' satisfaction level was medium. A strong positive relationship has been identified between the effectiveness of HRM and employees' satisfaction. The study recommended improving the financial compensation system of banks, which would positively increase the level of employees' satisfaction.

Soni, S. 2019, "Engagement of employees is considered as a robust indicator of outcomes that are highly valued by any business in any sector of the industry". Therefore, employee engagement and effectiveness could prove to be an excellent parameter to assess the health of the organization as such with regards to satisfaction, innovation, commitment, retention and productivity. This study was outlined on the basis of the structural approach theory and adopted a secondary research methodology where the data for the study was gathered through secondary sources derived from researches conducted by researchers in the past and available from scholarly sites. The findings of this research indicated that the culture of the organization had a largely positive and significant impact on engagement and effectiveness of employees.

Ying Wang, Sunghoon Kim 2020, "The study has been undertaken to know Employee Perceptions of HR Practices: A Critical Review and Future Directions". The data has been collected among 105 employees in an organization. Descriptive statistics Research has been used. The study explained Empirical studies confirm that HR perceptions vary across the organizational hierarchy.

CHAPTER-3

RESEARCH METHODOLOGY

3.1 RESEARCH:

Research is “creative and systematic work undertaken to increase the stock of knowledge“. It involves the collection, organization, and analysis of information to increase understanding of a topic or issue. A research project may be an expansion on past work in the field. To test the validity of instruments, procedures, or experiments, research may replicate elements of prior projects or the project as a whole.

The research methodology adopted in this report is based on secondary data. The information gathered is based on the data from various journals, newspapers and magazines.

3.2 DEFINITION OF RESEARCH:

Research is defined as the creation of new knowledge and/or the use of existing knowledge in a new and creative way so as to generate new concepts, methodologies and understandings. This could include synthesis and analysis of previous research to the extent that it leads to new and creative outcomes.

3.3 RESEARCH METHODOLOGY:

The methodology is the general research strategy that outlines the way in which research is to be undertaken and, among other things, identifies the methods to be used in it. These methods, described in the methodology, define the means or modes of data collection or, sometimes, how a specific result is to be calculated. Methodology does not define specific methods, even though much attention is given to the nature and kinds of processes to be followed in a particular procedure or to attain an objective.

3.4 RESEARCH DESIGN:

Research design refers to the overall strategy utilized to carry out research that defines a succinct and logical plan to tackle established research question(s) through the collection, interpretation, analysis, and discussion of data. The type of design chosen for this study is descriptive research.

3.5 DESCRIPTIVE RESEARCH:

Descriptive research aims to accurately and systematically describe a population, situation or phenomenon. It can answer what, where, when and how questions, but not why questions. A descriptive research design can use a wide variety of research methods to investigate one or more variables.

Descriptive research is an appropriate choice when the research aim is to identify characteristics, frequencies, trends, and categories. It is useful when not much is known yet about the topic or problem. Before you can research why something happens, you need to understand how, when and where it happens.

There are three ways a researcher can go about doing a descriptive research project, and they are

Observational: defined as a method of viewing and recording the participants.

Case study: defined as an in-depth study on an individual or group of individuals.

Survey: defined as a brief interview or discussion with an individual about a specific topic. In this project the survey method is opted.

3.6 SAMPLING METHODOLOGY:

Sampling is the selection of a subset (a statistical sample) of individuals from within a statistical population to estimate characteristics of the whole population. Statisticians attempt for the samples to represent the population in question. Two advantages of sampling are lower cost and faster data collection than measuring the

entire population. In survey sampling, weights can be applied to the data to adjust for the sample design, particularly in stratified sampling. Results from probability theory and statistical theory are employed to guide the practice. In business and medical research, sampling is widely used for gathering information about a population.

3.7 SAMPLE DESIGN:

A sample design is a definite plan for obtaining a sample from a given population (Kothari 1988). Sample constitutes a certain portion of the population or universe. Sampling design refers to the technique or the procedure the researcher adopts for selecting items for the sample from the population or universe. A sample design helps to decide the number of items to be included in the sample, i.e., the size of the sample.

3.8 SAMPLING TECHNIQUE: In This Study Convenience Sampling Technique Has Been Adopted.

Convenience sampling: It is a type of non-probability sampling that involves the sample being drawn from that part of the population that is close to hand. This type of sampling is most useful for pilot testing.

3.9 SAMPLE SIZE:

A sample size of 150 respondents was taken for the study.

3.10 TARGET RESPONDENTS:

The target respondents are the employees who are involved in HR Practices in India.

3.11 DATA COLLECTION METHOD:

Data collection methods can be divided into two categories: secondary method data collection and primary methods of data collection.

PRIMARY DATA:

Primary data is the data which is fresh and collected for the first time, and is original in character. Primary data can be explained; therefore, as information collected from sources such as personal interviews, questionnaire surveys with a specific intention and on a specific subject, and observation and discussion by the researcher himself or herself, which information is then assessed by that person.

SECONDARY DATA:

Secondary data has been taken from the internet, Google forms, research articles. Secondary data: those data, which have been already collected or published for the purpose other than specific research needed at hand.

QUESTIONNAIRE:

Questionnaire is the tool used for the data collection under Primary Method. The questionnaire was simple with accuracy and completeness which directs the questioning process and promotes clear and proper recording. Questionnaire was divided into two sections. First part was designed to know the general information about HR practices and the second part contained the respondent's opinions about employees' perception.

STRUCTURE OF QUESTIONNAIRE:

Questionnaire was divided into two sections. First part was designed to know general information about respondents and the second part contained the respondents opinion about financial planning and knowledge

Basic introduction

Personal details

Research related question

Perception question

Likert Scaling question

PERIOD OF STUDY:

This period of study for the project was about 20 days. The entire project is based on the response collected from the 150 participants in 20 day time.

3.12 HYPOTHESIS/ANALYTICAL TOOLS:

The following are a set of imaginary questions framed in order to conduct hypotheses tested using chi-square test and anova . These questions are framed in the form of quantitative data as the survey was qualitative data.

Chi square:

Null hypothesis(H0): There is no significant relationship between Gender of respondents and employee perception in the organization.

Alternate hypothesis (H1): There is a significant relationship between gender of respondents and employee perception in the organization.

Res ults						
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Row Totals
Male	10 (14.40) [1.34]	20 (16.20) [0.89]	10 (10.80) [0.06]	8 (7.20) [0.09]	6 (5.40) [0.07]	54
Female	30 (25.60) [0.76]	25 (28.80) [0.50]	20 (19.20) [0.03]	12 (12.80) [0.05]	9 (9.60) [0.04]	96
Column Totals	40	45	30	20	15	150 (Grand Total)

The chi-square statistic is 3.8291. The *p*-value is .42963.

The result is *not* significant $p < .05$.

Since the *pH* value is greater than 0.05 so an alternative hypothesis is rejected and the null hypothesis is accepted so there is no relationship

between the gender of respondents and employee perception in the organization.

Anova:

Null hypothesis (H0): There is no significant relationship between the factors Employee perception and HR practices.

Alternate hypothesis (H02): There is a significant relationship between the factors of Employee perception and HR practices.

