



A STUDY ON EMPLOYEES' ATTITUDINAL ASSESSMENT OF HR FUNCTIONS

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Abstract - In recent years, Human Resource Management has assumed an increasingly strategic role in shaping employee attitudes and enhancing organizational effectiveness. Employees' perceptions towards HR functions significantly influence their level of job satisfaction, motivation, and overall engagement within the workplace. Understanding these perceptions enables organizations to evaluate the effectiveness of their HR practices and identify areas for improvement. The present study titled "A Study on Employees' Attitudinal Assessment of HR Functions" aims to examine employees' perceptions towards recruitment and selection practices, analyse the relationship between HR functions and job satisfaction, and observe employees' attitudes towards performance management. The study adopts a descriptive research design, and a convenience sampling method was used to collect data from 117 respondents. Both primary and secondary sources of data were utilized for the study. Primary data was collected through a structured questionnaire administered to employees, while secondary data was obtained from scholarly publications, internet sources, and other relevant academic materials. For the purpose of analysing the collected data, statistical tools such as percentage analysis, ANOVA, correlation, and regression analysis were employed. The findings indicate that employees generally hold favourable perceptions towards the organization's HR practices, particularly in areas related to recruitment communication, fairness in the selection process, and clarity in performance evaluation. The results also reveal a significant relationship between HR practices and employees' job satisfaction, emphasizing the importance of effective HR functions in fostering positive employee attitudes within the organization.

Keywords: Human Resource Management, Employee Perception, Recruitment and Selection Practices, Performance Management, Job Satisfaction, Organizational Effectiveness.

Introduction

Background of the study

In the contemporary organizational environment, Human Resource Management (HRM) has emerged as a vital component in ensuring sustainable organizational growth and employee well-being. Modern organizations increasingly recognize that employees are not merely resources but strategic assets whose attitudes, perceptions, and levels of satisfaction significantly influence overall organizational performance. HR functions such as recruitment and selection, policy communication, performance management, and employee engagement practices play a crucial role in shaping employees' experiences within the workplace. When these HR practices are implemented effectively, they contribute to fostering trust, transparency, and a positive organizational climate. Consequently, assessing employees' attitudes towards HR functions becomes essential for understanding how these practices are perceived and how they influence employees' behavioural and motivational outcomes within the organization.

Significance of HR functions in employee satisfaction

Human Resource functions extend beyond administrative responsibilities and encompass a wide range of strategic activities aimed at enhancing employee performance and organizational efficiency. Recruitment and selection processes determine the quality of talent entering the organization, while performance management systems ensure that employees' contributions are evaluated fairly and constructively. Furthermore, effective communication of HR policies, career development opportunities, and employee support mechanisms significantly contribute to employees' perception of fairness and organizational support. When employees perceive HR practices as transparent, equitable, and supportive, it positively influences their job satisfaction and commitment towards the organization. Therefore, examining employees' attitudes towards these HR functions provides valuable insights into the effectiveness of HR strategies in promoting a productive and supportive work environment.

Purpose and context of the study



In an increasingly competitive and dynamic business environment, organizations must continually evaluate the effectiveness of their HR practices to ensure alignment with employee expectations and organizational objectives. Employees' perceptions regarding recruitment procedures, communication practices, and performance evaluation mechanisms can significantly influence their level of satisfaction and engagement within the workplace. This study seeks to assess employees' attitudes towards key HR functions and understand how these practices impact their overall job satisfaction. By systematically examining employees'

Need for the Study

In today's competitive organizational environment, Human Resource functions play a crucial role in shaping employees' perceptions, attitudes, and overall job satisfaction. Effective HR practices such as recruitment and selection, communication of HR policies, and performance management systems significantly influence employees' motivation and workplace experience. Understanding how employees perceive these HR functions is essential for organizations to evaluate the effectiveness of their human resource strategies. Employees' attitudes towards HR practices can reflect the level of transparency, fairness, and support provided within the organization. Therefore, it becomes necessary to assess employees' perceptions towards HR functions in order to identify areas of strength as well as aspects that require improvement. This study is undertaken to gain insights into employees' attitudes towards HR practices and their influence on overall job satisfaction within the organization.

