

**Employee Perception about HR Practices and Organizational Culture with
Reference to AIC Incubation**

SWETHA SRINIVASAN

(20PBM028)

A Major Project Report Submitted to

Avinashilingam Institute for Home Science and Higher Education for Women

Coimbatore - 641043

In partial fulfilment of the requirements for the Degree of

Masters in Business Administration

May 2022

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CERTIFIED BONAFIDE RESEARCH WORK

Signature of the Supervisor

**Signature of the Head of
the Department**

**Signature of the External
Examiner**

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SYNOPSIS

Organizational culture is one of the factors which affect employee's behavior. Culture is the most important factor accounting for success or failure in organizations and it is even more important today than it was in the past because of increased competition and changes. Organizational culture and HR practice are major factors to the Organizational Success. Organizational culture encompasses values and behaviors that contribute to the unique social and psychological environment of an organization. Organizational culture also represents the collective values, beliefs and principles of organizational members. Culture and HR practice are connected to each other from many ways and as pointed out by Jackson and Schuler organizational culture and HR practice cannot be separated in an organization. Culture has influential effect on the administration of HR. This study aims to show the results of the influence of organizational culture on human resource practices in working condition, incentive practices, job design. The statistical analysis was based on 150 respondents.

This study provides empirical evidence on the significant relationship between the determinants of the conceptual framework. Statistical tools like ANOVA, Regression, Correlation are used for analysis. Researcher have concluded demographic factors like gender, Marital status, educational qualification, monthly income and age. The primary objectives is to study the impact of HR practices followed and process of performance management system, to analysis the existing culture of the organization and its impact on employee behavior, to find the relationship between employee and employer in the organization and to analyze external environment context of the organization.

Researcher examines the various factors of organizational culture and organizational HR practices in AIC Raise Incubation Pvt Ltd., A questionnaire was designed which include job design, working conditions, incentive practices, HR practices and organizational culture with a sample size of 150 respondents.

The simple percentage analysis is used to find the frequencies of the result and mean score value is calculated for factors considered for the organizational culture and HR practices. Regression is used to find the impact of working condition, organizational culture and job design on employee satisfaction. Correlation is used to find the relationship among HR practices and organizational culture.

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CHAPTER I

INTRODUCTION

1.1 Background of the Study

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 the very important role. Human Resource practices in organization describe about the perception of the employee towards the job and organization. In my Internship study I focused on the Human Resources practices and Culture of the AIC Raise Incubation. In any organization HR practices play the very important role in the development of the organization and its keep the employee happy with their work. Organization working culture is going to define the employee perception about the organization and HR Practices. In a present situation many organizations are focusing to create employees friendly environment and working condition. Due to the bad Culture and unfriendly HR practices employees are leaving their job or they changing their work place one organization to another organization and its also somewhere becoming the trend of the employees organization.

The best HR practice in a organization are going to create a good working culture of the organization. This study brings about the organization culture HR aspects of the employee's in the factory. The culture of the organization consists of the values and beliefs of the people in an organization that support the organizational goals, Organizational culture have an impact on employees satisfaction. This also describes different dimensions of organizational performance. Research shows that if employees are committed or having the same norms and values per organization have, can increase the performance towards achieving the overall performance towards achieving the organizational goals.

The review states that various attributes of organization culture have the positive influence on the performance of the employees in an organization. The organization culture is the system of shared meaning held by members distinguishes another organization from another organization.

The system shared meaning is key characteristics that organization values.

HR Practices

Recruitment and Selection

It involves identifying the need for a role, writing up job descriptions, defining the requirements of the role and the skill set of the right candidate, setting salary budgets, advertising to the right people, screening, interviewing, and selecting the best person for the job. It might seem straightforward but this function is not just about finding people to fill roles. If done correctly, by clearly defining job specifications and specifying the employee profile, placing the perfect candidates in the right positions can profoundly affect employee retention and create a happier workforce. The recruitment process often includes “Onboarding,” also known as organization socialization, which is usually facilitated and overseen by HR personnel. This is where new employees acquire the necessary skills, knowledge, and behaviors to become effective members of their team.

HR Training and Development

The vital for addressing skill or training deficits among employees and providing them with the necessary tools to strengthen their skill sets, improve their confidence, and perform more effectively. Employers who invest in their workforce in this way see distinct increases in employee satisfaction and morale. They are seen to be valued and supported and more likely to feel motivated in their roles. Training employees also provides benefits to a company. Investing in an employees’ development encourages employee retention and keeps recruitment costs to a minimum. Training is also important for industry changes and innovation, keeping employees on top of the latest developments sustains the organization as a leader and top competitor in its field.

Performance Management

It is usually facilitated by Human Resources with the help of line managers. It is a tool to monitor progress and evaluate employees’ work, attitude, efficiency, and effectiveness. A good performance management process includes quarterly or annual appraisals or performance reviews. These enable one on one communication between employees and line managers to set clear individual goals and team goals that align with the strategic goals of the organisation.

Performance management is an ongoing process that can include a variety of integrated activities to form a performance management cycle. This includes planning by setting SMART (specific, measurable, achievable, relevant, and time-bound) objectives and a Personal Development Plan to achieve said goals, reviewing and assessing the progress of these plans, and developing the knowledge, skills, and abilities of people to reach their goals.

Transparency

A crucial HR practice is to always maintain transparency and be open with employees regarding the success and failures of the business. Organizations that foster an open environment of feedback and communication make employees feel trusted, respected, and valued. In order to be a high-impact HR department, you should This is actually great news for employers because it means you have a workforce full of employees who are ready to increase their skills, advance in their careers, and train for new positions. **Promote Collaboration and Idea Sharing:** Focus on creating an environment that promotes collaboration of ideas and information sharing. Employees who are informed about business operations are better able to share their ideas, and think it's important to be able to contribute to company decisions that impact their careers. **Maintain Openness and Transparency:** When companies are honest and open with their employees, it promotes a culture of trust between both employer and employee. As an HR department, you should also avoid focusing on efficiency and cutting costs above all else, as this could actually be less effective in the long run. Instead, promote practices that create transparent environments and encourage information sharing.

Employee Benefits

The best benefit plans take a strategic approach to accomplishing company goals and retaining great employees as well as ensuring your employees understand their benefits. **Choose Benefits that Show You Value Employees:** Learning from other human resource practices can give you some great insight into where you can focus the company budget when it comes to employee benefits. It also helps you understand which benefits may actually help you retain the best employees. You can choose to provide medical and dental coverage, health and fitness centers, subsidized tuition, or any other benefits that will show you value your employees. Google is a great example of using benefits to solve workplace employment issues. Several years ago they noticed that the number of women

working for the company was gradually decreasing. Google did some research and found that the decrease was mostly younger women who left to have children. In an effort to retain employees and maintain their bottom line, Google implemented a five-month maternity leave policy with full pay and benefits. This benefit alone led to a 50 percent increase in their retention rate of women. While Google's approach certainly isn't feasible for all companies, it is important to identify where you are losing money and why you might be struggling with employee retention. If you want to hire and keep the best talent, you have to treat them like they're the best talent and show you value your employee

Employee Relations

There are two primary functions when it comes to Employee Relations (ER). Firstly, HR helps prevent and resolve problems or disputes between employees and management. Secondly, they assist in creating and enforcing policies that are fair and consistent for the whole workforce. Good relationships lead to increased employee well being. Employee Relations is a term that refers to an organisation's efforts to create and maintain positive relationships between employees and their employers. ER is integral for organisational performance, loyalty among staff members, and improved engagement. It relates to line managers and their team members, both individual and team relationships. Additionally, it refers to contractual and practical relationships, as well as the personal and emotional dimensions of these relationships. ER usually falls under the wing of HR personnel and involves them acting as a liaison or intermediary between employees and managers. They also create and implement policies for employee issues such as fair compensation, reasonable working hours, work life balance, and useful benefits, among others. Whistle blowing and disciplinary procedures also fall under employee relations.