Analysis of Variance Results

F-statistic value = 1.47728

P-value = 0.3348

Data Summary				
Groups	N	Mean	Std. Dev.	Std. Error
Group 1	2	20	14.1421	10
Group 2	2	22.5	3.5355	2.5
Group 3	2	15	7.0711	5
Group 4	2	10	2.8284	2
Group 5	2	7.5	2.1213	1.5

ANOVA Summary					
Source	Degrees of Freedom DF	Sum of Squares SS	Mean Square MS	F-Stat	P-Value
Between Groups	4	325	81.25	1.4773	0.3348
Within Groups	5	274.999	54.9998		
Total:	9	599.999			

CHAPTER-4

DATA ANALYSIS AND INTERPRETATION

4.1 PERCENTAGE ANALYSIS

Table 4.1.1: Age of the respondents

S.N O	AGE	NO.OFRESPONDENT S	PERCENTAGE
1	20-30years	97	64.7%
2	31-40years	32	21.3%
3	41-50years	15	10%
4.	Above 50 Years	6	4%
	Total	150	100

Source: Primary data

2.Age

150 responses

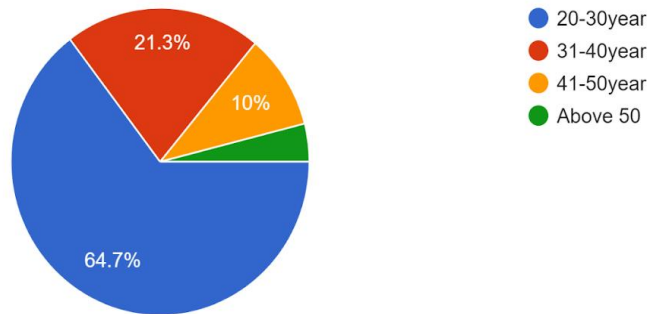


Chart 4.1.1: Age of the respondents

Interpretation:

From the above table it is interpreted that the number of respondents are 20 - 30 age of respondents are 64.7%, between 31-40 age of respondents are 21.3% ,between 41-50 age of respondents are 10%, above 50years age of respondents are 4%.

Inference:

Majority 64.7% of the respondents are aged between 20-30 years.

Table 4.1.2: Gender of the respondents

S.NO	Gender	No. of Respondents	Percentage
1	Male	72	48%
2	Female	78	52%
	Total	150	100

Source: Primary data

3.Gender:
150 responses

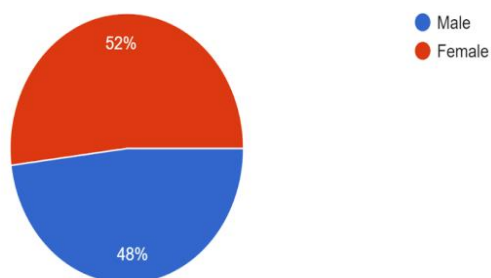


Chart 4.1.2: Gender of the respondents

Interpretation

From the above table it is interpreted that the number of female respondents is 78% and male respondents are 72%.

Inference

Majority (52%) of the respondents are Female.

Table 4.1.3. Education of the respondents

Educational qualification	No. of Respondents	Percentage
HSC	7	4.7%
UG	97	64.7%
PG	45	30%
Diploma	1	0.7%
Total	150	100

Source: Primary data

4.Education
150 responses

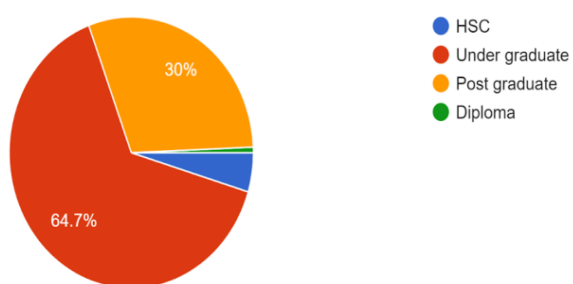


Chart 4.1.3: Education

Interpretation

In the above table the educational qualifications of respondents are 4.7% of HSC, 64.7% of UG, 30% of PG, and 0.7% of diploma.

Inference

Majority 64.7% of the respondents are UG students.

Table 4.1.4. Annual Income of the respondents

Annual Income	No. of Respondents	Percentage
Less than 30000	50	33.3%
30001 to 40000	24	16%
40001 to 50000	28	18.7%
50001 to 60000	25	16.7%
60001 to 70000	10	6.7%
Above 1,00,000	13	8.7%
Total	150	100

Source: Primary data

5.Income
150 responses

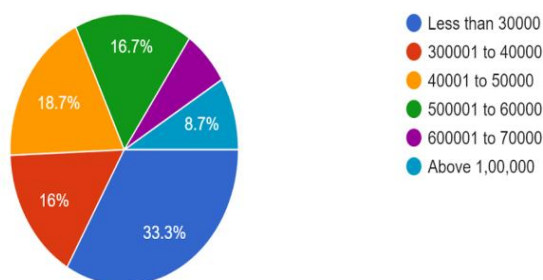


Chart 4.1.4.Annual income

Interpretation

In the above table the annual income of respondents are less than 30000 of 33.3% 30001 to 40000 of 16% ,40001 to 50000 of 18.7%, 50001 to 60000 of 16.7%,60001 to 70000 of 6.7%,above 1,00,000 of 8.7%.

Inference

Majority 33.3% of the respondents are annual income less than 30000.

Table 4.1.5.Marital Status

Marital Status	No. of Respondents	Percentage
Unmarried	102	68%
Married	48	32%
Total	150	100

Source: Primary data

6.Marital Status
150 responses

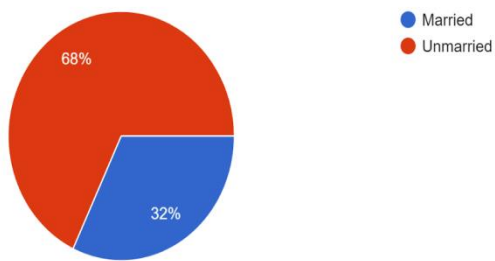


Chart 4.1.5. Marital Status

Interpretation

From the above table it is interpreted that the number of unmarried respondents are 68% and married respondents are 32%.

Inference

Majority 68% of the respondents are unmarried.