Research Gap

Although several studies have examined the role of Human Resource Management in influencing employee satisfaction and organizational performance, limited attention has been given to understanding employees' attitudinal perceptions towards specific HR functions within a particular organizational context. Many existing studies primarily focus on the effectiveness of HR policies or the impact of HR practices on organizational outcomes, but comparatively fewer studies explore how employees themselves perceive and evaluate these functions. Furthermore, aspects such as employees' views on recruitment and selection practices, clarity of HR policy communication, and perceptions of performance management systems are often not examined collectively within a single framework. This lack of integrated analysis creates a gap in understanding how different HR

functions together influence employees' job satisfaction and workplace attitudes. Therefore, this study attempts to bridge this gap by analysing employees' perceptions towards key HR functions and examining their relationship with job satisfaction within the organization.

Objectives of the Study

The main objective of this study is to analyse the employees' attitudinal assessment towards HR Functions. The specific objectives of the study are:

1. To study employees' perception towards recruitment and selection practices.
2. To measure & analyse the relationship between HR functions and job satisfaction.
3. To observe the employees' attitudes on performance management.

Research Methodology

1. Nature of the Study

The present study adopts a **descriptive research design** to examine employees' attitudes and perceptions towards various Human Resource functions within the organization. The descriptive nature of the study enables a systematic understanding of employees' views regarding recruitment and selection practices, HR policy communication, and performance management systems. By focusing on employees' perceptions and experiences, the study seeks to provide a comprehensive assessment of how HR functions influence employees' job satisfaction and overall workplace attitudes.

2. Data Collection Methods

The study utilizes both **primary and secondary sources of data** to ensure a comprehensive analysis. Primary data was collected through a structured questionnaire administered to employees working in different departments of the organization. The questionnaire was designed to capture employees' perceptions regarding recruitment practices, HR policies, job satisfaction, and performance management processes. In addition to primary data, secondary data was gathered from various sources such as scholarly publications, research articles, internet resources, and existing literature relevant to the field of Human Resource Management.

3. Scope of the Study

The scope of the study is confined to examining employees' attitudes towards selected HR functions within the organization. It primarily focuses on employees' perceptions



regarding recruitment and selection practices, their views on the effectiveness of HR policies, and their opinions about the performance management system. The study also attempts to explore the relationship between HR practices and employees' job satisfaction. By analysing responses from employees across different departments, the study aims to provide insights into how HR functions are perceived within the organizational setting.

4. Analytical Framework

For the purpose of analysing the collected data, various statistical tools and techniques have been employed. Percentage analysis has been used to understand the distribution of respondents' opinions and perceptions. In addition, inferential statistical techniques such as **ANOVA, correlation, and regression analysis** have been applied to examine relationships between variables and to determine the influence of HR practices on employees' job satisfaction and their overall recruitment and performance management experiences. These analytical methods provide a structured approach for interpreting the data and deriving meaningful insights from the study.

Research Considerations

Justification of the Study

The present study is undertaken to obtain a deeper understanding of employees' perceptions and attitudes towards various Human Resource functions within the organization. In the contemporary organizational environment, HR practices such as recruitment and selection, communication of HR policies, and performance management systems significantly influence employees' level of satisfaction and workplace engagement. Evaluating employees' views regarding these practices helps organizations determine whether their HR strategies are effectively meeting employee expectations. Therefore, this study is justified as it provides valuable insights into how HR functions are perceived by employees and how these perceptions influence their overall job satisfaction.

Significance of the Study

The significance of this study lies in its ability to highlight the role of HR practices in shaping employees' workplace attitudes and satisfaction levels. By analysing employees' perceptions towards recruitment processes, HR policy communication, and performance management systems, the study provides meaningful insights into the effectiveness of existing HR practices within the organization. The findings of the study can assist management in identifying areas that require improvement and in implementing more transparent and

employee-focused HR policies. Consequently, the study contributes to strengthening organizational HR strategies and promoting a more supportive work environment.

Delimitations of the Study

The scope of the study is confined to specific parameters in order to maintain clarity and manageability in the research process. The research focuses only on employees working within the selected organization and examines their perceptions regarding certain HR functions such as recruitment and selection practices, communication of HR policies, and performance management systems. The data has been collected from a sample of **117 respondents** using a structured questionnaire. Moreover, the study reflects the opinions of employees during the particular period in which the research was conducted, and therefore the findings are limited to the defined sample and organizational context.

Practical Relevance of the Study

The practical relevance of this study lies in its potential to assist organizations in strengthening their human resource management practices by incorporating employees' perspectives into HR decision-making processes. By understanding how employees perceive recruitment procedures, HR policy communication, and performance management systems, organizations can make informed improvements to their HR strategies. The insights derived from the study can help HR managers design more transparent, fair, and employee-oriented policies that enhance workplace satisfaction and organizational effectiveness. Consequently, the study offers practical value for HR practitioners seeking to foster a more positive and productive work environment.