Employee Incentives

Incentives have their pros and cons. For incentives to be effective, this HR best practice must be implemented in the correct manner, or you risk demotivating your employees instead of motivating them. Here are some HR best practices for providing effective employee incentives. Know Some employers have found it helpful to motivate employees by using commission or productivity as an indicator of a raise, and not to limit raises to an annual review or bonus at the end of the year. Employers who simply raise wages once a year regardless of performance are not incentivizing

employees to do their best because employees begin to simply expect the raise no matter what. As far as the topic of bonuses goes, another study by Google found that employees valued a base-pay raise over a single bonus, because it has long-term effects. So if your company is weighing the overall benefits of pay raises versus a handsome bonus, go with the pay raise. Be Creative with Incentives: While HR might hear the word “incentive” and think of monetary rewards, there are other incentives that keep employees motivated, such as a recognition and rewards program or the use of social recognition to acknowledge employees for the work they do. Providing the right incentives shows employees that you care about them and the value they add to your company.

Compensation and Benefits

Is likely every employee’s favourite HR function. Compensation is the basic salary that is agreed upon with each employee. Company benefits offered to employees can range from pay raises linked to appraisals, social security, pensions, private health insurance, longevity perks, corporate discounts, paid holidays, paid sick leave, childcare facilities, profit sharing, gym membership, and many more depending on the priorities of the company and its employees.

Company benefits are a way to attract, retain, and reward employees. Job satisfaction is directly linked to motivation, efficiency, and employee productivity, so a good set of company benefits can increase morale and motivation in the workplace.

Administration, Payroll, & HR Systems

Developing systems, maintaining employee data, calculating taxes, prorating working hours and holidays, and paying salaries are some of the administrative duties that usually fall under HR. Some larger organisations may have a separate payroll team that works together with the HR department. HR administration is generally the first role HR professionals take on in their careers and it is essential to understanding the rest of the HR functions. As they say, the devil is in the details; without the meticulous data input, filing and information gathering, none of the other functions would be possible.

Compliance Issues

The best way to handle compliance issues is to avoid having them in the first place. That being said, it can be very difficult to juggle the complexities of compliance issues with the daily tasks of running

other human resources practices in the workplace. Here are some human resource practices to prevent compliance issues. Utilize HR Software: One great way to avoid compliance errors is to use HR software to simplify your HR compliance practices. This will help you find and correct errors quickly and avoid future compliance issues. Designate a Point Person for Your HR Team: One of the best ways to stay up-to-date with compliance is to designate a point person for your HR team, who has the responsibility to keep up with new regulations and changing labor laws. They also have the responsibility to convey this information to the HR department, which ensures everyone is on the same page when it comes to legal considerations. Hiring, employee classification, and wage requirements all require constant attention to stay in compliance. Utilizing your point person and your HR software can help you stay one step ahead of any upcoming changes to HR.

Terminations

This is probably the toughest place to implement HR best practices because it will always be difficult for those involved. HR best practices include learning from employees who are terminating their employment as well as understanding which topics to be sensitive of for legal reasons. Issues that may warrant termination should always be addressed before they reach a boiling point. However, when it does come to terminating an employee, you shouldn't wait on the decision. HR professionals recommend informing the employee as to why they are being let go; showing empathy, but not sympathy for the employee. Stand your ground even if the employee gets emotional or says they will do better. You should be confident enough in your decision to not waver in your resolve when terminating an employee.

Organizational Culture

Clan Culture

Clan is a group of close-knit and interrelated families or a group of people with a strong common interest. Clan cultures are common in small or family-owned businesses that are not hierarchical in nature. Employees are valued regardless of their level and environments are supportive. This culture aims to work collaboratively in teams by making sure all employees feel like equals. They feel comfortable providing honest and open feedback. Apart from teamwork, there may be a strong emphasis on mentorship and apprenticeship as competencies and values are passed on from one

generation to another. There is usually high employee engagement in this culture, which makes for excellent customer service. However, the downside to this type of culture is that it is difficult to maintain it as the organization grows. Operations may lack focus and fluidity as the organization grows.

Adhocracy Culture

Adhocracy cultures are rooted in innovation and adaptability. These are the companies that are on the cutting-edge of their industry they're looking to develop the next big thing before anyone else has even started asking the right questions. To do so, they need to take risks. Adhocracy cultures value individuality in the sense that employees are encouraged to think creatively and bring their ideas to the table. Because this type of organizational culture falls within the external focus and differentiation category, new ideas need to be tied to market growth and company success. An adhocracy culture contributes to high profit margins and notoriety. Employees stay motivated with the goal of breaking the mold. Plus, with a focus on creativity and new ideas, professional development opportunities are easy to justify.

Market Culture

Market culture prioritizes profitability. Everything is evaluated with the bottom line in mind; each position has an objective that aligns with the company's larger goal, and there are often several degrees of separation between employees and leadership roles. These are results-oriented organizations that focus on external success rather than internal satisfaction. A market culture stresses the importance of meeting quotas, reaching targets and getting results. Companies that boast market cultures are profitable and successful. Because the entire organization is externally focused, there's a key objective employees can get behind and work toward.

Hierarchy Culture

Companies with hierarchy cultures adhere to the traditional corporate structure. These are companies focused on internal organization by way of a clear chain of command and multiple management tiers that separate employees and leadership. In addition to a rigid structure, there's often a dress code for employees to follow. Hierarchy cultures have a set way of doing things, which makes them stable and

risk-averse. With internal organization as a priority, hierarchy cultures have clear direction. There are well-defined processes that cater to the company's main objectives.

1.2 STATEMENT OF THE PROBLEM

The HR practices will address the automation of the performance of the employee as regard to what is monitored them and their performance would be according to the job design on the present situation the performance of the employees were poorly evaluated and monitored before and after performing, although HR practices would evaluate it is a very ideal thing for them to accomplish every evaluation of employees regularly to update their performance and their incentive practices of the work, poor communication is also an important problem facing by employees in organizational culture which can make employees less loyal and may contribute to issue like harassment, bullying, and high turnover.

1.3 OBJECTIVES OF THE STUDY

- To study the Socio-Economic background in AIC employees
- To find the relationship between HR practices and organizational culture
- To study the impact of working condition on employee satisfaction
- To find the impact of job design and employee satisfaction

1.4 SCOPE OF THE STUDY

The study aims to understand the AIC RAISE INCUBATION Ltd HR practices and culture of the companies. It extremely important that factory should provide and give the good HR polices and set employee friendly environment in the factory.

1.5 NEED FOR THE STUDY

A best organizational HR Practices and culture is essential to understand the employee perception towards the organization

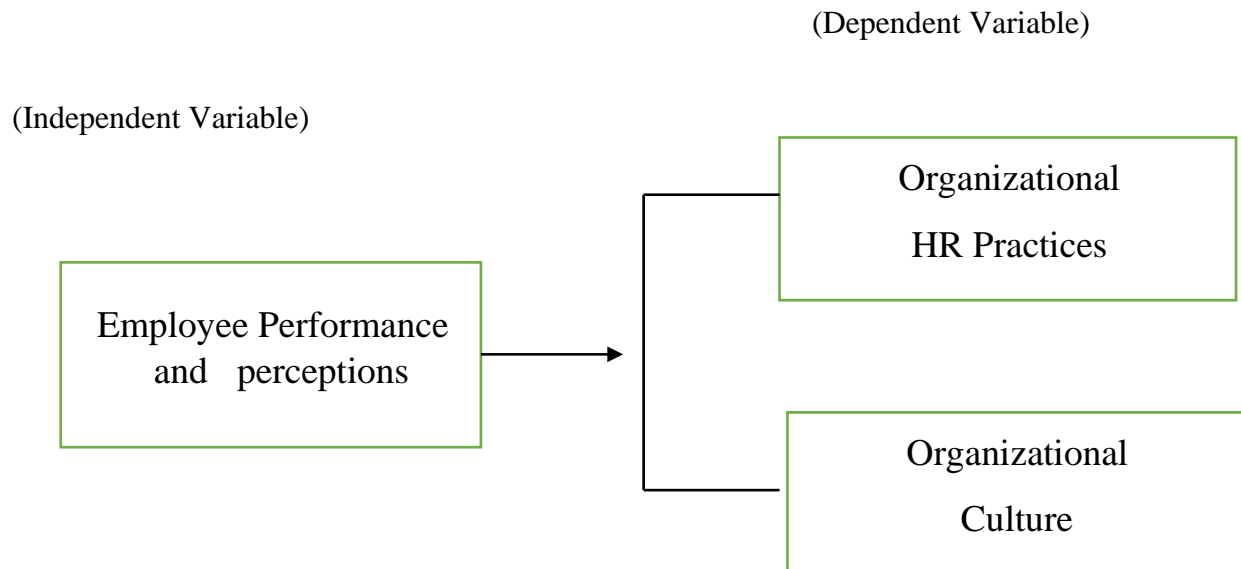
- Understanding the employee's perception in the organization.
- HR practices and culture are different from organization to organization so improving organizational culture to promote the employees for doing the work.