Table 4.1.6. Please indicate whether the following are relevant to your organization

Factors	Strongly agree	%	Agree	%	Neutral	%	Disagree	%	Strongly disagree	%
Job enrichment	22	14.6%	95	63.3%	28	18.6%	4	2.6%	1	0.6%
Job rotation	9	6%	102	68%	34	22.6%	3	2%	2	1.3%
Work modules	7	4.6%	91	60%	49	32.6%	2	1.3%	1	0.6%
Shorter week	9	6%	89	59.3%	47	31.3%	4	2.6%	1	0.6%
Flexi-time	17	11.3%	78	52%	49	32.6%	4	2.6%	2	1.3%

Source: Primary data

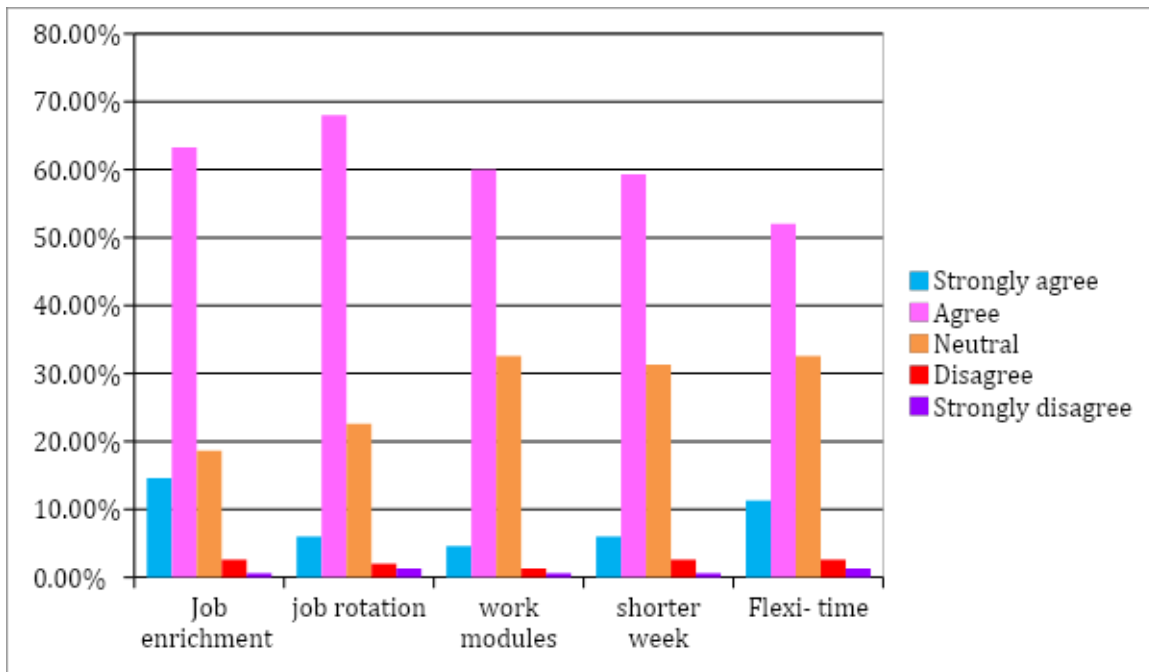


Chart 4.1.6.

Interpretation

From the above table the respondents are

- 14.6% respondents are strongly agree, 63.3% respondents are agree, 18.6% respondents are neutral, 2.6% respondents are disagree, 0.6% respondents are strongly disagree.
- 6% respondents strongly agree, 68% respondents agree, 22.6% respondents are neutral, 2% respondents disagree, 1.3% respondents strongly disagree.
- 4.6% respondents strongly agree, 60% respondents agree, 32.6% respondents are neutral, 1.3% respondents disagree, 0.6% respondents strongly disagree.
- 6% respondents strongly agree, 59.3% respondents agree, 31.3% respondents are neutral, 2.6% respondents disagree, 0.6% respondents strongly disagree.

- 11.3% respondents strongly agree, 52% respondents agree, 32.6% respondents are neutral, 2.6% respondents disagree, and 1.3% respondents strongly disagree.

Inference

Majority 22% of the respondents strongly agree with job enrichment.

Majority 102 % of the respondents agree with job rotation.

Majority 49 % of the respondents are neutral Work modules and flexi-time.

4.1.7. The organization encourages employees to suggest product/process improvement

Opinion	No. of Respondents	Percentage
Highly satisfied	25	16.7%
Satisfied	89	59.3%
Neutral	31	20.7%
Disagree	4	2.7%
Highly disagree	1	0.7%
Total	150	100

Source: Primary data

8.The organization encourages employees to suggest product/process improvement
150 responses

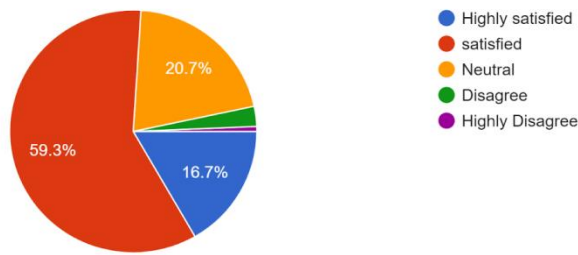


Chart 4.1.7.

Interpretation

In the above table of respondents are highly satisfied 16.7%,satisfied 59.3%,neutral 20.7%,disagree 2.7%, 0.7% highly disagree.

Inference

Majority 59.3% of the respondents are satisfied the organization encourages employees to suggest product/process improvement.

4.1.8. Organization has the practice of carrying employee attitude/employee satisfaction surveys

Options	No. of Respondents	Percentage
Strongly disagree	7	4.7%
Disagree	9	6%
Neutral	38	25.3%
Agree	77	51.3%
Strongly agree	19	12.7%
Total	150	100

Source: Primary data

9. Organization has the practice of carrying employee attitude/employee satisfaction surveys
150 responses

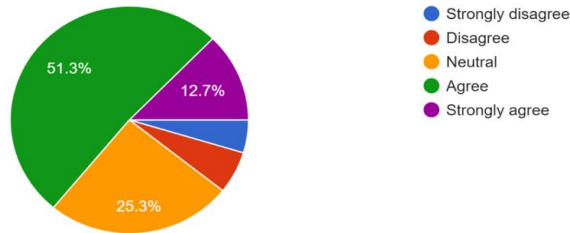


Chart 4.1.8.
Interpretation

In the above table of respondents are strongly disagree 4.7%, disagree 6%, 25.3% neutral, 51.3% agree, 12.7% strongly agree.

Inference

Majority 51.3% of the respondents agree the organization has the practice of carrying employee attitude/employee satisfaction surveys.

Table 4.1.9. Are you clear about your work/ job responsibilities?

Options	No. of Respondents	Percentage
Well clear	37	24.7%
Good	74	49.3%
Poor	3	2%
Neutral	12	8%
Very clear	24	16%
Total	150	100

Source: Primary data

10.Are you clear about your work/ job responsibilities?

150 responses

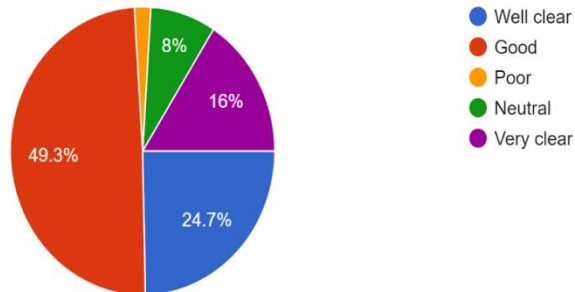


Chart 4.1.9.

Interpretation

In the above table the respondents are 24.7% well clear, 49.3% good, 2% poor, 8% neutral, 16% very clear.

Inference

Majority 49.3% of the respondents are good clear about your work/ job responsibilities.

