

## **“Impact of HR Policies and Practices on Employee Performance at TCS”**

Kruthika P  
PG Student  
PGDMS&RC  
PESITM, Shivamogga

Dr (h.c) Arvind Mallik D M  
Assistant Professor  
PGDMS&RC  
PESITM, Shivamogga

### **Abstract**

Human Resource is the most important asset for any organization and it is the resource of achieving competitive advantage. Organizations having qualified and experienced manpower give competitive edge and it is said to be most sustainable source of competitive advantage. The result of this study can provide human resource professionals with useful and valuable information to decide what human resource practices should be effectively implemented in their organizations HRM system should be backed up by strong HRM practices. HRM practices refer to organizational activities directed at managing the group of human resources and ensuring that the resources are employed towards the fulfilment of organizational goals. This study was conducted in Transport co-operative society ltd (TCS) Koppa is in descriptive in nature. The study was conducted with a sample size of 150 employees have been taken to conduct study as the purpose of the present research was to explore the ‘impact of HR policies and practices on employee performance’ so the findings of research proved that HR policies and practices is important element which highly influences employee performance. This study is to find Impact of HR policy and practices on employee performance. Investigates on how the impact of HR policy and practices on employee performance can be source of competitive advantage.

**Key words:** HR policy, practices, Employee performance, people, training and development, recruitment policy, compensation and rewards

### **1. Introduction**

The human resource of an organization is considered the valuable and competitive advantage over its competitor because of its commitment to towards organization; it is used as a strategic weapon by the organization to widen its market place and increase its market share. Therefore, the competitiveness of any organization depends on the HR policies and practices that affect the job satisfaction of employee. Policies are made by the organization to make an effective decision as a part of the system. It supports and affects the performance, relationship, resource, and functions of organizations. It defines the rules, values, and procedures to guide and handle certain related to human and systems.

Human resource policies are the authorized instructions and directions that businesses laid in abode to hire, train, assess, and prize the associates of their staff. These policies once organized and dispersed in a simply used form, can assist to anticipate several misinterpretations between staffs and proprietors around their privileges and responsibilities in the organization. Human Resource practices suggest the customary way of operations and performance, translating idea into action, and information of how something is commonly done. In modest terms, it is to apply principles or procedures. Some approaches applied by human resources department operate are termed “best practices,” meaning the technique an employment exploit is touched is the suggested way according to human resources specialists.

## **2. Theoretical Background**

### **HR Policy**

Human resource policies are the authorized instructions and directions that businesses laid in abode to hire, train, assess, and prize the associates of their staff. These policies once organised and dispersed in a simply used form, can assist to anticipate several misinterpretations between staffs and proprietors around their privileges and responsibilities in the organisation.

Human resource policies are the formal rules and guidelines that businesses put in place to hire, train, assess, and reward the members of their workforce. These policies, when organised and disseminated in an easily used form, can serve to anticipate many misunderstandings between employees and employers about their rights and obligations in the organisation. Human Resource practices imply the customary way of operations and behaviour, translating idea into action, and knowledge of how something is usually done. In simple terms, it is to apply principles or policies. Some methods utilised by human resources department staff are called “best practices,” meaning the way an employment action is handled is the recommended way according to human resources experts. For example, a human resources best practice is conducting an HR audit each year to determine if human resources processes are helpful to the company.

#### **2.1 Types of HR policies:**

##### **Type 1 - Formulated Policy**

A formulated policy is one which is specified by the organization for providing guidelines to its members. Most of the policies in large organizations fall in this category as every organization formulates various policies on different aspects including HRM. Such a policy flows from higher levels to lower levels in the organization. This policy may be broad giving general guidance for the action or may be spelled completely so as to leave little scope for definition and interpretation.

##### **Type 2 - Implied Policy**

Sometimes, policies may not be clearly stated, and the actions of managers particularly at the higher levels provide guidelines for actions at lower levels. These actions might constitute the policy. Sometimes, the organization has clearly expressed policies for its image but it is not able to enforce these. In such a case, the action of a decision maker, consciously or unconsciously, depends on his own guidelines, prejudices, and whims. Moreover, in the absence of any specific guidelines, decision is based on individual interpretation of the situations and consequent actions. However, such actions may create chaos in the organization.