- Organizational culture is changing according to the working condition of factory for that reason factory should update to there employees
- Creating and developing the employee friendly Culture and environment.
- Improve the productivity and quality of work.

1.6 LIMITATION OF THE STUDY

- The research is based on one organization of AIC RAISE INCUBATION PVT LTD, EACHANARI, COIMBATORE
- The study is limited in terms of geographical location and the location of study is Coimbatore
- In this study getting response from the employees was a time-consuming process
- The data was obtained through questionnaire and it has its own limitation

1.7 CONCEPTUAL FRAMEWORK



1.7 HYPOTHESIS

1. Correlation

H0: There is no significant relationship among organizational HR practices, Organizational culture on employee performance and perceptions

2. ANOVA

H0: There is no significant difference between employee satisfaction and age

3. Regression

H0: There is no significant impact of HR practices on employee satisfaction

H0: There is no significant impact of organizational culture on employee satisfaction

1.8 CHAPTER SCHEME

- Chapter I deals with introduction of the study, which includes company profile – AIC Raise Incubation, objective of the study, scope of the study, need for the study, limitation of the study, conceptual framework, hypothesis.
- Chapter II deals with Review of literature. The review of literature is divided in two parts. They are HR practices and organizational culture. This includes reviews of existing studies, Finding and evaluation.
- Chapter III deals with research design, source of data, research instrument, sampling design, sampling size, sample population, sampling techniques, and tools used for analysis
- Chapter IV deals with analysis and interpretation the factors influence employee performance on HR practices and Organizational culture
- Chapter V explain the major findings of the study, followed by the suggestions and conclusion. The findings are based on the demographic data collected from the employees of AIC Raise Incubation. The findings, the suggestions are provided by the researcher in order to improve HR practices and Organizational culture of AIC Raise Incubation.

CHAPTER II

REVIEW OF LITERATURE

2.1 Introduction

A literary review is a collection of text aimed at reviewing important points of current knowledge on a particular topic. Literature reviews are based on secondary sources and such do not report any new or original expenditure work. A good literature review is characterized by a logical flow idea; current and relevant reference with consistent appropriate referencing style; proper use of terminology; and an unbiased and comprehensive view of the previous research on the topics.

The reviews are classified based on the variables in the study.

2.2 HR Practices

Anujith Juyal (2020) explained the consequences of the challenges faced by the Human resource management in context with the current economic status and the challenges faced should be taken in consideration. This article insists on the challenges in the short fall of talented employees. This also emphasis on how Human resources Management tackles the problems handled on a day to day activities. It also suggested some important points to handle things better.

Shahnawaz (2020) this article explains Management in United Commercial Bank which is a case study of Chandigarh State which elaborates HRD rules and regulations. Basically, this study explains the hurdles in the process of framing the rules and process of executing it. This analytical study contains a sample size of 100 people and analyzed their opinion about HRD rules and regulations. As a result of this study is qualification plays a important role in recruitment in top, middle and low level management. The practice of selecting right candidate for the level of management helps the organization to achieve more and retain employees in the organization.

Kuberchand. Subhash C., Divya (2019) in their article on "Human Resources Management Practices in Insurance Companies: The study was made in Indian and MNC's and explains the benefits of the organization is generated only by Human Resources .However the advantage of giving insurance to the Human Resources is one of the employee benefits issued by the Human

Resource Management. The findings of the study says that both domestic and international Insurance companies have to improve more on their HR practices like performance appraisal, HR planning and Recruitment

Trinath (2018) explained that the organization have the optimum usage of Human resources in the organization. They follow the 3 C concept (i.e) Competencies, commitment and culture. By following these 3 C culture in the work organization give the positive results in the organization. This practice is considered to be the best result earning which resulted in the increase in the financial growth.

Hemant Rao (2017) in his study he explained the changes in the role Human Resources. There was an extraordinary change in the role of Human resource department. They should work in the organization such that they should treat the employees irrespective to cast, religion, gender etc. The productivity of the company is based on the quality of work done by the employees in the organization

Patil, Kallinath S. (2016) The development of facility management industry has an important place in the growth of the country. Life Insurance Corporation is one of the major service providers in which they provide the best service. The Transmission doesn't come in a day. For that employees have put in lot of efforts to bring the service in the field of service.

Sharma and Jyoti (2015) in this article they have explained about the Job Satisfaction that they finalize it the best and effective reason for an employee in the working situation. They also explain that this emotional factor helps the employee in the organization to yield best results. Dissatisfaction is one of the main reasons for attrition of employee in the organization. So, job satisfaction is the primary reason of an employee's carrier growth and development of an organization.

G.V. Chalam and L. Srinivas (2014) in his article he have made a Human Resources Department survey across 120 branches of State Bank of India at Andhra Pradesh, and defines the gender where

he paper made an attempt to explore the basic gender difference. He finds that the women employees have much more concern than the male employees. Female employees have higher attitude of respecting the organization and Human resource department. They also have good source of Loyalty towards Bank work.

Subramanian, V. (2014) he express that the recruitment and selection process in the organization and selecting the right candidate for the correct position helps employees to work in the organization in a very positive mode. The interview process should be relevant to the job profile so that the candidates will be interested in the job profile.

Alnaqbi, w. (2013) 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, organisational 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

Jarad, I. y. (2013) 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 measure. 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

Maitin, T.P. (2013) In his study he explains the Human Resource Development shows the progress of the organizational growth with different process like recruitment and selection, payroll processing and maintains the rules and regulations of the office. By the way of best approach towards the employees which the in the high productive of the employees.

Singh, A. k. (2012) 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 items concern HR practices of the organization, and items concern organization culture. The correlation analysis has been used to infer the relationship between variables of HR practices and organizational culture. A healthy culture is required for utilizing and enhancing employee competencies and to develop people

Jolly, c. j. (2010) Globalisation has led to opening up avenues when it comes to business opportunities. Multinational Organizations nowadays tend to have a presence in various nations and also have a tendency to employ a diverse work force. Therefore the HR department has had to make a lot of changes in the way their organizations work culture is developed since they have to incorporate the views and culture of employees from diverse backgrounds. cross sectional survey and quantitative survey methodology was adopted for this study. The study determines that if individuals perceive certain practices in a positive light, then there's a very good chance that they will consider the rest of the HR practices with the same positive outlook and vice versa

Rahman, M. M. (2010) The Role of Human Resource Management practices on Job Satisfaction and Organizational Commitment This study aims at exploring the impact of HR practices on job satisfaction and organizational commitment the influencing factors relating to HR 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 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 affect of HRM practices on Job satisfaction and Organizational commitment at banking sector.

Tejeji, m. e. (2010) the study has the objective to assess the perception of employees towards the problems and practices of performance evaluation. On the basis of data collected through questionnaires and interview which are founded on the theoretical assessment of related literatures;

the researcher has tried to unearth some of the real problems of appraisals based on the opinion of the rates in that particular organization. The questionnaire was distributed to 200 employees. the appraisal system to be effective, at least the forms that measures jobs having similar characteristics need to be customized and tailor made.

A, h. m. (2009) The Effect Of Human Resources Management Practices On Employee Performance The study population, which consisted of employees in the MSI, comprised 40 respondents. To achieve the study objectives, the researcher developed and distributed a questionnaire, and collected and analyzed the data using SPSS. An overall analysis was performed based on the descriptive statistics and correlation analysis. The results indicated that recruitment and selection and compensation significantly correlated with the employee performance in MSI. The paper provide recommendations for improving recruitment and selection and compensation in MSI.

