

# A Study on Employee Perception's of Organizational HR Practices and it's Culture at Aionion Capital Market Services Private Limited

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## ABSTRACT

**This study examines people's perceptions of Aionion Capital Market Services Pvt. Ltd.'s organizational culture and human resource procedures. It investigates how hiring, training, performance evaluations, and remuneration influence employee retention, loyalty, and satisfaction. A descriptive study methodology was used to collect data, which included secondary sources and structured questionnaires. Statistical methods employed in the analysis included the Spearman Rank Correlation, Kruskal-Wallis H Test, and Mann-Whitney U Test. According to the findings, promoting diversity, employee well-being, and growth opportunities helps attract and retain top talent.**

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## INTRODUCTION

This introduction highlights the significance of HR strategy and business culture in shaping employee motivation, satisfaction, and overall performance. HR activities like as recruitment, training, performance management, pay, and the workplace environment are crucial for attracting and retaining talent. Organizational culture, as defined by shared values, leadership styles, and workplace rules, has a significant impact on employee behaviour and company success. A healthy, inclusive culture paired with good human resource policies fosters engagement, innovation, and stability. The goal of this study is to look into how these factors interact to influence employee attitudes and organizational effectiveness.

### Objectives Of The Study

- To identify the transparency and fairness of HR practices and procedures followed at Aionion Capital Market Services Private Limited.
- To examine the role of HR practices in promoting diversity and inclusion within the workplace.
- To assess the perception of employees towards the effectiveness of the organization's HR practices.
- To identify the impact of HR practices on employee job satisfaction and engagement.
- To find out the monetary incentives and remuneration are fairly distributed in the organization.

### Scope Of The Study

This study investigates employee perceptions of HR practices and how well they align with the company's culture. Its key areas of interest are recruitment, training, performance management, and employee engagement. The study investigates how these behaviors impact commitment, motivation, and satisfaction. Corporate culture's influence on workplace behavior and communication is also investigated. Finding areas for improvement and finding strengths in creating a more employee-focused workplace will be made easier with insights from workers at all levels.

## REVIEW OF LITERATURE

Jain and Singh (2024) investigate how HR policies such as career advancement, recognition, and work-life balance influence company culture in the technology sector. Their research reveals that these behaviors build an inventive, supportive, and responsive culture to employee needs. Prioritizing such policies increases morale and productivity. According to the study, tech organizations should prioritize these areas in order to foster a strong organizational culture. This method helps to ensure long-term employee happiness and business success.

Dr. P. Shalini and U. Ragavi (2023) investigated how IWL India Private Limited personnel view human resource

practices and organizational culture. According to their findings, transparency, flexibility, monetary benefits, and inclusive practices all increase job satisfaction and engagement significantly. The findings emphasize the significance of employee-focused HR practices. Organizations are encouraged to improve these policies. This can lead to a more contented and engaged staff.

### RESEARCH METHODOLOGY

This study's research strategy employs a descriptive research design to examine how employees perceive organizational culture and HR procedures. The data were gathered from both primary and secondary sources, including surveys, publications, and journals. Simple random sampling, a probability sampling technique, was used to ensure impartial representation. The sample size consisted of 164 replies from a population of 240. This strategy enabled precise data analysis and meaningful results based on employee opinions and experiences.

### Data analysis And Interpretation

Table Shows Years Of Experience Of Respondents

Years of Experience	No. of. Respondents	Percentage (%)
Less than 3 years	32	20
3-6 years	69	43
6-9 years	55	34
Greater than 9 years	6	4
<b>TOTAL</b>	<b>164</b>	<b>100</b>