Table 4.1.10. We are assigned challenging jobs to charge our enthusiasm develop our skills

Options	No. of Respondents	Percentage
Strongly disagree	7	4.7%
disagree	8	5.3%
Neutral	31	20.7%
Agree	82	54.7%
Strongly agree	22	14.7%
Total	150	100

Source: Primary data

11.We are assigned challenging jobs to charge our enthusiasm develop our skills

150 responses

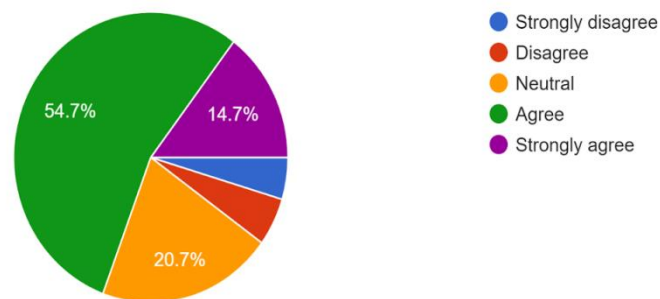


Chart 4.1.10.
Interpretation

In the above table of respondents 4.7% strongly disagree, 5.3% disagree, 20.7% neutral 54.7% agree, 14.7% strongly agree.

Inference

Majority 54.7% of the respondents are agree we are assigned challenging jobs to charge our enthusiasm and develop our skills.

Table 4.1.11. Organizations get team opinion and ideas before making decisions.

Options	No. of Respondents	Percentage
Strongly agree	25	16.7%
agree	97	64.7%
Neutral	22	14.7%
disagree	3	2%
strongly disagree	3	2%
Total	150	100

Source: Primary data

12.Organizations gets team opinion and ideas before making decisions.

150 responses

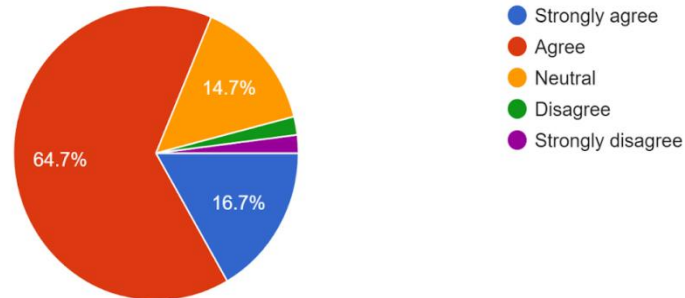


Chart 4.1.11. Interpretation

In the above table the respondents strongly agree 16.7%, 64.7% agree , neutral 14.7%,2% disagree, 2%strongly disagree.

Inference

Majority 64.7% of the respondents agree organizations get team opinion and ideas before making decisions.

Table 4.1.12. Your views regarding the working environment in the IT Sector?

Options	No. of Respondents	Percentage
Excellent	21	14%
Good	80	53.3%
Neutral	21	14%
Fair	26	17.3%
Poor	2	1.3%
Total	150	100

Source: Primary data

13. Your views regarding the working environment in IT Sector?

150 responses

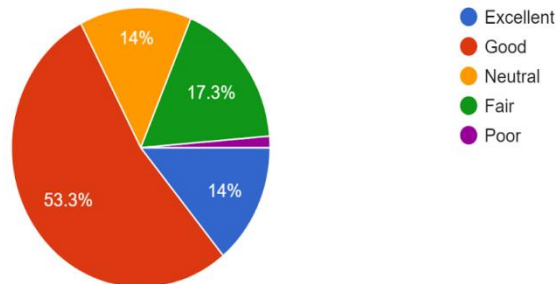


Chart 4.1.12.
Interpretation

In the above table the respondents are 14% excellent, 53.3% good, 14% neutral, 17.3% fair, 1.3% poor.

Inference

Majority 64.7% of the respondents have good views regarding the working environment in the IT Sector.

Table 4.1.13. The employees are encouraged to take initiatives and do things on their way.

Options	No. of Respondents	Percentage
Strongly disagree	5	3.3%
disagree	6	4%
Neutral	32	21.3%
Agree	86	57.3%
Strongly agree	21	14%
Total	150	100

Source: Primary data

14.The employees are encouraged to take initiatives and do things on their way.

150 responses

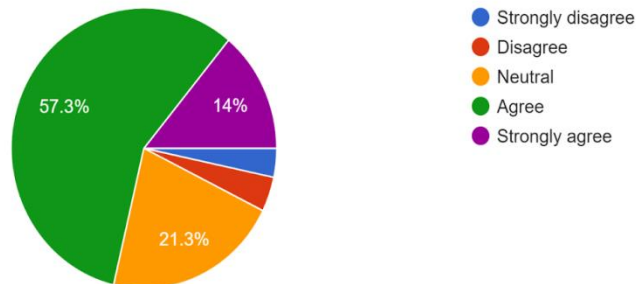


Chart 4.1.13.

Interpretation

In the above table the respondents are 3.3% strongly disagree, 4% disagree, 21.3% neutral, 57.3% agree, 14% agree.

Inference

Majority 57.3% of the respondents agree. The employees are encouraged to take initiatives and do things on their way.

Table 4.1.14. Our organization places the right person in the right job.

Options	No. of Respondents	Percentage
Strongly agree	33	22%
agree	81	54%
Neutral	29	19.3%
Disagree	5	3.3%
Strongly disagree	2	1.3%
Total	150	100

Source: Primary data

15. Our organization places the right person in the right job.

150 responses

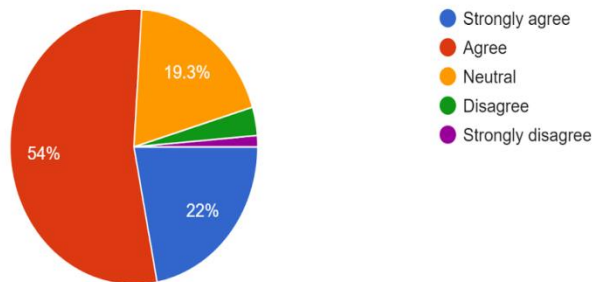


Chart 4.1.14

Interpretation

In the above table the respondents are 22% strongly agree, 54% agree, 19.3% neutral, 3.3% disagree, 1.3% strongly disagree.

Inference

Majority 54% of the respondents agree our organization places the right person in the right job.

Table 4.1.15. You are being paid adequately for the work you do.

Options	No. of Respondents	Percentage
Highly satisfied	24	16%
Satisfied	74	49.3%
Neutral	44	29.3%
Dissatisfied	5	3.3%
Highly Satisfied	3	2%
Total	150	100

Source: Primary data

16.You are being paid adequately for the work you do.
150 responses

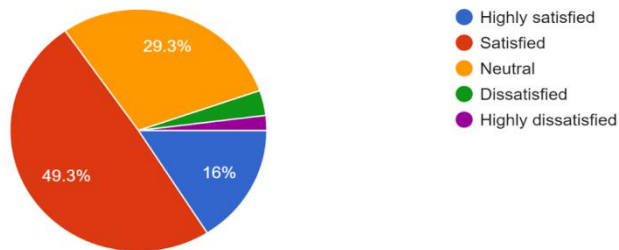


Chart 4.1.15.
Interpretation

In the above table the respondents are 16% highly satisfied, 49.3% Satisfied, 29.3% neutral, 3.3% Dissatisfied, 2% highly dissatisfied.