Aziz, m. f. (2009) Employees' perception about organizational culture; with and without ethnic diversity conducive organizational culture has been proved to be imperative for an efficient organizational performance. The study was conducted on two higher level educational institutions in two different countries: a university in Pakistan having a homogeneous workforce and a college in the Sultanate of Oman carrying a heterogeneous workforce where diversity is integrated w with organizational culture as a diverse work force from many different cultural backgrounds and nationalities is working in Omani educational institutions. After data analysis, it was found that faculty members working in a diversity integrated culture have a better perception about their organization than those serving in a culture without diversity.

Barabasz, a. (2009) Perception of organizational culture, commitment and loyalty of corporation employees The article is of empirical nature. It presents the results of research dedicated to identification of the organizational culture and the commitment of the employees . The main aim of the research was to identify the types of the organizational culture and to define the level of commitment of employees and loyalty, taking into account factors like branch location and nationality of the surveyed people responses to the questionnaire shows that the trends observed

in the majority of global companies are also present in the company X; for example, the higher the position held, the greater the tendency to award more points to the clan culture and rate the adhocracy culture as the least relevant.

Kannan, d. v. (2009) To study the perception of the employees towards human resource management policies and practices of the select co-operative sugar mills in Tamil Nadu. For this reason 513 employees were selected from 4 co-operative sugar mills. Male respondents, respondents in the age group above 55 years, respondents having PG and above qualifications, respondents belonging to monthly salary of above Rs.35000, officers, respondents belonging to length of experience above 30 years, permanent employees. The objectives of the present study are as follows to study the perception of the employees towards human resource management policies and practices of the select co-operative sugar mills. The primary data were collected from 513 employees with the help of questionnaire. Pre-testing of questionnaire was done

Riet, S. v. (2009) Focusing on employees' perception of HR; HR satisfaction and distinctiveness considered HR distinctiveness is measured as a process variable. Organizational outcomes as affective commitment and innovative behaviour are the content variables which are being measured. The data used in this study is collected through questionnaires. employees also make attributions due to personal factors, such as uncertainty avoidance, which can positively influence de relationship between HR satisfaction and innovative behaviour

Saifalislam. (2009) Human Resource Management Practices: Influence of recruitment and selection, and training and development on the organizational performanceThe 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.

2.3 Organizational Culture

Azhar (2020) organizational culture is the combination of important assumptions that are shared in common by each members of an organization and are often unstated. Organizational culture is basically made up by two major common assumptions: values and beliefs. Values are the assumptions that have been forwarded by the leaders of the organization and considered to be ideals that are desired by all the members of an organization. Beliefs on the other hand are the assumptions about the reality and created by experience.

Robbins (2020) on the other hand, defines organizational culture as a uniform perception of an organization which has common characteristics. Organizational culture, according to the author is something descriptive and effectively it can distinguish one particular organization from another. It can also integrate individuals and groups of organization systems.

Rousseau (2020) Organizational culture is also defined by as a set of commonly experienced stable characteristics of an organization which shows the distinctive features of an organization which differentiates it from others. Similar to the definitions of that has been stated above, also define the organizational culture as set of norms and values that are shared by individuals and groups across the organization. Organizational values and beliefs refer to the common ideas about what the shared goals of an organization are, what types of behaviour should the members of an organization follow in order to achieve the common goals of an organization. These organizational values in turn form out the standard norms and guidelines for the organization that makes it distinct from others.

Schein (2020) Organizational culture is also defined by as a pattern of shared assumptions that have been accepted by a group of individuals as they solve their problems. Because they have used these assumptions to solve their problems and it worked effectively they accepted these assumptions as valid and thus they teach these assumptions to the newly joined members of the organization as standard ways of thinking, perceiving and approaching towards the problems. Organizational culture is a phenomenon that is shared by the members of an organization and operates unconsciously.

Azhar (2019) Importance of organizational culture to the success of the organization has been stressed by numerous researchers. For instance, according to corporate culture can determine the success of the organization, in other words, good companies are distinguished from bad ones based on their corporate cultures. The author further states that successfully managed companies usually have distinctive cultures based on which they are responsible for successful implementation of their strategies. Each organization has its unique culture that has powerful influence in the employees of the organization and the management team and therefore, it can be one of the most effective means of improving the overall performance of the organization.

Hofstede (2019) In order to understand the full complexity of organizational culture, a number of researchers made attempts to recognize and examine the components of the organizational culture. One of the inseparable components of organizational culture is the values that are shared and held by the individuals of an organization. On the other hand explains the organizational culture in the form of onion that contains a number of layers and values that make the core of the organizational culture.

Jarratt and O'Neill (2019). Although it is something intangible, it plays a significant role in the shaping the success of the organization and has great influence on the employees. It is difficult to say that the organizational culture guarantees the success of the company but the companies with strong corporate culture always have more chances to become successful than their competitors

Kotter and Heskett, (2019) The elements of the organization that have weak corporate culture include: bureaucracy instead of entrepreneurship and creativity, unwillingness to adapt best practices from outside of the organization, politicized organizational environment and hostility to change. In addition to that, also states that it is important for the organization to recognize the fact that the organizations do not improve in a vacuum environment and they need human interaction to support the improvement and development which can be achieved only by following the effectively accepted and equally shared values by each individual members of an organization.

Madhan (2019) The importance of the organizational culture is also highlighted by who stated that the culture can serve as strength as well as weakness to the organization. For example, if it serves as strength then it facilitates communication among the members of the organization, facilitates

the process of decision making and control and creates commitment and cooperation within the organization. On the other hand, when there are many subcultures exist in an organization and only few values and behavioural norms are shared across the organization and the traditions are rare. In organizations that are characterized with these traits the employees are more likely salary earners rather than being members of the organization and therefore, they have less commitment and responsibility in their performance.

M.E., D. C. (2019) HR Practices in IT Sector The 50 questionnaires are given to some employees and then with 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 satisfaction

Boonen, i. (2018) the effects of employees' perceptions regarding the effectiveness of HR practices have been under researched. This study examines to what extent the use of HR practices (i.e. employee development, career opportunities, performance management, job design, communication and information sharing, participation, work-life balance, job security and rewards) influences employee performance and to what extent this relationship is mediated by the perceived HR effectiveness and moderated by the perceived organizational support. e. A cross-sectional study was conducted among 464 employees from different Dutch organizations in various sectors.

Dd, s. (2018)The culture and working climate has a significant impact on the performance of its employees. The component "Adaptability" followed by "Mission" and "Involvement" were more dominant in the organizational culture. A majority of the employees perceived that they were treated humanities free to express then opinion/feelings and clear on how to do their task/work.

Shweta rajput, d. v. (2018) There is a growing need for the integration of environmental management into Human Resource (HR) – Green HR – research practice. This paper summarizes the findings of the first phase of a longitudinal study It is limited at this stage by a relatively small data sample, given that there are only a limited number of Green Star-rated buildings that have

been in operation for more than 12 months at this stage of data collection. The descriptive statistics of the items. Result of exploratory factor analysis showed that there are four factors extracted out of 15 questions of employee perception of green initiatives which explained 68 percent of total variations in the scores.

Bhavana raina, d. a. (2017) A Study of Employee's Perception Of Human Resource Practices And Work Engagement. Questionnaires were given to employees working in hotels in-front of the house and at - back of the house at different levels in different hotels. 425 responses have been obtained after sending 600 questionnaires with a response rate of 71%. After data cleaning, 418 useful samples have been used for data analysis purpose different levels in different departments was taken. As we were looking at the relationships between Human Resource Practices and Work Engagement, two sets of questionnaires were given.

Dereje mesfin, m. w. (2016) The concept of Organizational Culture (OC) which refers to the pattern of values, norms, beliefs, attitudes and assumptions may not be articulated through verbal language. However, it shapes the way people behave and the way things get done in an organization. Paired t-test and multiple linear regression analysis were used to assess the relationship between organizational culture and job satisfaction and the results were presented using tables and charts.