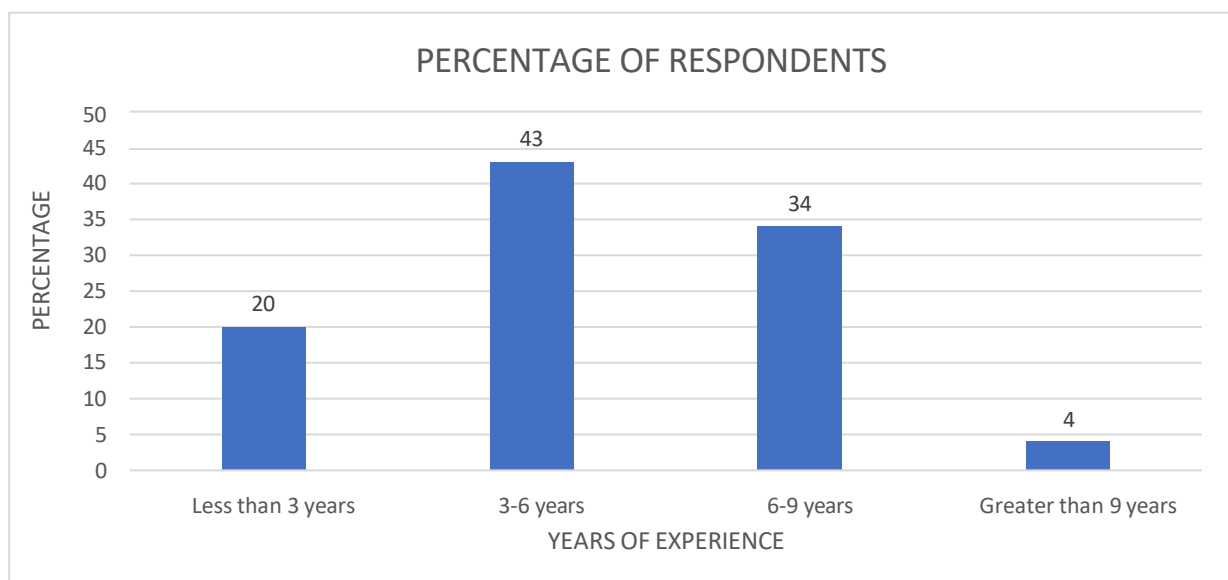
### Findings:

From the above table the data indicates a 3-6 Years of experience has the highest representation with 43%, 6-9 years follows with 34%, less than 3 years follows with 20%. The smallest group is greater than 9 years of experience with 4%.

### Inference:

It is inferred that majority of the 43% of the respondents are 3-6 years of experience and 34% of respondents are having 6-9 years of experience.

Chart Shows Years of Experience of Respondents



**Table Shows Employee Well Being And Work Life Balance Of Respondents**

Employee well - being and work life balance	No. of. Respondents	Percentage (%)
Strongly Agree	37	23
Agree	45	28
Neutral	37	23
Disagree	28	17
Strongly Disagree	17	10
<b>TOTAL</b>	<b>164</b>	<b>100</b>

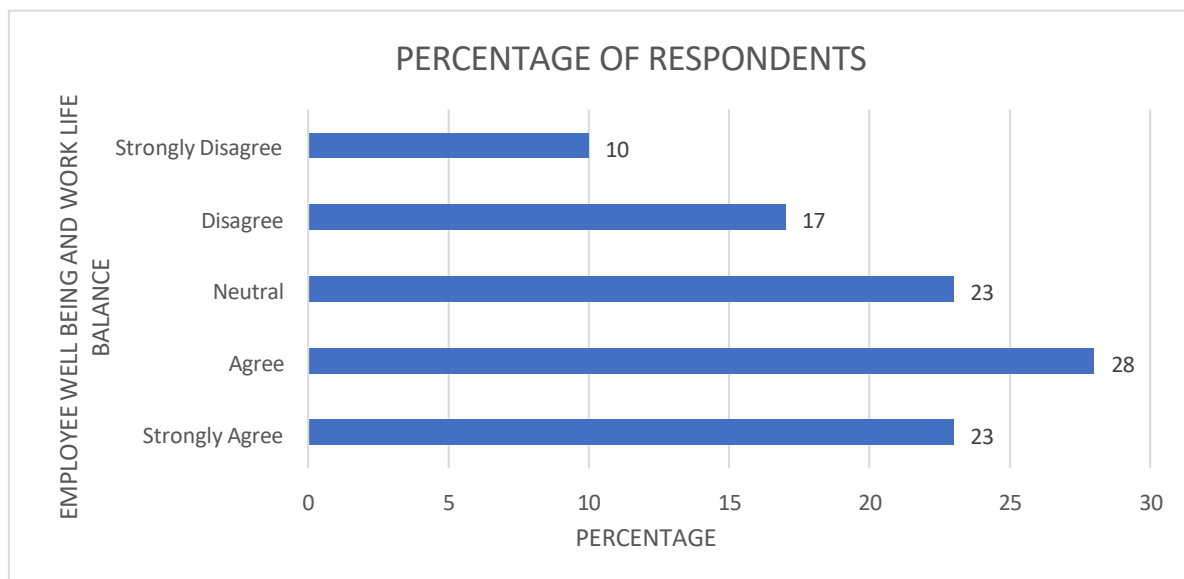
**Findings:**

From the above table the data shows that the 28% of the respondents ate agree the employee well-being and work-life balance, 23% of respondents are strongly agree, 23% of respondents are neutral, 17% of respondents are disagree, and 10% of respondents are strongly disagree.