##### **Type 3 - Imposed Policy**

Imposed policy arises from the influence of some outside agencies. Such agencies may be government which provides HR and other policies for all public-sector organizations, parent organizations overseas in the case of multinational companies operating in a country, apex company of a business house, or trade association with which a particular organization is attached.

These agencies may either provide complete guidelines on a subject matter or provide a broad framework for devising specific policies. For example, in public sector commercial banks, recruitment and selection is done by Banking Service Commission, and individual banks do not have any control over this aspect, or a holding company may provide compensation policy for its subsidiary companies, and so on.

#### **Type 4 - Appraisal Policy**

An appealed policy arises from the appeal made by a subordinate manager to his superior for deciding an important case. The need for such an appeal may arise because the particular case has not been covered by any policy. The appeal is taken upward and the decision made on the case sets a precedent which becomes policy providing guidelines for deciding similar cases in future. However, appealed policies are mostly incomplete and uncoordinated. As such, if frequent appeals are made, managers should visualize and review their policy formulation, its communication, and interpretation so that policy guidelines become more clear and specific.

#### **2.3 Benefits of HR Policies:**

1. Facilitates decision-making. Policy helps managers at various levels to act with confidence without the need of consulting the superiors every time. It gives them alternatives to choose from.
2. Promptness of action- When situations arise that call for decisions, policy will ensure prompt action within the overall framework of the objectives of the organisation.
3. Consistency of action- Effective policies ensure uniform and consistent treatment of all employees throughout the organisation. Sound personnel policies are, therefore, an essential base for sound personnel practices. Policies provide the base for management by principle as contrasted with management by expediency.
4. Continuity and stability- Written policies are a means of transmitting the company's heritage from one generation of executives to another. There would be stability in decision making in the organisation even if some key executives retire or leave the organisation.
5. Better control- Policy provides a rational and continuous system of achieving results which facilitates better control.
6. Eliminates personal hunch and bias- Clearly laid down policy liberates decision-maker from his personal bias and self-interest.
7. Welfare of people- By removing momentary and hasty decisions, policy ensures long-term welfare of people involved in the organisational activities.
8. Confidence in employees- Policy makes the employees aware of where they stand in relation to the organisation. This will create confidence in them.

### **3. Literature review**

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and development but its activities have been spread up to very far end corners of many new and distinguished areas.

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## **4. Research Methodology**

### **4.1 Statement of the problem**

The problem statement is a study on Influence of HR policy and practices on worker performance in transport co-operative society ltd. The company is about the transport business. This really requires the HR policy for smooth running of the business and connecting with the employees to do proper working condition. The topic itself says that the employee's opinion and feedback are very important for running the business. The HR policy maintains both the customers and employees performance in organization. HR policy is guidelines for smooth running of the organization and HR policy creates discipline among employees and safety measures are taken to satisfy the customers.

### **4.2 Need for the study**

This study will help to know about HR policies and practices used in company and also organization essential to evolve human resource procedures as they ensure consistency and uniformity in considering people .They help to inspire and build loyalty .The essential for HR policies arises to realize the human resource and overall intentions of the organization.

### **4.3 Objectives of the study**

1. To recognise employee awareness regarding existing HR policy
2. To study the impact of various HR policy on employee performance
3. To understand the practical implication of HR practices
4. To present recommendations for company, this can be used as a guideline to obtain Employee performance through HR policy.

#### **4.4 Research Methodology:**

<b>Research Design</b>	Descriptive study
<b>Sampling technique</b>	Non Probability Sampling
<b>Sampling method</b>	Convenience Sampling
<b>Sample size</b>	150 ( 123 as non management and 27 as management employees)
<b>Sampling unit</b>	Employees of Transport co-operative society ltd Koppa
<b>Sampling Instrument</b>	Structured Questionnaire
<b>Methods of data collection</b>	Quantitative data is collected from primary and secondary methods.
<b>Data analysis – Tools and techniques:</b>	Microsoft excel, descriptive statistics, 5-point Likert scaling technique, data analysis is done on basis of mean and standard deviation

#### **4.5 Limitation of the study:**

- Restricted to Transport co- operative society Koppa only.
- Time limit was major constraints.
- Data will be collected members of TCS only.
- Study was carried out for academic purpose.
- For the purpose of survey 150 respondents are taken as sample size.