Rousseau (2012) also define the organizational culture as set of norms and values that are shared by individuals and groups across the organization. Organizational values and beliefs refer to the common ideas about what the shared goals of an organization are, what types of behaviour should the members of an organization follow in order to achieve the common goals of an organization. These organizational values in turn form out the standard norms and guidelines for the organization that makes it distinct from others.

Schein (2010) who stated that the culture can serve as strength as well as weakness to the organization. if it serves as strength then it facilitates communication among the members of the organization, facilitates the process of decision making and control and creates commitment and cooperation within the organization. On the other hand, when there are many subcultures exist in an organization and only few values and behavioral norms are shared across the organization and the traditions are rare. In organizations that are characterized with these traits the employees.

CHAPTER III

RESEARCH METHODOLOGY

3.1 Introduction

Research is a logical and deliberate examination or relevant data on a particular theme. It incorporates testing, confirmation, grouping, association and the direction which incorporate forecast and application. The aim of the investigator is to find out the Employee Perceptions about Organizational HR Practices and Culture with Reference of AIC Raise Incubation The study is made on the overall assessment of the respondents. This arrangements with the approach received while directing this exploration. It begins with the exploration reason, research procedure and examination approach.

Research Methodology is an approach to deliberately tackle the examination issues. It very well might be perceived as a study of concentrating how exploration is done logically. The means in which the undertaking was done was by gathering both the essential and the optional information. The auxiliary information was gathered first. This assortment of information was finished through perusing different materials like books, diaries, magazines, paper articles, and so on; searching for comparative substance on the web (i.e., on the Internet).

The venture work was, hence, done based on the information gathered thusly. Distinct and Exploratory Research Methodology is adjusted for this task work. The current investigation is engaging in nature, as it tries to find thoughts and understanding to bring out new relationship. Examination configuration is sufficiently adaptable to give freedom to thinking about various parts of issue under investigation. It helps in bringing into concentrate some natural shortcoming in big business in regards to which inside and out examination can be directed by the board. It incorporates the general exploration plan, the testing system, information assortment strategy and examination method. Coming up next are the different segments that establish the exploration procedure.

3.2 Research Design

A research is the arrangement of strategies and techniques utilized in gathering and investigating proportions of the factors indicated in the exploration issue. The examination being unmistakable

in nature. The engaging examination assists with introducing and dissect the information critical structure and furthermore assists with understanding the factor of employee perception about HR practices and culture

3.3 Source of Data

The researcher here has reached the employees by making them fill the questionnaire which is based on the primary data analysis which was collected from employees. The study also referred the secondary sources like Review of Literature. Also used various kind of sources such as journals, articles and books

3.4 Research Instrument

A structured questionnaire was used for data collection. Participants were approached individually through personal emails. On average answering the questionnaire consumes 15 min - 20 min.

3.5 Reliability Test

A pilot study was performed with a sample size of 30

3.5 Reliability Test

Cronbach's	N of Items
Alpha	
.950	17

The Cronbach's Alpha value is(0.950) is greater than 0.7. Thus, the data collected for pilot study is reliable and can be used for further research

3.6 Sampling Design

A sample design is the framework that serves as the basis for the selection of a survey sample and affects many other important aspects of a survey. The survey is obtained from the employees in AIC Raise incubation Coimbatore city.

3.7 Sampling Size

The sample size is 150 respondents of AIC Raise Incubation in Coimbatore city.

3.8 Sample Population

Population Sampling is the process of taking a subset of subjects that is representative of the entire population. Here the population is the Employees in the AIC Raise Incubation.

3.9 Sampling Techniques

Sampling techniques helps to gather sample depending upon the need and situation. In this study, simple random sampling is used in which it is a sampling technique where the samples are selected from the population only because they are conveniently available to the researcher.

3.10 Tools of Analysis

After the collection of data we analyze the data through SPSS. After obtaining the data we put that data in that software and different test which include regression and correlation results will be analyzed and on this basis recommendation and result, the conclusion will be given. The tools used in this project to analyze the data are

1. Reliability Test
2. Percentage Analysis
3. One-Way ANOVA
4. Correlation
5. Multiple Linear Regression
6. Mean – score analysis

Percentage Analysis

The percentage analysis is used to find out the relationship between the series of the data which was collected from the responses given by the employees on different variables.

$$\text{Percentage} = (\text{No. of Respondents} / \text{Total no. of Respondents}) * 100$$

Mean Score Analysis

Mean Score value method is used to find the mean score of the factor from the respondents.

$$\text{Mean Score Analysis} = \frac{\sum X (\text{Score Values})}{N}$$

Where, X refers to the refers to the variables used to collect data . N refers to the total of respondents from whom data were collected

ANOVA

The Analysis of Variance (ANOVA) is a powerful and common statistical procedure in the social sciences. In statistics, ANOVA is a collection of statistical models, and their associated procedures, in which the observed variance in a particular variable is partitioned into components attributable to different sources of variation.

In its simplest form, ANOVA provides a statistical test of whether or not the means of several groups are all equal, and therefore generalizes t-test to more than two groups. ANOVAs helpful because they possess an advantage over a two-sample t-test.

Correlation

A correlation is a statistical measure used to describe the degree of relationship between the two variables. In this study the direction of relationship between all dependent variable and the corresponding independent variable is calculated using correlation coefficient. Correlations play

an important role in finance because they are used to forecast future trends and to manage the risks within a portfolio. These days, the correlations between assets can be easily calculated using various software programs and online services. Correlations, along with other statistical concepts, play an important role in the creation and pricing of derivatives and other complex financial instruments.

Formula

$$\text{Relationship} = \frac{\sum xy}{\sqrt{\sum x^2 \sum y^2}}$$

Regression

Regression is a statistical technique to determine the linear relationship between two or more variables. Regression is primarily used for prediction and causal inference. This technique is adopted to find the consumer attitude and satisfaction level of the consumers with suitable scores through regression co-efficient. Multiple regression is an extension of simple linear regression. It is used when we want to predict the value of a variable based on the value of two or more other variables. The variable we want to predict is called the dependent variable. The variables we are using to predict the value of the dependent variable are called the independent variables.

Formula

$$Y = a + bX + E$$

Where : **Y**- Dependent Variable

X- Independent (explanatory) variable

a-Intercept

CHAPTER IV

ANALYSIS AND INTERPRETATION

4.1 Introduction

Analysis is a systematic approach to problem solving. It refers to the computation of certain measures along with searching for patterns of relationship that exists among data collected. Complex problems are made by separating them into more understandable elements. This involves the identification of purpose and facts, the statement of defensible assumptions, and the formulation of conclusion.

Researchers often find data analysis the most enjoyable part of carrying out a research study, since after all of the hard work and waiting they get the chance to find out the answers. If the data do not provide answers, that presents another opportunity for creativity. So, analysing the data and interpreting the results are the reward for the work of collecting the data.

As with most other aspects of a study, analysis and interpretation of the study should relate to the study objectives and research questions. One often helpful strategy is to begin by imagining or even outlining the manuscript to be written from the data. The usual analysis approach is to begin with descriptive analyses, to explore and gain a feel for the data

4.2 Socio-Economic Profile of the Respondents

Socio-economic profile are the quantifiable statistics of a given population. These factors result the number of employees can be used to interpret some results for this project. The demographic factor takes for the Employees provide some personal and work related information. It also used to identify the quantifiable study from the given population and characterize that population at specific point in time. In this demographic factor table, the data are collected from the AIC Raise Incubation private limited Employees. This personal information of the employee is helpful to do furthermore analysis in the research. For each factors Percentage Analysis were calculated with the Frequency value.