**Inference:**

It is inferred that the majority of the half of the 51% of the respondents are agree and strongly agree the employee well-being and work-life balance.

**Chart Shows Well Being And Work Life Balance Of Respondents**



**Table Shows Flexible Working Hours Of Respondents**

Flexible working hours	No. of. Respondents	Percentage (%)
Strongly Agree	28	17
Agree	30	18
Neutral	50	31
Disagree	34	21
Strongly Disagree	22	13
<b>TOTAL</b>	<b>164</b>	<b>100</b>

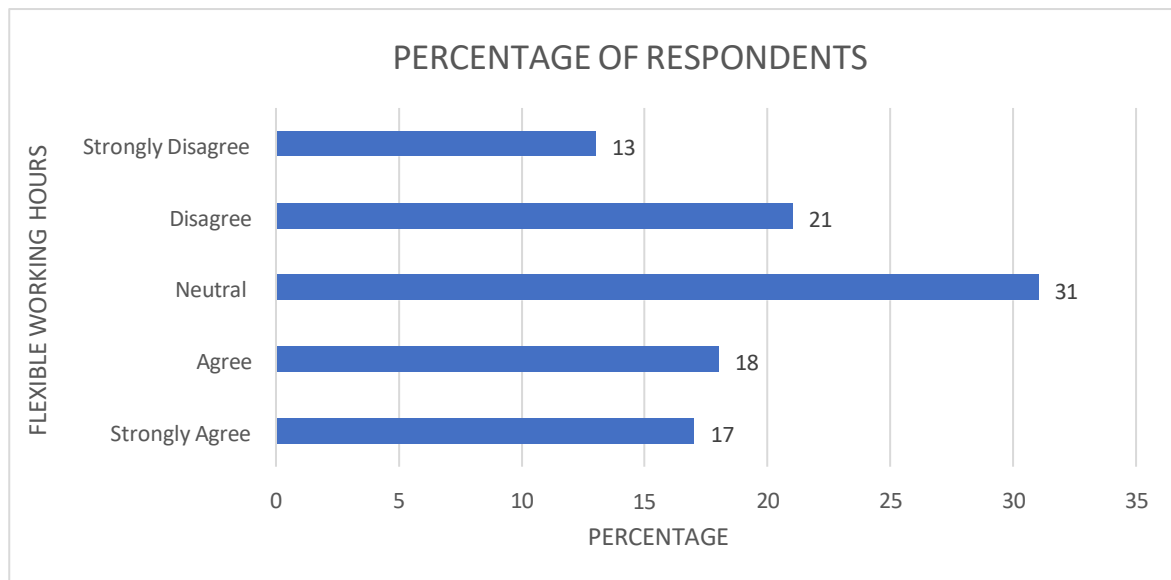
**Findings:**

From the above table the data indicates that the 31% of respondents are say neutral towards the flexible working hours, 21% of respondents are disagree, 18% of respondents are agree, 17% of respondents are strongly agree, and 13% of respondents are strongly disagree.

**Inference:**

It is inferred that the majority of the 31 % of the respondents are saying neutral towards the flexible working hours provided by the organization.

Chart Shows Flexible Working Hours of Respondents



### Statistical Tools

#### Mann-Whitney U Test

**Null Hypothesis (H0):** There is no significant difference between the gender regarding perceptions of transparency of HR policy, diverse and inclusive work environment, job satisfaction and engagement, transparency of monetary incentives and remuneration criteria, overall satisfaction of HR policies.

**Alternative Hypothesis (H1):** There is a significant difference between the gender regarding perceptions of transparency of HR policy, diverse and inclusive work environment, job satisfaction and engagement, transparency of monetary incentives and remuneration criteria, overall satisfaction of HR policies.