### **5. Data Analysis**

#### **Respondents Profiles**

<b>Respondents</b>	150
<b>Gender</b>	Male -138 Female-12
<b>Age</b>	Below30-35= 45 31years-40years-78 41years-51years-35, 51years and above-2
<b>Marital status</b>	Married-105 , Unmarried-45
<b>Education qualifications</b>	SSLC-32,PUC-58,Graduate-50,Any degree-10
<b>Salary</b>	Below Rs.10000-50, Between Rs.10000-20000-43, Between Rs20000-30000-35 , Above Rs.30000-22

#### **5.1 Are you aware of all HR policies in your company?**

<b>Sl.no</b>	<b>Variables</b>	<b>No of respondents</b>	<b>Percentage (%)</b>
1.	Not all	40	26
2.	All	57	38

3.	Partial	33	22
4.	Never Heard	13	9
5.	Heard	7	5
	<b>Total</b>	<b>150</b>	<b>100</b>

Table 5.1 Respondents awareness of HR policy.

(Source: primary data)

We can interpreted that majority of the respondents 38% (57) are aware of all HR policies of the company. Respondent are extremely confident that they understood and aware of policies.

## 5.2 Do you think by adhering to HR policy will influence how an organization is leading forward

Table 5.2 Adhering of HR policy

Sl.no	Variables	No of respondents	Percentage (%)
a	Strongly agree	46	31
B	Agree	65	43
c	Disagree	27	18
d	Strongly disagree	9	6
e	Neutral	3	2
	<b>Total</b>	<b>150</b>	<b>100</b>

(Source: primary data)

43% (65)respondents are agree for adhering to HR policy will influence how an organization is leading forward .The respondents are agree with above statement.

## 5.3 So Overall how much (%) do they know about HR policy?

Table 5.3 Overall % of HR policy.

Sl.no	Variables	No of respondents	Percentage (%)
1.	10%-20%	20	13
2.	21%-40%	30	20
3.	41%-60%	55	37
4.	61%-80%	33	22
5.	>81%	12	8
	<b>Total</b>	<b>150</b>	<b>100</b>

(Source: primary data)

we can be interpreted that mainstream of respondents 37% (55) were known above 41-60% of HR policy in their company. The respondents say that they have some knowledge about company HR policy.

## 5.4 To study the impact of various HR policy on employee performance.

HR Policies are complete by the group to brand an actual conclusion as a part of the scheme. It chains and moves the routine, relationship, resource, and drives of organizations. It describes the instructions, standards, and actions to controller and lever positive connected to human and systems.

### 1. Recruitment Policy

Researcher found that effectiveness of recruitment must become increasingly prevalent as a measure for recognizing the process of recruitment in the association and as an instrument for developing process

	Variables	SA	A	N	DA	SDA	Mean	SD
1	The organization I work for widely disseminates information about both external and internal recruitment processes	109	16	19	2	4	4.49	0.954
2	The organization you work for has competitive selection processes that attract competent people	53	49	35	11	2	3.93	1.001
3	Does the organization you work for discloses information to applicants regarding the steps and criteria of the selection process	17	48	71	10	4	3.43	0.877
4	Selection tests of the organization where I work are conducted by trained and impartial people	30	44	27	20	29	3.17	1.408
5	The organization I work for communicates performance results to candidates at the end of the selection process	20	25	53	38	14	2.99	1.156
						Total	3.60	1.08

From the above table we can analyse that The organization I effort for extensively broadcasts data about both external and internal employment procedures ( $4.49 \pm 0.954$ ) followed by The organization you work for has reasonable assortment courses that appeal capable people ( $3.93 \pm 1.001$ ), Does the organization you exertion for reveals data to candidates concerning the stepladders and standards of the collection procedure ( $3.43 \pm 0.877$ ), Selection experiments of the organization anywhere I work are directed by skilled and impartial individuals ( $3.17 \pm 1.408$ ), The organization I work for interconnects presentation grades to applicants at the end of the assortment development ( $15.60 \pm 1.156$ )

I work for generally circulates data about both external and internal employment processes  $4.49 \pm 0.954$ , The group you work for has reasonable assortment processes that attract knowledgeable people ( $3.93 \pm 1.001$ ).are having more priorities as per the respondents from the primary data Rest others are followed by these 2 dimensions.

### 2. Working Condition

Researcher has found that working circumstances impacts positively on operatives' performance. Improved employee-employer connection and co-workers and management association.