Table No: 4.1
Socio-Economic Profile of the Respondents – Percentage Analysis

Social Economic Profile	Particulars	Frequency	Percentage
Gender	Male	93	62
	Female	57	38
Total		150	100
Marital status	Single	58	39
	Married	92	61.3
Total		150	100
Education Qualification	Ug	123	82
	Pg	20	13
	Above	7	11
Total		150	100
Monthly income	10,000-20,000	5	3.3
	20,000-30,000	47	31.3
	30,000-40,000	69	46
	Above 40,000	29	19.3
Total		150	100
Age	20- 25 years	90	60.3
	25- 30 years	50	30.3
	30-35 years	8	7.3
	Above 35 years	2	3.3
Total		150	100

From the above table, it can be interpreted that the demographic factors are, gender, age group, Education, Marital status, Monthly income. These factors provide various frequencies of the AIC Raise Incubation Employees

- Majority of the respondents are male . 62% of the employee are male and 38% of the employee are female
- It is interpreted that from total employee chosen for the research majority of 61.3% of employee are married and 19% of employees are single
- Majority of the respondents completed UG.82% completed UG and 13% respondents completed PG and 7% respondents belong to others
- Majority of respondents are from the age group 20-25 years (60.3% of the employees) ,2530 years are 30.3% and 7.3% are 30-35 and have minimum 3.3% are belong to above 35 years
- Majority of 46% respondents are from the 30k -40k monthly income group, 31.3% respondents are from the 20k-30k monthly income group,19.3% respondents are from above 40k monthly income group

4.3 Mean score value for Job Design, Working Condition, Incentive Practices, HR Practices, Organizational Culture.

Mean Score value method is used to find the mean score of the factor from the respondents. Mean implies sum of data divided by the no of the total data. Higher the mean score values the higher the expectations and vice versa. In this table the overall mean score is calculated for all the variables such as job design, working condition, incentive practice, HR practices, organizational culture. All the statements values were combined under the factor with overall mean score, likewise for each factors the values are assigned under the Variable. Mean implies sum of data divided by the no of the total data. Higher the mean score value the higher the expectations and vice versa the mean can be used to represent the typical value and therefore serves as a yardstick for all observation.

4.3.1 Mean score value for Job Design

In this table the overall mean score is calculated for Job Design. Factors in job design are involve completing a piece of work, additional task, depth of knowledge, engage in large amount of thinking, clear information about the job. All the statement values were combined under the factor with overall mean score and standard deviation, likewise for each factors the value are assigned under the variable.

Table No: 4.2
Mean score value for Job Design

Factors that influence employee performance	Mean Score	Standard deviation
Job Design		
It involves completing a piece of work that has no obvious beginning and end	4.37	.747
It includes additional task rather than my area of skills/qualification	4.47	.946
It required a depth of knowledge and expertise	3.62	1.235
Overall, I am satisfied with my job	3.69	1.226
I engage in a large amount of thinking	3.37	1.235
The work has provided clear information about the job	3.24	1.008
Average Mean Score	3.79	1.199

The above table consist of six variables interpreted that It include additional task rather than my area of skills/ qualification has the highest mean score value of 4.47 with the standard deviation of .946 followed by it involves completing a piece of work that has no obvious beginning and end has 4.37 with the standard deviation of .747 and the work has provided clear information about the job has lowest mean score value of 1.008.

4.3.2 Mean Score Value for Incentive Practices

In this factor, it consists of six variables. The variables are related to the incentive practices of an employee. It deals with rewards, incentives, and some benefits of employee, monetary incentives are sufficient, and being adequately for the work, fairly distributed of rewards and incentives. In this table the overall Mean Score is calculated for all the variable in Incentive Practices

Table No: 4.3
Mean score value for Incentive Practices

Incentive Practices	Mean Score	Standard Deviation
Salary / monetary incentives are sufficient	4.48	.815
Reward and incentives are fairly distributed	4.26	.786
Being paid adequately for your work you do	3.99	1.120
Any biases in offering incentives to employees	3.73	1.180
Satisfied are you with the employee benefits we offer	3.51	1.197
How happy are you with the incentives received at work	2.89	1.334
Average Mean Score	3.81	1.072

From the above table, it is interpreted that salary/monetary incentives are sufficient has highest mean score value of 4.48 with the standard deviation of .815 followed by Reward and incentives are fairly distributed has next highest mean score value of 4.26 with standard deviation of .786 and How happy are you with the incentives received at work has the lowest mean score value of 2.89 with the standard deviation of 1.334.

4.3.3 Mean Score Value for Working Condition

Working Condition consists of eight variables. It includes culture and emotion climate are positive and supportive, division of responsibilities, job motivates the employee to perform better, amount of work responsibility are given appropriate, possibility to perform multi tasking in department, team success is celebrated as group achievement. In this table the overall mean score is calculated for all the variable in working condition.

Table No: 4.4

Mean Score Value for Working Condition

Working Condition	Mean Score	Standard Deviation
Culture and emotion climate are positive and supportive	4.75	.624
Department a clear division of responsibilities	4.47	.754
Challenges that my job provides motivates me to perform better	4.11	.942
Amount of work responsibility given to me is appropriate	4.01	1.080
Possibility to perform multi – tasks in my department	3.62	1.235
Team success is celebrated as a group achievement	3.69	1.226
Possibility to perform multi – tasks in my department	3.37	1.313
Team success is celebrated as a group achievement	3.43	1.239
Average Mean score	28.44	1.667

From the above table, it is interpreted that culture and emotional climate are positive and supportive has highest mean score value of 4.75 with the standard deviation of .644 followed by department a clear division of responsibilities has next highest mean score value of 4.47 with standard deviation of .757 and possibility to perform multi task in my department has the lowest mean score value of 3.37 with the standard deviation of 1.313 and the average mean score value is 28.44 with the average standard deviation of 1.667.

4.3.4 Mean Score Value for HR Practices

HR Practices consists of ten variables. It includes clear understanding of HR practices, HR practices are ut most transparent, make task easier and comfortable, flexible towards in working environment, adequate growth and opportunity are available, salary system are satisfactory, culture context is dependent upon factory internal, rewards and recognition to the employees increase the productivity of the organization.

Table No: 4.5
Mean Score Value for HR Practices

HR Practices	Mean Score	Standard Deviation
Clear understanding of HR practices and procedures	4.58	.552
HR practices are implemented at most transparency	4.24	.786
HR practices of your organization make your task easier and most comfortable	4.63	.489
HR practices are flexible towards environment	4.33	.644
Adequate growth opportunity are available	4.00	.599
Employee program launched by HR in the last six month has achieved its objective	4.13	.552
Salary system in the organization are satisfactory	4.63	.574
Reward should begiven on the basic of better performance	4.26	.673
Cultural context is dependent upon the factory internal and external environment	4.24	.712
Providing reward and recognition to the employees increase the productivity	4.08	.692
Average Mean Score	4.312	0.627

From the table, the highest mean score for HR practices is 4.63. From this table we can see that the HR practices of the organization make the task easier and most comfortable for the employees. Completing the task on time is one of the greatest advantage for the organization to increase the productivity. And the employees are satisfy with there salary system in the organization. This will have a positive impact in employee point of view. The second highest mean value is 4.58 as they consider they have clear understanding of HR practices and procedures. And the least mean score value is 4.00 that is adequate growth opportunity are available.

4.3.5 Mean Score Value for Organizational Culture

In this factor, it consists of eight variables it includes understand and share the business objective, employees have input in organizational decision, there is two-way communication between employer and employee, employee feedback for continues growth and development, and employees have sufficient encouragement is provided by the teammates. In this table the overall mean score is calculated for all variables such as Organizational Culture.

Table No: 4.6
Mean Score Value for Organizational Culture

Organizational Culture	Mean Score	Standard Deviation
Group (division, unit, team) understand and share the business objective	4.59	.769
Group takes strong action to address poor performance	4.03	.883
Opportunities for competitive advantage arise we move quickly to capitalize on them	3.90	.980
Have input in organizational decision	3.82	1.005
My concern share information with others	3.63	1.126
There is two way communication between employer and employee	3.58	1.200
Employee feedback for continues growth and development	3.38	1.246
Sufficient encouragement is provided by the teammates	3.25	1.325
Average Mean Score	3.772	1.066

From the table, it is interpreted that group (division, unit, team) understand and share the business objective has the highest mean score value of 4.59 with the standard deviation of .769 followed by groups takes strong action to address poor performance has next highest mean score value of 4.03 with standard deviation of .883 and Sufficient encouragement is provided by the teammates has the lowest mean score value of 3.25 with the standard deviation of 1.325 followed by next lowest mean score of Employee feedback for continues growth and development value of 3.38 with standard deviation of 1.246.