Inference

Majority 49.3% of the respondents agree. You are being paid adequately for the work you do.

Table 4.1.16. Training in our organization includes social skills, general problem solving skills and broader knowledge of the organization and business.

Options	No. of Respondents	Percentage
Strongly disagree	4	2.7%
Disagree	4	2.7%
Neutral	13	8.7%
Agree	107	71.8%
Strongly agree	21	14%
Total	150	100

Source: Primary data

17.Training in our organization includes social skills, general problem solving skills and broader knowledge of the organization and business.
149 responses

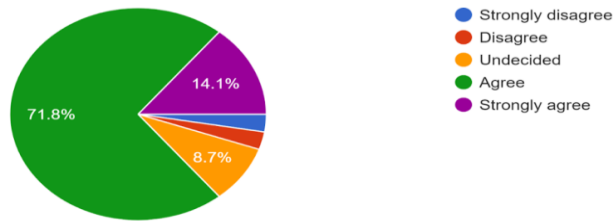


Chart 4.1.16

Interpretation

In the above table the respondents are 2.7% strongly disagree, 2.7% disagree, 71.8% agree, 14% strongly agree.

Inference

Majority 71.8% of the respondents agree. Training in our organization includes social skills, general problem solving skills and broader knowledge of the organization and business.

Table 4.1.17 Identify the areas where the results of the performance appraisal system are primarily used.

Factors	Highly dissatisfied	%	dissatisfied	%	Neutral	%	satisfied	%	Highly satisfied
Human resource planning	13	8.6 %	4	2.6 %	44	29.3 %	16	10.6 %	73
Employment development	5	3.3 %	11	7.3 %	40	26.6 %	20	13.3 %	74
Determining reward & compensation	9	6%	5	3.3 %	65	43.3 %	8	5.3 %	63
Enhancing motivation	7	4.6 %	6	4%	41	27.3 %	32	21.3%	64
Training development	9	6%	2	1.3 %	40	26.6%	24	16 %	75

Source: Primary data

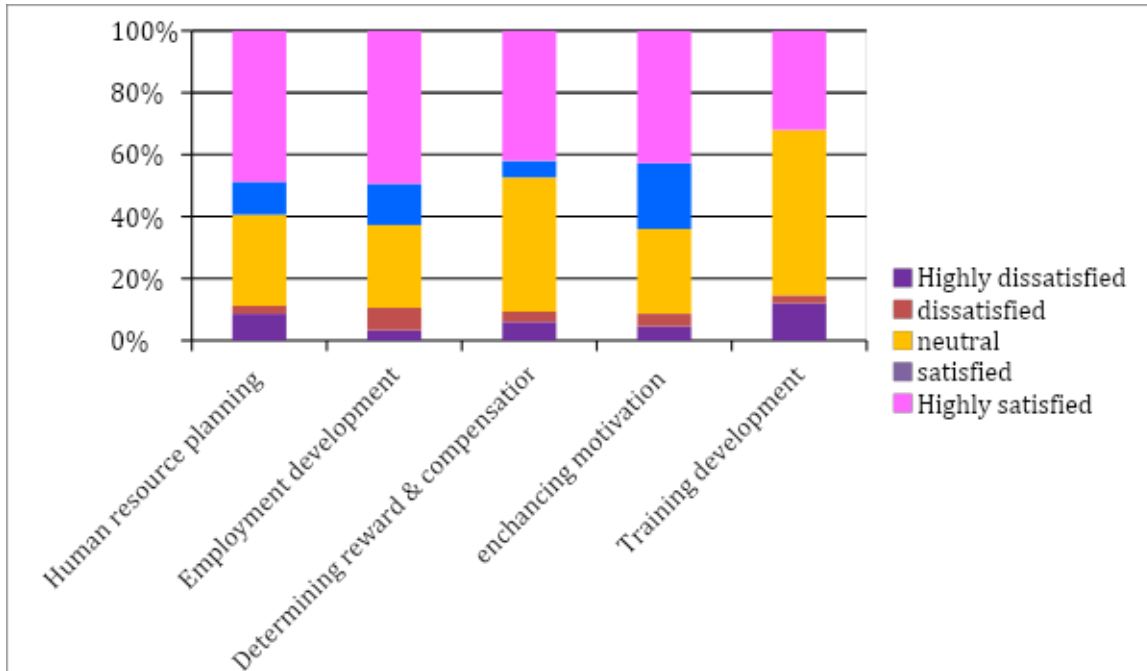


Chart 4.1.17.

Interpretation

From the above table the respondents are

- 8.6% respondents are highly dissatisfied, 2.6% dissatisfied, 29.3% neutral, 10.6% satisfied, 48.60% highly satisfied.
- 3.3% respondents are highly dissatisfied, 7.3% dissatisfied, 26.6% neutral, 13.3% satisfied, 49.30% highly satisfied
- 6% respondents are highly dissatisfied, 3.3% dissatisfied, 43.3% neutral, 5.3% satisfied, 42% highly satisfied.
- 4.6% respondents are highly dissatisfied, 4% dissatisfied, 27.3% neutral, 21.3% satisfied, 42.60% highly satisfied.
- 6% respondents are highly dissatisfied, 1.3% dissatisfied, 26.6% neutral, 16% satisfied, 50% highly satisfied.

Inference

Majority 48.60% of the respondents are highly satisfied in human resource planning.

Majority 49.30% of the respondents are highly satisfied in employment development.

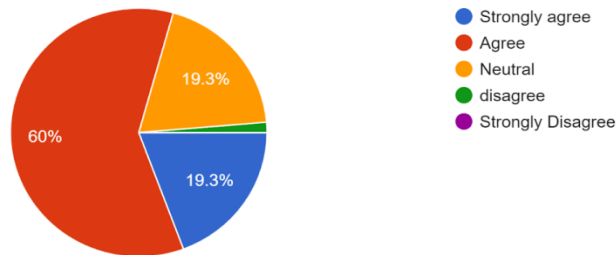
Table 4.1.18. This organization uses a performance appraisal process to make sure every member of the organization achieves goals established by top management.

Options	No. of Respondents	Percentage
Strongly agree	29	19.3%
Agree	90	60%
Neutral	29	19.3%
Disagree	2	1.4%
Strongly disagree	-	-
Total	150	100

Source: Primary data

19.This organization uses performance appraisal process to make sure every member of organization achieve goals established by top management.

150 responses



4.1.18 Chart

Interpretation

In the above table the respondents are 19.3% strongly agree,60%agree, 19.3%neutral, 1.4%disagree.

Inference

Majority 60% of the respondents agree. This organization uses a performance appraisal process to make sure every member of the organization achieves goals established by top management.

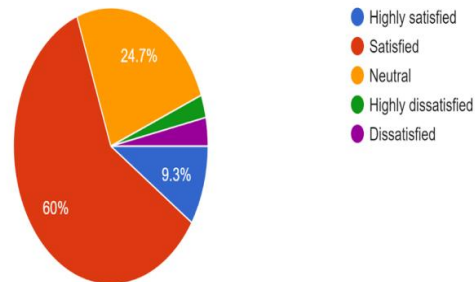
Table 4.1.19. Salary/ Monetary incentives are sufficient in your organizations.