	Variables	SA	A	N	DA	SDA	Mean	SD
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1	The organization I work for has programs or processes that help employees cope with incidents and prevent workplace accidents	110	24	11	1	4	4.57	0.870
2	The organization I work for provides additional benefits	57	35	45	9	4	3.88	1.074
3	The organization I work for is concerned with the safety of their employees by having access control of people who enter the company building/facilities	14	49	69	9	9	3.33	0.946
4	The organization I work for provides basic benefits (e.g., health care, transportation	18	59	33	20	20	3.23	1.223
5	The organization I work for is concerned with my health and quality of life	12	25	55	33	25	2.77	1.154
						Total	3.56	1.053

From the above table we can analyse that The organization I effort for extensively broadcasts data about both external and internal employment procedures ( $4.49 \pm 0.954$ ) followed by The organization you work for has reasonable assortment courses that appeal capable people ( $3.93 \pm 1.001$ ), Does the organization you exertion for reveals data to candidates concerning the stepladders and standards of the collection procedure ( $3.43 \pm 0.877$ ), Selection experiments of the organization anywhere I work are directed by skilled and impartial individuals ( $3.17 \pm 1.408$ ), The organization I work for interconnects presentation grades to applicants at the end of the assortment development ( $15.60 \pm 1.156$ ).

The organization I effort for has sequencers or methods that help employees manage with occurrences and prevent workplace coincidences  $4.57 \pm 0.870$ , The organization I work for offers supplementary welfares  $3.88 \pm 1.074$ ) are having more priorities as per the respondents from the primary data Rest others are followed by these 2 dimensions.

### 3. Appraisal policy

Researcher has found that it is energetic for organizations to have an intermittent reviews or audits of all personnel strategies, programme and procedures; reimbursement, recruitment and staffing, job analysis, job evaluation, grievance development and communication channels etc.

	<b>Variables</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>DA</b>	<b>SDA</b>	<b>Mean</b>	<b>SD</b>
1	The organization I work for discusses competency-based performance appraisal criteria and results with its employees	80	30	18	11	11	4.05	1.271
2	The organization I work for periodically conducts competency-based performance appraisals	54	38	45	10	3	3.87	1.047
3	In the organization where I work, competency-based performance appraisal provides the basis for an	52	32	32	18	16	3.57	1.353

	employee development plan							
4	The organization I work for disseminates competency-based performance appraisal criteria and results to its employees	17	52	57	18	6	3.37	0.973
5	In the organization where I work, competency-based performance appraisal is the basis for decisions about promotions and salary increases	17	39	55	22	17	3.11	1.144
						total	3.59	1.16

From the above table we can analyse that The organization I work for converses competency-based performance appraisal standards and consequences with its personnel ( $4.05 \pm 1.271$ ) monitored by The society I work for sometimes bearings competency-based performance appraisals ( $3.87 \pm 1.047$ ). In the association where I work, competency-based performance appraisal delivers the basis for an operative expansion idea ( $3.57 \pm 1.353$ ). The organization I effort for broadcasts competency-based performance appraisal norms and results to its employees ( $3.37 \pm 0.973$ ). In the organization wherever I exertion, competency-based performance appraisal is the source for conclusions round upgrades and income growths ( $3.11 \pm 1.144$ ).

The group I exertion for deliberates competency-based performance appraisal measures and outcomes with its workforces  $4.05 \pm 1.271$ , the organization I work for intermittently demeanours competency-based performance appraisals ( $3.87 \pm 1.047$ ) are having more priorities as per the respondents from the primary data. Rest others are followed by these 2 dimensions.

#### **4. Compensation and rewards**

Compensation is very significant for the performance of the staffs as the potential of employee pay is the needed of life. The payment accepts from work done on the behalf of persons getting the employment.

	<b>Variables</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>DA</b>	<b>SDA</b>	<b>Mean</b>	<b>SD</b>
1	The organization where you work ,the salary is influenced by my results	104	28	12	4	2	4.52	0.857
2	The organization I work for remunerates me according to the remuneration offered at either the public or private marketplace levels.	44	51	34	13	8	3.73	1.1227
3	The organization I work for considers the expectations and suggestions of its employees when designing a system of employee rewards	23	45	44	19	19	3.23	1.227
4	The organization I work for offers me a salary that is compatible with my skills, training, and education	16	40	63	18	13	3.19	1.064
5	In the organization where I work, I get incentives such as promotions,	18	23	55	39	15	2.93	1.139