4.4 One-Way ANOVA between HR Practices and Age

ANOVA provides a statistical test of whether or not the means of several groups are all equal, and therefore generalize t-test to more than two group. The one-way ANOVA is used for three or more groups of data, to gain information about the relationship between the dependent (HR Practices) and independent factor (Socio Economic Profile of the Employees)

Table No : 4.7

One way ANOVA between HR Practices and Socio – Economic Profile

Variables	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	15.539	22	.697	1.069	.389
Within Groups	82.811	127			
Total	98.140	149			
Between Groups	3.617	22	.164	1.090	.366
Within Groups	19.156	127	.151		
Total					

	22.773	149			
Between Group	15.329	22	4.614 3.208	1.438	.109
Within Groups	407.357	127			
Total	508.860	149			
Between Groups	21.074	22	.958 1.010	.948	.533
Within Groups	128.286	127			
Total	149.360	149			
Between Groups	19.227	22	.874 .481	1.818	.021
Within Groups	61.066	127			
Total	80.293	149			

The above table shows, difference between HR practices and Socio- Economic Profile of the employee working in AIC Raise Incubation Private Limited. The significant difference of HR practices and socio economic profile (Gender, Age, Marital Status, Education Qualification) are .389, .366, .109, .021 which is less than the acceptable value 0.05 so, null hypothesis is rejected and alternative hypothesis is accepted and the significant value of HR practices and Monthly Income is .533 which is greater than the acceptable value 0.05sp the null hypothesis is accepted and alternative hypothesis is rejected

4.5 Correlation between HR practices and organizational culture

A correlation is a single number that describes the degree of relationship between two variables. Correlation refers to method of assessing a possible two-way linear association between two continuous variable. It is measured by the correlation coefficient. In this we are going to see the relationship between HR practices, organizational culture

Table No: 4.8

Correlation between HR practices and organizational culture

Factors		HR practices	Organizational Culture
HR practices	Pearson Correlation	1	.509**
	Sig. (2-tailed)		.001
	N	150	150
Organizational culture	Pearson Correlation	.509**	1
	Sig. (2-tailed)	.001	
	N	150	150
**correlation is significant at the 0.01 level		level (2-tailed)	

H0 : There is no relationship between HR practices and Organization culture

From the above table the value .001 reveals that there is significant relationship exist between HR practices and organization culture which is highly positive and significant ($p < 0.01$ for a two – tailed test). The second next positive correlation ,we can see that Pearson correlation coefficient for work environment and leadership is .509, which is significant ($p < 0.01$ for a two – tailed test). This table also shows there is a statistically significant positive correlation coefficient HR practices is important for organization and work environment and vice versa. The sig. values in this table are $.000 < 0.05$. So, we reject the null hypothesis and accept the alternative hypothesis . There is a significant relationship between HR practices and organization culture

4.6 Regression for the Impact of Working Condition on Employee Satisfaction

Regression is a statistical technique to determine how one variable have an impact on the other. Regression is used find out the impact of Working Condition (independent variable)on Employee Satisfaction

Table No: 4.9

Regression for the Impact of Working Condition on Employee Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	8.612	.976		10.149	.000
Employee Engagement	.231	.039	0.38	4.413	.000
R				.485 ^a	
R Square				.377	
Adjusted R Square				.229	
ANOVA Sig.				.000 ^b	

H0 : There is no significant impact of working condition on employee satisfaction

R- value represents the correlation between dependent and independent variable. R – square shows the total variation for the dependent variable that could be explained by the independent variable. The R square value is .377% . So, the independent variable working condition that has .377% influence or impact on the Dependent variable that is the employee Satisfaction. the regression model statistically significant predicts the outcome variable (i.e., the regression model is a good fit of the data). From the above Table no : 4.6. The significant value .000 which is less than 0.05, we reject the null hypothesis. So, there is a significant working condition on employee satisfaction.

4.7 Regression for the Impact of Employee Satisfaction on Organizational Culture

Regression is a statistical technique to determine how one variable have an impact on the other. Regression is used find out the impact of Employee satisfaction on Organizational culture

Table No: 4.10

Regression for the Impact of Employee Satisfaction on Organizational Culture

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.599	1.043		18.213	.000
Job Satisfaction	.654	.326	.523	2.185	.000
R	.543 ^a				
R Square	.431				
Adjusted R Square	.323				
ANOVA Sig.	.000 ^b				

H₀ : There is no significant impact of employee satisfaction on organizational culture

The R square value is .431% . So, the independent variable Job satisfaction that has .323% on the Dependent variable that is the organizational culture . and indicates that, overall, the regression model statistically significant predicts the outcome variable (i.e., the regression model is a good fit of the data). When an employee is satisfied with his/her job it automatically reflects in the organizational culture . High employee satisfaction really prompts the organizational productivity, decreased employee turnover, and reduced job stress in modern organizations. Employee satisfaction prompts a positive vibe at the work environment and is essential to ensure the higher revenues for the organization. From the above Table the significant value .000 is less than 0.05, we reject the null hypothesis and accept the alternative hypothesis. So, there is a significant relation of employee satisfaction on organizational culture

4.8 Regression for the Impact of Job Design on Employee Satisfaction

Regression is a statistical technique to determine how one variable have an impact on the other. Regression is used find out the impact of Job design (independent variable) on Employee satisfaction (dependent variable)

Table No : 4.11
Regression for the Impact of Job Design on Employee Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.599	1.043		4.413	.000
Job design	.412	.326	.701	2.185	.000
R	.701 ^a				
R Square	.431				
Adjusted R Square	.488				
ANOVA Sig.	.000 ^b				

H0: There is no significant impact of job design on employee satisfaction

The R- value represent the correlation between dependent and independent variable R-square shows the total variation for the dependent variable that could be explained by the independent variable the R square value is 43.1 so, the independent variable job design that has 43.1 influence or impact on the dependent variable that is the employee satisfaction overall the regression model statistically significant predict the outcome variable from the above table the significant value is less than 0.5 we reject the null hypothesis, so there is a significant impact of job design on employee satisfaction. The second adjusted R square value is 48.8 shows the total variation for the dependent variable that could be explained by the independent variable the adjusted R square value is 48.8 so the independent variable job design that has influence or impact on the dependent variable that is the employee satisfaction which is less than hypothesis so, we reject the null hypothesis in the above table.

CHAPTER- V

SUMMARY

5.1 FINDINGS

The findings from research will help the organization and employers to know about the opinion of the employee and to maintain good employee engagement and wellbeing. Hence the researcher identified the following findings

- Majority of the respondents are male.62% of the employee are male and 38% of the employee are female
- It is interpreted that from total employee chosen for the research majority of 61.3% of employee are married and 19% of employees are single
- Majority of the respondents completed UG.82% completed UG and 13% respondents completed PG and 7% respondents belong to others
- Majority of respondents are from the age group 20-25 years (60.3% of the employees) ,2530 years are 30.3% and 7.3% are 30-35 and have minimum 3.3% are belong to above 35 years
- Majority of 46% respondents are from the 30k -40k monthly income group, 31.3% respondents are from the 20k-30k monthly income group,19.3% respondents are from above 40k monthly income group
- One way ANOVA identify that there is a significant difference between employee satisfaction based on age, gender, Marital Status, Education the significance value is less than the acceptable value 0.05 and Monthly Income and HR practices has greater than the acceptable value 0.05 so, the null hypothesis is rejected and accepting the alternative hypothesis
- Correlation find the relationship between HR practices and organizational culture on employee satisfaction, the significance value is grater than 0.05 so the null hypothesis is rejected and accepting the alternative hypothesis
- Regression for the impact of working condition, job design, incentive practices, organizational culture, HR practices based on employee satisfaction the significance value

is greater than 0.05 so the null hypothesis is rejected and accepting the alternative hypothesis

5.2 SUGGESTIONS

- The simplest way HR can influence company culture is by taking an active approach. HR leader should work with the executive team and stakeholder across the business to evaluate their current company culture, assess potential gaps or opportunities, and create a strategic plan to align the organization's culture with its values and goals. Once a clear vision for the company culture is established, HR must work with leaders across all areas of the business to implement their plan. Open, transparent communication is vital here: everyone at every level should have a clear understanding of the part they play in bringing the company culture to life.
- The people you hire and how you hire them will have an enormous impact on your company's culture, and HR should align their recruitment practices with the organization's core values.
- If you want to develop a culture of innovation and learning, you could give each employee an annual bursary to spend on their own projects, or create a book-buying fund to make it easy for them to access new ideas.
- If your company culture is fast-paced and demanding, you could provide catered lunches and other useful amenities, freeing up your employees to focus on work.
- If you're a sustainable and environmentally conscious company, you could invest in a cycle-to-work or car-sharing scheme.
- HR professionals are responsible for bringing the company culture to the fore by reminding executives of the impact their choices have on employee morale and engagement, and how important it is for the company to act in accordance with its values.
- With the rise of new technologies and an ever-increasing rate of change, it's never been more important to have a workforce that's adaptable, forward-thinking, and willing to learn.
- HR leaders can encourage this by championing professional learning across every area of the organization.