Options	No. of Respondents	Percentage
Highly satisfied	14	9.3%
Satisfied	90	60%
Neutral	37	24.7%
Dissatisfied	5	3.3%
Highly Satisfied	4	2.7%
Total	150	100

Source: Primary data

20. Salary/ Monetary incentives are sufficient in your organizations.

150 responses



4.1.19. Chart Interpretation

In the above table the respondents are 9.3% highly satisfied, 60% satisfied, 24.7% neutral, 3.3% dissatisfied, 2.7% highly dissatisfied.

Inference

Majority 60% of the respondents are satisfied .Salary/ Monetary incentives are sufficient in your organizations.

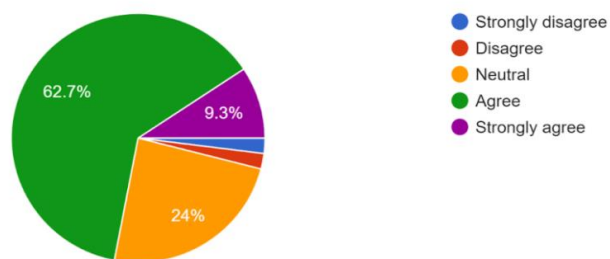
Table 4.1.20. Performance appraisal is a part of the performance management system.

Options	No. of Respondents	Percentage
Strongly disagree	3	2%
disagree	3	2%
Neutral	31	24%
Agree	14	9.3%
Strongly agree	94	62.7%
Total	150	100

Source: Primary data

21. Performance appraisal is a part of performance management system.

150 responses



4.1.20 Chart Interpretation

In the above table the respondents are 2% strongly disagree, 2% disagree, 24% neutral, 9.3% agree, 62.7% strongly agree.

Inference

Majority 62.7% of the respondents strongly agree. Performance appraisal is a part of the performance management system.

Table 4.1.21 HR practices are flexible in your organization towards the Environment.

Options	No. of Respondents	Percentage
Strongly agree	26	17.3%
agree	85	56.7%
Neutral	36	24%
disagree	3	2%
strongly disagree	-	-
Total	150	100

Source: Primary data

22. HR practices are flexible in your organization towards Environment.

150 responses

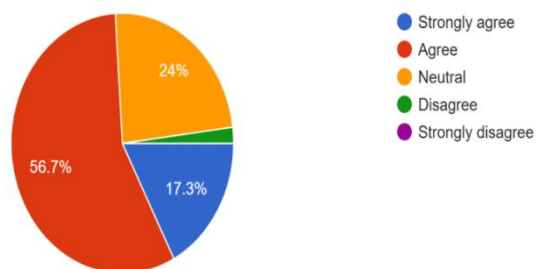


Chart 4.1.21 Interpretation

In the above table the respondents are 17.3% strongly agree, 56.7% agree, 24% neutral, 2% disagree.

Inference

Majority 56.7% of the respondents are agree. HR practices are flexible in your organization towards the Environment.

Table 4.1.22. There is a clear understanding of HR policies & procedure in your organization

Options	No. of Respondents	Percentage
Highly satisfied	90	60%
Satisfied	37	24.6%
Neutral	18	12%
Dissatisfied	3	2%
Highly Satisfied	2	1.4%
Total	150	100

Source: Primary data

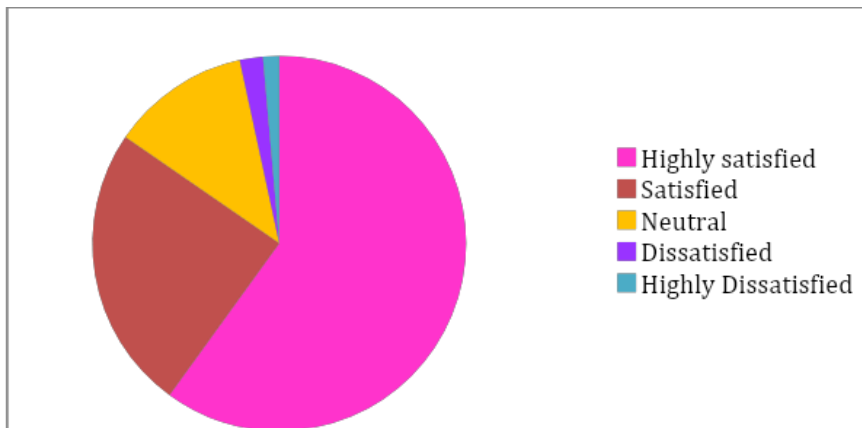


Chart 4.1.22.

Interpretation

In the above table the respondents are 60% highly satisfied, 24.6% satisfied, 12% neutral, 2% dissatisfied, 1.4% highly dissatisfied.

Inference

Majority 60% of the respondents are highly satisfied. There is a clear understanding of HR policies & procedure in your organization.

Table 4.1.23 Classification of respondents according to Working shifts

Shifts	No .of respondents	Percentage
Day	88	58.6%
Night	44	29.3%
Alternatives	18	12.1%
Total	150	100

Source: Primary data

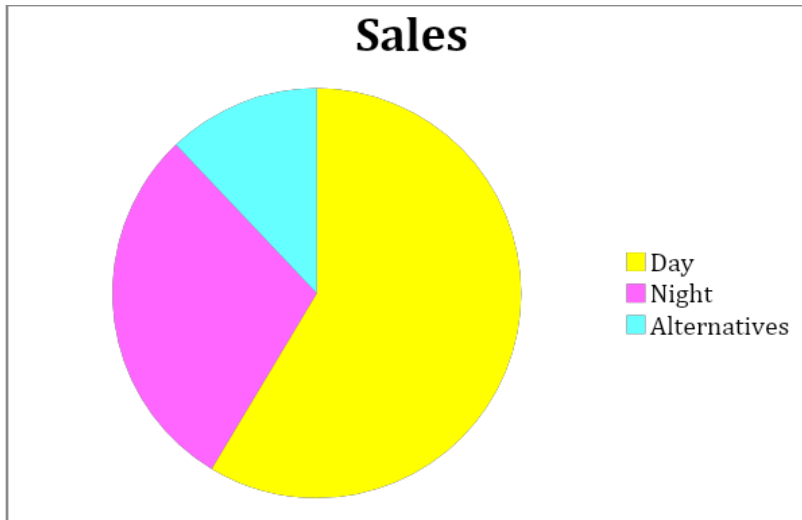


Chart 4.1.23

Interpretation

From the above table 58.6% of respondents work on day shift, 29.3% of respondents work on night shift and remaining 12.1% of respondents work on alternative shifts.

Inference

Majority 58.6% of the respondents are working on day shift.