Test Statistics<sup>a</sup>

Statistics			Dependent Variables				
			Transparency of HR policy	diverse and inclusive work environment	job satisfaction and engagement	monetary incentives and remuneration criteria	overall satisfaction of HR practices
Mann-Whitney U			2806.500	3267.000	3101.000	3090.500	3313.500
Wilcoxon W			5581.500	7362.000	7196.000	5865.500	7408.500
Z			-1.794	-.215	-.775	-.813	-.057
Asymp. Sig. (2-tailed)			.073	.830	.438	.416	.955
Monte Carlo Sig. (2-tailed)	Sig.		.055 <sup>a</sup>	.866 <sup>a</sup>	.409 <sup>a</sup>	.390 <sup>a</sup>	.939 <sup>a</sup>
		95% Confidence Interval Lower Bound	.020	.814	.333	.316	.902
		Upper Bound	.090	.918	.484	.465	.976
Monte Carlo Sig. (1-tailed)	95% Confidence Interval	Lower Bound	.001	.263	.129	.145	.321
		Upper Bound	.048	.408	.249	.269	.471
		Sig.	.024 <sup>a</sup>	.335 <sup>a</sup>	.189 <sup>a</sup>	.207 <sup>a</sup>	.396 <sup>a</sup>

a. Based on 164 sampled tables with starting seed 329836257.

b. Grouping Variable: gender

### Findings:

From the result of Mann-Whitney U Test, P(sig) the level of employee's perceptions are greater than 0.05. Therefore, Null Hypothesis H0 is accepted. Since 0.73, 0.830, 0.438, 0.416, 0.955 > 0.05.

### Inference:

There is no significant difference between the gender regarding perceptions of transparency of HR policy, diverse and inclusive work environment, job satisfaction and engagement, transparency of monetary incentives and remuneration criteria, overall satisfaction of HR policies.

### Kruskal Wallis H Test

**Null Hypothesis (H0):** There is no significant difference between the gender regarding perceptions of transparency of HR policy, diverse and inclusive work environment, job satisfaction and engagement, transparency of monetary incentives and remuneration criteria, overall satisfaction of HR policies.

**Alternative Hypothesis (H1):** There is a significant difference between the gender regarding perceptions of

transparency of HR policy, diverse and inclusive work environment, job satisfaction and engagement, transparency of monetary incentives and remuneration criteria, overall satisfaction of HR policies.

Test Statistics<sup>a,c</sup>

	Transparency of HR policy	diverse inclusive environment	job satisfaction and engagement	monetary incentives criteria transparent	overall satisfaction of HR practices
Chi-Square	3.219	.046	.600	.661	.003
df	1	1	1	1	1
Asymp. Sig.	.073	.830	.438	.416	.955
Monte Carlo Sig. Sig.	.067 <sup>a</sup>	.848 <sup>a</sup>	.372 <sup>a</sup>	.384 <sup>a</sup>	.957 <sup>a</sup>
95% Confidence Interval	Lower Bound	.029	.298	.310	.926
	Upper Bound	.105	.446	.459	.988

a. Based on 164 sampled tables with starting seed 112562564.

b. Kruskal Wallis Test

c. Grouping Variable: gender

### Findings:

From the result of Kruskal Wallis H Test, P(sig) the level of employee's perception are greater than 0.05. Therefore, Null Hypothesis H<sub>0</sub> is accepted. Since 0.73, 0.830, 0.438, 0.416, 0.955 > 0.05.

### Inference:

There is no statistically significant difference in perceptions of HR practices (including policy transparency, diversity, job satisfaction, incentive transparency, and overall satisfaction) between genders based on the Kruskal-Wallis Test results.