- The HR department should act as a role model within a company, embodying the behavior's and values that the organization wants to promote.
- Few things negatively impact a company culture so quickly as leaders going against their own purported values; likewise, a good example set by leadership can be transformative in gaining buy-in from the rest of the organization.
- HR leaders are therefore uniquely positioned to shape their company's culture in ways both deliberate and unintentional. In doing so, they play a major role not only in the success of the company, but in the happiness and fulfilment of their colleagues.
- That makes it vital to build trust and close connection with your teams. By keeping your word, listening to others, and acting in accordance with your values every day, you can be the champion of your company's culture – and help it flourish.
- On the other hand management should consider employee participation in the task and decision making process which helps to increase the productivity of the task. Also management should allow them to bring up their innovative ideas and recognize their contribution to the organization. While they consider employee contribution and
- Training and development program adopted in the organizations is highly standard to HR rules
- The management is more focus on the HR practices and culture so that help to increase the ethical value of the employees

5.3 CONCLUSION

From the study researcher conclude that majority of the employees in the organization are satisfied with there HR Practices and culture . The need for effective HR practices cannot be ignored in the modern business world. the process of human resource practices planning is vital in assessing both the current and future personnel needs of an organization in terms of quantity as well as quality. It is a fundamental process that directly links human resource activities to the organizational plans and objectives. Further, a high percentage of employees are satisfied with the assignment of their work and they are willing to work on their tasks since they are most appropriate for their requirement. Though culture emerges naturally in most organizations, strong cultures often begin with a process called "values blueprinting," which involves a candid conversation with leaders from across the organization. Once the culture is framed, an organization may establish a values committee that has a direct link to leadership. This group makes sure the desired culture is alive

and well. For values blueprinting to work, organizations must first hire people who live the values and have the competency needed to perform the job. An employer must begin with a thorough understanding of what culture is in a general sense and what their organization's specific culture is. At the deepest level, an organization's culture is based on values derived from basic assumptions of employees. Through this research, Researchers have established that HR plays a very important role in the performance of an organization. A company can have a great product but without the support of its staff, it is less likely to be successful. Having a satisfied workforce has become a competitive advantage for companies as it can ensure that employees provide their best performance which in turn is reflected on the performance of the organization.

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ANNEXURE

Employee Perceptions about HR Practices and organizational Culture with Reference to AIC Raise Incubation

Dear Respondents,

I am Swetha Srinivasan pursuing my MBA -IT . As a part of my course requirements, I have to undertake a Project with a topic “The Employee Perception about Organizational HR Practices and Culture with Reference to AIC Raise Incubation ”. I request you to kindly spare your valuable time and provide response to the questions given below. We assure you that the responses obtained will be used for academic purposes only and kept confidential.

SECTION - I

A) DEMOGRAPHIC INFORMATION

1.Gender

- a) Male b) Female

2.Age

- a) 20 – 25 years b) 25 – 30 years c) 30 -35 years d) above 35

3.Marital status

- a) Married b) Unmarried

4.Education

- a) Ug b) Pg c) Above

5.Monthly Income

- a) 10,000- 20,000 b) 20,000 – 30,000 c) 30,000 – 40,000 d) Above 40,000

6. Which one of the following factor is impact on the employees performance ?

- a) HR Practices
- b) Cultural of the company
- c) Relational ship
- d) External factor
- e) Internal factor

7. Which of are important for the job satisfaction ?

- a) Salary
- b) Management
- c) Welfare benefit
- d) Working conditions
- e) Culture of the company

8. Which internal factor affecting on the company ?

- a) Company policies and strategy
- b) Trade union
- c) Organizational growth cycle
- d) Production and operation policy
- e) Time horizon

9. Which external factors affecting on company ?

- a) Government policies
- b) Level of economic development
- c) Business environment
- d) Technological factor

10. which component of compensation is improve the internal management system ?

- a) Bonus
- b) Allowances

- c) Incentives
- d) perks
- e) All the above

11. what is the reason for the poor performance of the company ?

- a) Lack of knowledge
- b) Lack of skill
- c) Lack of experience
- d) Lack of training

12. Maintaining the good relationship in the company promotes the growth of the company?

- a) Yes
- b) No

SECTION II

FACTORS THAT INFLUENCE EMPLOYEE PERFORMANCE

A) JOB DESIGN

JOB DESIGN	SA	A	N	D	SD
1.This job involves completing a piece of work that has no obvious beginning and end ?					
2.Work activities includes additional task rather than my area of skills / qualification ?					
3.The work activities themselves provides direct and clear information about the effectiveness of my job performance in terms of quality ?					
4.Overall, Iam satisfied with my job?					
5.The job required that I engage in a large amount of thinking ?					

6.The job required a depth of knowledge and expertise ?					
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SECTION III

B) WORKING CONDITIONS

WORKING CONDITIONS	SA	A	N	D	SD
7.The culture and emotion climate of the organization is generally positive and supportive ?					
8.The department a clear division of responsibilities?					
9.The challenges that my job provides motivates me to perform better ?					
10.The amount of work responsibility given to me is appropriate ?					
11.There is possibility to perform multi- tasks in my department ?					
12.Team success is celebrated as a group achievement?					

SECTION IV

C) INCENTIVE PRACTICES

INCENTIVE PRACTICES	SA	A	N	D	SD
13.Salary / monetary incentives are sufficient in your Organization ?					
14.Rewards and incentives are fairly distributed in Your organization ?					
15.You are being paid adequately for your work You do ?					
16.Do you see any biases in offering incentives to employees?					
17.How satisfied are you with the employee Benefits we offer ?					
18.How happy are you with the incentives Received at work ?					

SECTION V

D) HR PRACTICES

HR PRACTICES	SA	A	N	D	SD
19. There is a clear understanding of HR policies and procedures in your organization ?					
20. HR practices are implemented utmost transparency in your organization ?					
21. HR practices of your organization make your task easier and more comfortable ?					
22. HR practices are flexible in your organization towards environment ?					
23. Adequate growth opportunity are available in your company ?					
24. All the employee program launched by HR in the last six months have achieved its objective ?					
25. The wages and salary system in the company are satisfactory?					
26. Reward should be given on the basis of better performance are you agree ?					
27. Cultural context is dependent upon the factory internal and external environment ?					
28. Do you feel that providing reward and recognition to the employees increase the productivity of the company ?					

SECTION VI

E) ORGANISATIONAL CULTURE

ORGANISATIONAL CULTURE	SA	A	N	D	SD
29. Our group (division, unit, team,) understand and shares the same business objectives ?					
30. Our group takes strong action to address poor performance?					
31. When opportunities for competitive advantage arise we move quickly to capitalize on them?					

32.I have input in organizational decision?					
33.My concern share information with others who should know it ?					
34.There is a two -way communication between employer and employee?					
35.Management the employee feedback for continues growth and development ?					
36.Sufficient encouragement is provided by the teammates at work ?					

Thank you for taking the time to complete this questionnaire. We truly value the information you have provided.