Table 4.1.24 This organization evaluates organizational performance based on financial performance

Options	No. of Respondents	Percentage
Strongly disagree	1	0.7%
disagree	11	7.9%
Neutral	45	30%
Agree	80	53.3%
Strongly agree	12	8.1%
Total	150	100

Source: Primary data

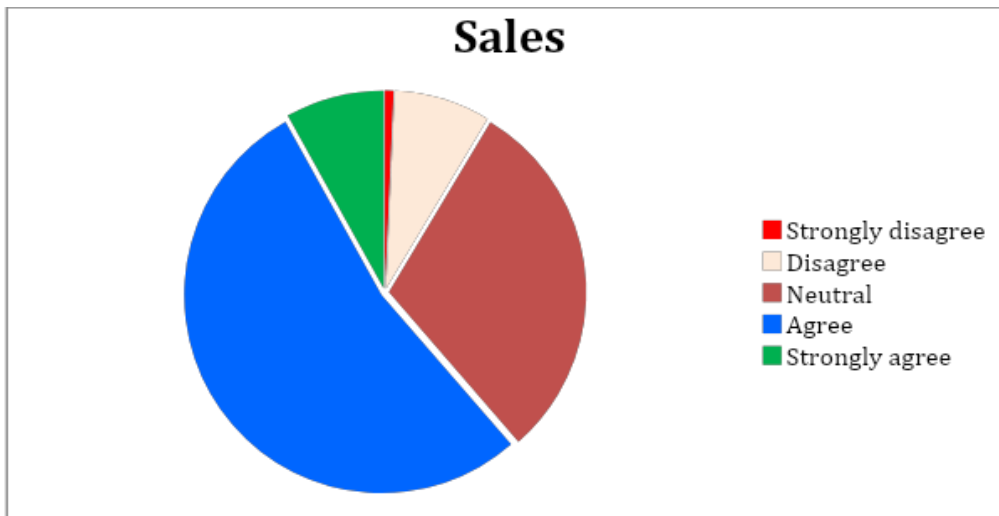


Chart 4.1.24
Interpretation

In the above table the respondents are 0.7% strongly disagree, 7.9% disagree, 30% neutral, 53.3% agree, 8.1% strongly agree.

Inference

Majority 53.3% of the respondents are agree performance based on financial performance.

Table 4.1.25 Classification of respondents based on Working day per week

Days per week	No of respondents	Percentage
5 Days	92	61.3%
6 Days	58	38.7%
Total	150	100

Source: Primary data

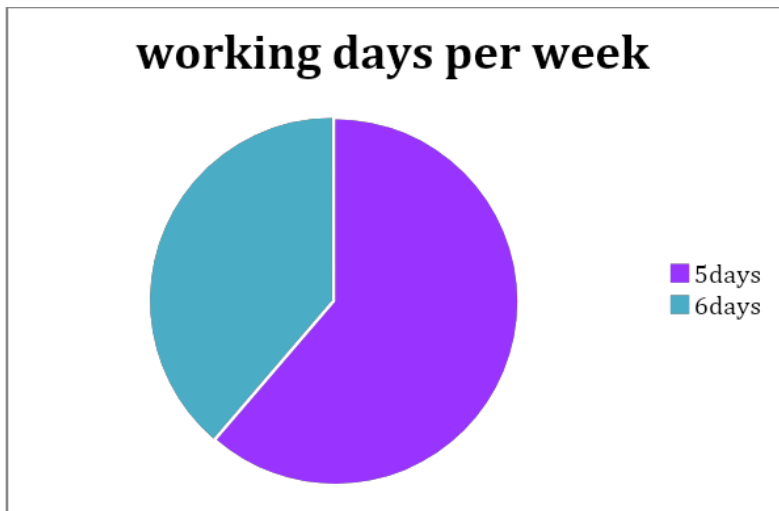


Chart 4.1.25

INTERPRETAION:

From the above table 61.3% of respondents work for 5 days per week and 38.7% of respondents work for 6 days per week.

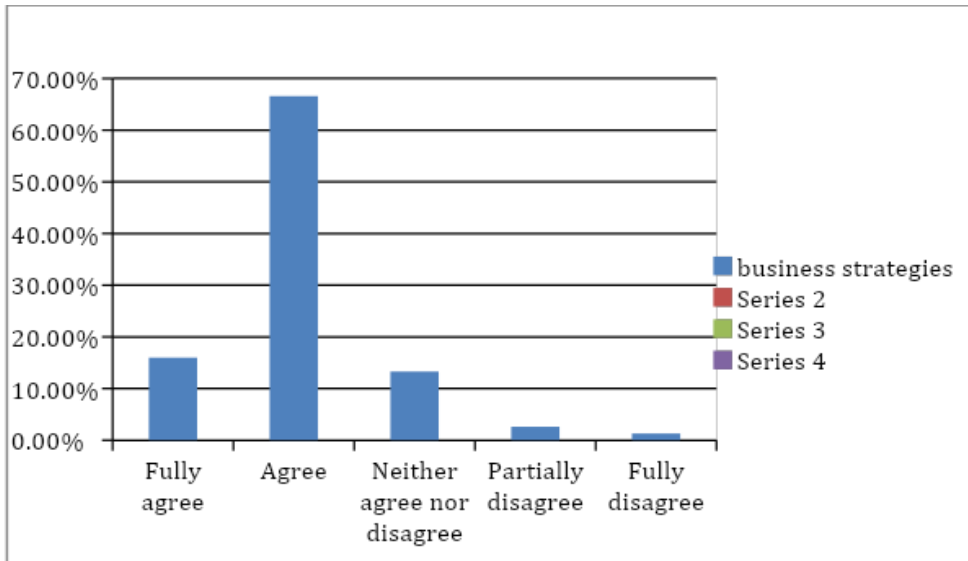
Inference

Majority 61.3% of the respondents work for 5 days per week.

4.1. 26 The organization has been managing change by integrating the HR issues with the business strategies and the strategic change process

Options	No. of Respondents	Percentage
Fully agree	24	16%
Agree	100	66.6%
Neither agree nor disagree	20	13.3%
Partially disagree	4	2.6%
Fully disagree	2	1.3%
Total	150	100

Source: Primary data



INTERPRETAION:

In the above table of respondents are 16% Fully agree, 66.6% agree, 13.3% neither agree nor disagree, 2.6% partially disagree, 1.3% fully disagree.

Inference

Majority 66.6% of the respondents are agree the organization has been managing change by integrating the HR issues with the business strategies and the strategic change.

Chapter-5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 FINDINGS:

Majority 64.7% of the respondents are aged between 20-30 years.

Majority 52% of the respondents are Female.

Majority 64.7% of the respondents are UG students.

Majority 33.3% of the respondents are less than 30000.

Majority 68% of the respondents are unmarried.

Majority 22% of the respondents strongly agree with job enrichment.

Majority 102 % of the respondents agree with job rotation.

Majority 49 % of the respondents are neutral Work modules and flexi-time.

Majority 59.3% of the respondents are satisfied the organization encourages employees to suggest product/process improvement.

Majority 51.3% of the respondents agree the organization has the practice of carrying employee attitude/employee satisfaction surveys.

Majority 49.3% of the respondents are good clear about your work/ job responsibilities.

Majority 54.7% of the respondents agree we are assigned challenging jobs to charge our enthusiasm and develop our skills.

Majority 64.7% of the respondents agree organizations get team opinion and ideas before making decisions.

Majority 64.7% of the respondents have good views regarding the working environment in the IT Sector.