	commissioned functions, awards, bonuses							
						Total	3.52	1.084

From the above table we can analyse that The organization wherever you work ,the salary is prejudiced through my outcomes ( $4.52 \pm 0.857$  ) The organization I work for rewards me rendering to the compensation obtainable at either the public or private market stages ( $3.73 \pm 1.133$  ) The organization I work for imitates the opportunities and suggestions of its staffs when manipulative a scheme of worker plunders ( $3.23 \pm 1.227$  ) The association I work for proposals me a salary that is well-matched with my assistances, training, and instruction ( $3.19 \pm 1.064$ ) In the organization wherever I work, I get inducements such as upgrades, ordered purposes, honours, bonuses ( $2.93 \pm 1.139$ ).

The organization wherever you work, the salary is partial by my results  $4.52 \pm 0.857$ , the organization I effort for pays me rendering to the payment obtainable at moreover the public or private market levels ( $3.73 \pm 1.133$ ). Are having more urgencies as per the respondents after the primary data Rest others are monitored by these 2 dimensions.

### 5.5 To understand the practical implication of HR practices.

Human Resource Management practices situation together with human resource planning, job analysis, are essential to be realised HRM is collected of the policies, sustained achievement of business administrations.

#### 1.Perceived organizational support

Researcher has found that organizational support (POS) has received substantial interest amongst organizational behaviour researchers. It is actual important to keep a good comparative between a worker and his/her superior as well as his/her sub-ordinates and co-workers.

	Variables	SA	A	N	DA	SDA	Mean	SD
1	The company values our contribution to its well being	94	31	17	4	4	4.38	0.974
2	Each employee is treated with genuine respect	29	50	37	20	14	3.40	1.210
3	Our organization duly supports its employees facing any problem	16	27	78	26	3	3.18	0.913
4	Our organization cares about our opinion	25	31	46	30	18	3.10	1.246
5	The company strongly consider our goals and values	17	38	37	37	21	2.95	1.233
						Total	3.40	1.1152

From the above table we can analyse that The company standards our contribution to its wellbeing ( $4.38 \pm 0.974$ ) Each employee is preserved with honest respect ( $3.40 \pm 1.210$ ) Our organization accordingly cares its employees facing any problem ( $3.18 \pm 0.913$ ) Our organization cares about our opinion (  $3.10 \pm 1.24$ ) The company toughly consider our goals and values ( $2.95 \pm 1.233$ ) .

The company values our influence to its well-being  $4.38 \pm 0.974$ , each employee is preserved with genuine respect  $3.40 \pm 1.210$ ) are having more priorities as per the respondents from the primary data Rest others are followed by these 2 dimensions.

## **2. Employee attitude and behaviour**

Researcher found that Employee attitude is the performance design, demeanours, form language of an operative in the direction of his/her co-workers, generations, sub-ordinates, superior etc.

	<b>Variables</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>DA</b>	<b>SDA</b>	<b>Mean</b>	<b>SD</b>
1	We trust the management for keeping the promises made to us.	101	25	16	5	3	4.44	0.952
2	Management respects each employee's ability and knowledge of the job.	47	36	40	19	8	3.63	1.201
3	Our management is competent enough to lead the organization towards prosperity.	14	37	68	27	4	3.20	0.934
4	I have full confidence in the competencies of my co-employees	20	50	39	18	23	3.17	1.257
5	WE are confident that our organization has growth potential	19	30	30	50	21	2.84	1.259
						Total	3.46	1.1260

From the above table we can analyse that we belief the management for possession the assurances made to us ( $4.44 \pm 0.952$ ) Management compliments each worker's capability and information of the job. ( $3.63 \pm 1.201$ ) Our management is capable sufficient to lead the group towards affluence ( $3.20 \pm 0.9$ ) I must full assurance in the capabilities of my co-employees ( $3.17 \pm 1.257$ ) we are assured that our organization has development potential ( $2.84 \pm 1.259$ ).

We confidence the management for custody the promises made to us  $4.44 \pm 0.952$ , Management compliments each operative's ability and data of the job  $3.63 \pm 1.201$ ) are having more priorities as per the respondents from the primary data Rest others are followed by these 2 dimensions .

### 3. Affective and Normative commitment

Normative commitment was also related with desirable outcomes, although not as strongly. Continuation commitment was unrelated, Normative pledge was also associated with needed outcomes, albeit not as powerfully.