### Spearman Rank Correlation Test

**Null Hypothesis (H<sub>0</sub>):** There is no significant correlation between the two variables.

**Alternative Hypothesis (H<sub>1</sub>):** There is a significant correlation between the two variables.

Correlations

			Transparency of HR policy	diverse inclusive environment	job satisfaction and engagement	monetary incentives criteria transparent	overall satisfaction of HR practices
Spearman's rho	Transparency of HR policy	Correlation Coefficient	1.000	.395 <sup>**</sup>	-.268 <sup>**</sup>	.425 <sup>**</sup>	.354 <sup>**</sup>
		Sig. (2-tailed)		.000	.001	.000	.000
		N	164	164	164	164	164
	diverse inclusive environment	Correlation Coefficient	.395 <sup>**</sup>	1.000	-.156 <sup>*</sup>	.181 <sup>*</sup>	.280 <sup>**</sup>
		Sig. (2-tailed)	.000		.046	.021	.000
		N	164	164	164	164	164
	job satisfaction and engagement	Correlation Coefficient	-.268 <sup>**</sup>	-.156 <sup>*</sup>	1.000	-.266 <sup>**</sup>	-.147 <sup>*</sup>
		Sig. (2-tailed)	.001	.046		.001	.061
		N	164	164	164	164	164
	monetary incentives criteria transparent	Correlation Coefficient	.425 <sup>**</sup>	.181 <sup>*</sup>	-.266 <sup>**</sup>	1.000	.103
		Sig. (2-tailed)	.000	.021	.001		.188
		N	164	164	164	164	164
	overall satisfaction of HR practices	Correlation Coefficient	.354 <sup>**</sup>	.280 <sup>**</sup>	-.147 <sup>*</sup>	.103	1.000
		Sig. (2-tailed)	.000	.000	.061	.188	
		N	164	164	164	164	164

\*\* . Correlation is significant at the 0.01 level (2-tailed).

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

### Inference:

There exists a positive correlation between the variables.

### SUMMARY OF FINDINGS

- Almost majority of the 77% of the respondents are having the 3-9 years of experience.
- Remarkably, the 51% of the respondent support work-life balance and employee well-being.
- The most of the 75% of respondents agree that performance reviews are carried out in a fair and open manner.
- The 34% of the respondents concur that the company conducts departure interviews.
- The majority of the 78% of the respondents are assumed to agreed that the company has a pleasant work environment.
- Most of the 54% of the respondents seem to agreed that the company supporting the inclusive and varied work environment
- The majority 71% of the respondents are agreed the diverse employees feel valued and respected in the organization.
- The majority 76% of the respondents are saying yes towards the handling employee grievances in a fair and timely manner.
- The 39% of the respondents are agree and 24% of respondents are saying neutral to the recognize and reward the contributions of employees.
- The 46% of the respondents are agree and 31% of respondents are neutral in considering individual needs when implementing policies in the organization.
- The 37% of the respondents are agreed and 23% are neutral with the adequate growth opportunities are available in the organization.
- The 27% of the respondents are saying salary and 40% to the management and welfare benefits are the most important factors for the job satisfaction and engagement.
- The 35% of the respondents are agreed and 31% of the respondents are saying neutral towards the flexible working hours provided by the organization.
- The 42% of the respondents are agreed and 23% of respondents are saying neutral towards with the employees are valued in the decision-making process.
- The majority of the 55% respondents are saying good and very good about the employer employee's relationship is good.
- The majority 50% of the respondents are agreed and strongly agreed with the criteria for the monetary incentives and remuneration are transparent.
- The 53% of the respondents are strongly agreed and the monetary incentives and remuneration are distributed fairly.
- The most of the 35% of the respondents are satisfied and 26% saying neutral to with the wages and salary system.
- the 35% of the respondents are agreed of the respondents are agreed and 23% saying neutral to the reward is based on better performance.
- The 56% of the respondents are saying no towards the providing feedback that does not affects their work.
- The majority of the 61% of the respondents are satisfied with the overall HR policies.

### **SUGGESTIONS**

- Although most workers believe that HR practices are open, equitable, and helpful—particularly when it comes to grievance procedures, performance evaluations, and acknowledgment—there are several noteworthy areas that need improvement.
- Given that many respondents had no opinion on these topics, the company should concentrate on increasing working hour flexibility and tailoring HR regulations to better suit individual needs.
- Furthermore, the feedback method requires major improvement, as more than half of respondents believe their input has no impact on their work. Setting up a transparent, responsive feedback loop could boost employee engagement and trust.

### **CONCLUSION**

The study suggests that transparent and inclusive human resource policies are essential for creating a healthy work environment. Flexible working hours, tailored HR rules, and improved feedback mechanisms are all important areas for improvement. Aligning HR procedures with organizational principles promotes employee well-being, diversity, and progress. Such alignment promotes retention and attracts exceptional people. Finally, people-centric HR approaches are required for long-term organizational success and innovation.

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