Majority 57.3% of the respondents agree. Employees are encouraged to take initiatives and do things on their way.

Majority 54% of the respondents agree our organization places the right person in the right job.

Majority 49.3% of the respondents agree you are being paid adequately for the work you do.

Majority 71.8% of the respondents agree. Training in our organization includes social skills, general problem solving skills and broader knowledge of the organization and business.

Majority 48.60% of the respondents are highly satisfied in human resource planning.

Majority 49.30 % of the respondents are highly satisfied in employment development

Majority 60% of the respondents agree.

Majority 60% of the respondents are satisfied Salary/ Monetary incentives are sufficient in your organizations.

Majority 62.7% of the respondents strongly agree. Performance appraisal is a part of the performance management system.

Majority 56.7% of the respondents agree HR practices are flexible in your organization towards the Environment.

Majority 60% of the respondents are highly satisfied. There is a clear understanding of HR policies & procedure in your organization

Majority 58.6% of the respondents are working on day shift.

Majority 53.3% of the respondents are agree. performance based on financial performance.

Majority 61.3% of the respondents work for 5 days per week.

Majority 66.6% of the respondents are agree the organization has been managing change by integrating the HR issues with the business strategies and the strategic change process.

5.2 Suggestion

The management can adopt a new method of appraisal than the present tool performance evaluation sheet.

They can adopt 360 degree appraisal. Employees should be considered for the increment in salary. If their performance exceeds predetermined standards.

Employees should be given a chance to express their thoughts and ideas for organization benefit. New technologies should be adopted.

5.3 Conclusion

The conclusion of this study shows the employee's perception towards organizational HR practices. By the perception, it also signifies the personal characteristics of the employees such as attitudes, personality, motives and interests. It also determines the relationship between the different activities of the members. It also signifies the best HR practices of an organization. These practices are important to carry out different tasks between the employees in an organization. Through perception, it shows the commitment in the organization.

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APPENDIX: A STUDY ON EMPLOYEES PERCEPTION TOWARDS HR PRACTICES In INFORMATION TECHNOLOGY (IT) INDUSTRY

4/7/22, 12:59 AM

A Study on Employees Perception Towards HR Practices in IT Industries

A Study on Employees Perception Towards HR Practices in IT Industries

Hii, I'm Saishree.S. I am Pursing MBA at Sathyabama Institute of Science and Technology Chennai. This data collection is only for my research purpose.

***Required**

1. 1.Name: *

2. 2.Age *

Mark only one oval.

☐ 20-30year

☐ 31-40year

☐ 41-50year

☐ Above 50

3. 3.Gender: *

Mark only one oval.

☐ Male

☐ Female

4. 4.Education *

Mark only one oval.

- ☐ HSC
- ☐ Under graduate
- ☐ Post graduate
- ☐ Diploma

5. 5.Income *

Mark only one oval.

- ☐ Less than 30000
- ☐ 300001 to 40000
- ☐ 40001 to 50000
- ☐ 500001 to 60000
- ☐ 600001 to 70000
- ☐ Above 1,00,000

6. 6.Marital Status *

Mark only one oval.

- ☐ Married
- ☐ Unmarried

7. 7.Please indicate whether the following are relevant to your organization *

Mark only one oval per row.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Job enrichment	☐	☐	☐	☐	☐
Job rotation	☐	☐	☐	☐	☐
Work modules	☐	☐	☐	☐	☐
Shorter week	☐	☐	☐	☐	☐
Flexi-time	☐	☐	☐	☐	☐

8. 8.The organization encourages employees to suggest product/process improvement *

Mark only one oval.

- ☐ Highly satisfied
- ☐ satisfied
- ☐ Neutral
- ☐ Disagree
- ☐ Highly Disagree

9. 9. Organization has the practice of carrying employee attitude/employee satisfaction surveys *

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

10. 10.Are you clear about your work/ job responsibilities? *

Mark only one oval.

- ☐ Well clear
- ☐ Good
- ☐ Poor
- ☐ Neutral
- ☐ Very clear

11. 11.We are assigned challenging jobs to charge our enthusiasm develop our skills *

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

12. 12.Organizations gets team opinion and ideas before making decisions. *

Mark only one oval.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly disagree

13. 13.Your views regarding the working environment in IT Sector? *

Mark only one oval.

- ☐ Excellent
- ☐ Good
- ☐ Neutral
- ☐ Fair
- ☐ Poor

14. 14.The employees are encouraged to take initiatives and do things on their way. *

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

15. 15.Our organization places the right person in the right job. *

Mark only one oval.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly disagree

16. 16.You are being paid adequately for the work you do. *

Mark only one oval.

- ☐ Highly satisfied
- ☐ Satisfied
- ☐ Neutral
- ☐ Dissatisfied
- ☐ Highly dissatisfied

17. 17.Training in our organization includes social skills, general problem solving skills and broader knowledge of the organization and business.

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Undecided
- ☐ Agree
- ☐ Strongly agree

18. 18. Identify the areas where the results of performance appraisal system are primarily used. *

Mark only one oval per row.

	Highly dissatisfied	Dissatisfied	Neutral	Highly satisfied	Satisfied
Human resource planning	☐	☐	☐	☐	☐
Employee development	☐	☐	☐	☐	☐
Determining reward and compensation	☐	☐	☐	☐	☐
Enhancing motivation	☐	☐	☐	☐	☐
Training and development	☐	☐	☐	☐	☐

19. 19. This organization uses performance appraisal process to make sure every member of organization achieve goals established by top management. *

Mark only one oval.

- ☐ Strongly agree
☐ Agree
☐ Neutral
☐ disagree
☐ Strongly Disagree

20. 20.Salary/ Monetary incentives are sufficient in your organizations. *

Mark only one oval.

- ☐ Highly satisfied
☐ Satisfied
☐ Neutral
☐ Highly dissatisfied
☐ Dissatisfied

21. 21. Performance appraisal is a part of performance management system.

Mark only one oval.

- ☐ Strongly disagree
☐ Disagree
☐ Neutral
☐ Agree
☐ Strongly agree

22. 22. HR practices are flexible in your organization towards Environment. *

Mark only one oval.

- ☐ Strongly agree
☐ Agree
☐ Neutral
☐ Disagree
☐ Strongly disagree

23. 23. There is a clear understanding of HR policies & procedure in your organization *

Mark only one oval.

- ☐ Highly Satisfied
☐ Satisfied
☐ Neutral
☐ Dissatisfied
☐ Highly dissatisfied

24. 24. Working shifts * *

Mark only one oval.

- ☐ Day
☐ Night
☐ Alternatives

25. 25. this organization evaluates organizational performance based on financial performance *

Mark only one oval.

- ☐ Strongly disagree
☐ Disagree
☐ Neutral
☐ Agree
☐ Strongly agree

26. 26.Working days per week * *

Mark only one oval.

☐ 5 days

☐ 6 days

27. 27. The organization has been managing change by integrating the HR issues with the business strategies and the strategic change process *

Mark only one oval.

☐ Fully agree

☐ Agree

☐ Neither agree nor disagree

☐ Partially disagree

☐ Fully disagree

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