Data Analysis and Interpretations

1. Employees' Perception of Recruitment and Selection Practices

The analysis reveals that employees generally hold **favorable perceptions of the recruitment and selection processes** within the organization. Respondents indicated that clear communication during recruitment, provision of detailed job descriptions, and fairness in selection decisions are crucial in shaping their initial impressions. Positive experiences during these processes not only enhance employee confidence but also establish a foundation of **trust and engagement** from the outset. The findings suggest that structured and transparent recruitment strategies significantly contribute to employees' early satisfaction and set a positive tone for their subsequent organizational experience.

2. Clarity and Accessibility of HR Policies

Employees' understanding of HR policies and the ease of accessing HR support emerged as critical determinants of workplace satisfaction. The analysis indicates that employees who perceive HR policies as **clear, transparent, and easily accessible** are more likely to seek HR assistance for work-related issues, fostering a sense of security and support. Conversely, any ambiguity in policy communication or perceived inaccessibility of HR resources can hinder employee confidence. These results highlight the importance of **effective HR communication** and accessible support systems in creating a responsive and employee-centric organizational environment.

3. Influence of HR Practices on Job Satisfaction

The study underscores the significant role of HR practices in shaping employees' job satisfaction. Elements such as career development opportunities, leadership quality, performance feedback, and employee communication were observed to strongly impact employees' attitudes. Employees tend to report higher satisfaction levels when HR practices are **perceived as fair, supportive, and aligned with their expectations**. This indicates that well-implemented HR strategies not only meet organizational objectives but also enhance employee morale, motivation, and overall commitment to the organization.

4. Effectiveness of Performance Management Systems

Performance management emerged as a key factor influencing employees' perceptions of fairness and recognition within the organization. Employees who understood performance evaluation criteria, received constructive feedback, and perceived assessments as reflective of their actual contributions demonstrated **higher engagement and trust** in organizational processes. The analysis highlights that a transparent and systematic performance management system is integral in reinforcing motivation, improving productivity, and promoting a sense of equity among employees, thereby strengthening the link between HR practices and employee satisfaction.

5. Correlation between HR Practices and Employee Attitudes

The correlation and regression analysis reveal a meaningful relationship between HR practices and employees' attitudinal responses. HR functions such as career growth opportunities, performance feedback, and communication were found to have a **notable influence on job satisfaction and workplace behaviour**. Employees who perceive these practices positively tend to exhibit higher engagement, commitment, and overall morale. These findings suggest that strategically designed HR

interventions can act as powerful levers to enhance employee attitudes, thereby supporting organizational goals and fostering a more productive, cohesive work environment.

Hypotheses

1. ANOVA:

Variable: Do you feel your performance is evaluated based on your actual work contribution?

H₀ (Null Hypothesis):

There is no significant difference between the groups in their perception of whether performance is evaluated based on actual work contribution.

H₁ (Alternate Hypothesis):

There is a significant difference between the groups in their perception of whether performance is evaluated based on actual work contribution.

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.882	3	.294	.303	.823
Within Groups	109.426	113	.968		
Total	110.308	116			

INFERENCE: The significance value obtained from the ANOVA test is 0.823, which is greater than the standard significance level of 0.05. Hence, the null hypothesis (H₀) is accepted and the alternate hypothesis (H₁) is rejected. This indicates that there is no significant difference between the groups in their perception of whether performance is evaluated based on actual work contribution.

2. CORRELATION:

Variables:

- * HR Practices positively influence my Job Satisfaction
- * Which HR Practices contributes most to your Job Satisfaction

H₀ (Null Hypothesis):

There is no significant relationship between HR practices and employees' job satisfaction.

H₁ (Alternate Hypothesis):

There is a significant relationship between HR practices and employees' job satisfaction.

Correlations

		HR Practices positively influence my Job satisfaction.	Which HR Practices contributes most to your Job satisfaction?
HR Practices positively influence my Job satisfaction.	Pearson Correlation	1	.186 ^a
	Sig. (2-tailed)		.044
	N	117	117
Which HR Practices contributes most to your Job satisfaction?	Pearson Correlation	.186 ^a	1
	Sig. (2-tailed)	.044	
	N	117	117

*. Correlation is significant at the 0.05 level (2-tailed).

INFERENCE: The correlation analysis shows a Pearson correlation value of 0.186 with a significance level of 0.044, which is less than 0.05. Therefore, the null hypothesis (H₀) is rejected and the alternate hypothesis (H₁) is accepted. This indicates that there is a statistically significant positive relationship between HR practices and employees' job satisfaction.

3. REGRESSION:

Dependent Variable:

Overall satisfaction with recruitment and selection experience

Predictor Variables:

- * Fairness of selection process
- * Formal communication during recruitment
- * Job description shared before interview

H₀ (Null Hypothesis):

There is no significant influence of recruitment and selection factors (fairness of the selection process, formal communication during recruitment, and job description clarity) on employees' overall recruitment and selection satisfaction.

H₁ (Alternate Hypothesis):

There is a significant influence of recruitment and selection factors (fairness of the selection process, formal communication during recruitment, and job description clarity) on employees' overall recruitment and selection satisfaction.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	64.775	3	21.592	76.220	.000 ^b
	Residual	32.011	113	.283		
Total		96.786	116			

a. Dependent Variable: I was satisfied with my overall Recruitment & Selection experience.

b. Predictors: (Constant), Do you feel the selection process was fair?, Were you satisfied with the formal communication you received during the recruitment process?, Were the Job Description shared/explained with you before the interview?

INFERENCE: The significance value obtained from the regression analysis is 0.000, which is less than the significance level of 0.05. Hence, the null hypothesis (H₀) is rejected and the alternate hypothesis (H₁) is accepted. This indicates that there is a significant influence of recruitment and selection factors (fairness of the selection process, formal communication, and clarity of job description) on employees' overall recruitment and selection satisfaction.

Findings

1. Employees generally hold a **favorable perception of recruitment and selection processes**, with transparent communication, clear job descriptions, and fair selection procedures creating a trustworthy and engaging first impression.
2. **Well-communicated HR policies** are highly appreciated, as clarity, accessibility, and transparency enhance employee confidence and encourage proactive engagement with HR for work-related concerns.
3. **Career development opportunities, leadership quality, and performance feedback** are identified as key HR practices influencing job satisfaction, with fair and supportive measures promoting motivation, engagement, and organizational commitment.
4. **Structured performance management systems** that clarify evaluation criteria, provide regular feedback, and recognize actual contributions reinforce employees' sense of fairness and enhance morale and productivity.
5. **Career growth and consistent performance feedback** emerged as the most critical drivers of employee satisfaction, supporting professional development and alignment with organizational goals.
6. **Strategic HR practices** directly shape employees' attitudes, engagement, and workplace behaviour, fostering a positive organizational climate and contributing to both job satisfaction and long-term organizational performance.

Recommendations

1. The organization should strengthen transparent and timely communication during recruitment and selection processes to ensure employees have clear understanding of job roles and expectations, fostering trust and engagement from the outset.
2. HR policies should be made more accessible and clearly communicated, enabling employees to easily understand procedures and seek support when

required, thereby enhancing confidence in organizational practices.

3. Structured career development programs, including skill enhancement initiatives, mentoring, and promotion pathways, should be prioritized to improve employee motivation, satisfaction, and long-term commitment.
4. Regular, constructive, and timely performance feedback should be implemented across all levels to recognize contributions, clarify expectations, and support employees in achieving performance goals, enhancing both fairness and engagement.
5. Employees should be encouraged to participate in decision-making and share feedback on HR practices, allowing HR to align policies and interventions with workforce expectations and improve overall workplace satisfaction.
6. HR should focus on creating a supportive and positive workplace environment by addressing employee concerns, promoting inclusivity, and ensuring policies and practices reflect fairness, transparency, and opportunities for professional growth.

Conclusion

The present study provides a comprehensive examination of employees' perceptions and attitudes towards Human Resource functions within the organization. The findings indicate that **effective recruitment and selection processes, transparent HR policies, and structured performance management systems** play a pivotal role in shaping employee satisfaction and engagement. Employees place significant value on clarity in communication, fairness in evaluation, and opportunities for career growth, all of which contribute to fostering trust, motivation, and organizational commitment.

Moreover, the study demonstrates that **performance feedback, career development initiatives, and participative HR practices** exert a notable influence on employees' attitudes, highlighting that HR interventions serve as strategic tools for enhancing workplace productivity and morale. The research also underscores the importance of accessible HR support and equitable treatment in promoting a positive work environment.

These insights suggest that organizations should continuously evaluate and refine HR policies, incorporating employee perspectives to ensure alignment with workforce expectations. By prioritizing transparency, inclusivity, and systematic

performance management, HR can significantly enhance employee satisfaction while advancing organizational objectives. Overall, the study confirms that thoughtfully designed and executed HR practices are integral to cultivating a motivated, engaged, and high-performing workforce.

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