	Variables	SA	A	N	DA	SDA	Mean	SD
1	I do not feel any obligation to remain with my current employer	101	30	11	4	4	4.47	0.939
2	This organization has a great deal of personal meaning for me	41	39	35	23	12	3.49	1.263
3	I would be very happy to spend the rest of my career with this organization	17	38	69	20	6	3.27	0.967
4	I would feel guilty if I leave my organization now	29	39	36	30	16	3.23	1.271
5	I really feel as if organization problems are my own	18	38	33	36	25	2.92	1.282
						Total	3.48	1.1444

From the above table we can analyse that I do not sensation any responsibility to endure with my present company ( $4.47 \pm 0.939$ ) This organization has a countless deal of individual meaning for me ( $3.49 \pm 1.263$ ) I would be actual pleased to devote the repose of my profession with this organization ( $3.27 \pm 0.967$ ) I would texture guilty if I leave my organization now ( $3.23 \pm 1.271$ ) I really feel as if organizati0.967on difficulties are my own ( $2.92 \pm 1.282$ ).

I don't feel any compulsion to continue with my present employer  $4.47 \pm 0.939$ , This organization has a countless contract of individual meaning for me  $3.49 \pm 1.263$ ) are having more priorities as per the respondents from the primary data Rest others are followed by these 2 dimensions.

### 6. Findings

1. 92%(138) of respondents are male and 8% (12) of respondents are female.
2. 525(78) of respondents belongs to age group of between 31-40 years.
3. 70%(105)of respondents are married and 30 % ( 45) of respondents were unmarried.
4. 38.66% (58) of respondent's education qualification is PUC.
5. 33.33% (50) of respondents will get salary below 1000.
6. Out of 150 respondents question was asked to understand from employees have u aware of all HR Policies 26%(40) of respondents are not all aware Of HR policies ,38%(57) were aware of all , 22% (33) are partial,9% (13) were never heard and 5%(7) of Employees were heard about HR policies of the company.
7. Out of 150 respondents 30%(46) say strongly agree , 43%(65) are agree, 18%(27) were disagree , 6%(9) are strongly disagree and 2%(3) are neutral for adhering to HR policy will influence how an organization is leading forward

8. Out of 150 respondents How much % they know about HR policy in the tcs13% (20) are know from 10-20% , 20%(30) are know about 21-40%, 37%(55) are know about 41-60%, 22%(33) are known about 61-80%, 8%(12) .
9. To study the impression of various HR policy on employees performance.
  1. Recruitment policy  
I can conclude that recruitment policy ((the organization I effort for extensively distributes data about both external and internal recruitment developments  $4.49 \pm 0.954$  is primary factor, The association you work for has reasonable assortment progressions that appeal capable individuals  $3.93 \pm 1.001$  is secondary factor) least factor affecting is (The organization I work for interconnects performance grades to applicants at the completion of the selection course ( $15.60 \pm 1.156$ ).
  2. Working condition  
I can conclude that working condition (The institute I labour for has databases or courses that assistance workers cope with occurrences and prevent office accidents  $4.57 \pm 0.870$  is primary factor, The organization I work for affords additional assistances  $3.88 \pm 1.074$  is secondary factor) least factor is The organization I work for is worried through my health and quality of life ( $2.77 \pm 1.154$ )
  3. Appraisal policy  
I can conclude that appraisal policy (The association I work for deliberates competency-based performance appraisal standards and consequences with its workers  $4.05 \pm 1.271$  is primary factor , The organization I work for intermittently demeanours competency-based performance appraisals  $3.87 \pm 1.047$  is secondary factor) least factor is (In the organization wherever I work, competency-based performance appraisal is the basis for results about upgrades and salary increases ( $3.11 \pm 1.144$  )
  3. Compensation and rewards  
I can conclude that compensation and plunders The group anywhere you work ,the salary is prejudiced by my outcomes  $4.52 \pm 0.857$  is Primary factor , The organization I work for rewards me rendering to the payment obtainable at either the public or private square levels  $3.73 \pm 1.133$  is secondary factor ) least factor is. In the organization where I work, I get incentives such as promotions, commissioned functions, awards, bonuses ( $2.93 \pm 1.139$ ).
10. To understand the practical implication of HR practices.
  1. Perceived organizational support  
Perceived organizational support the company values our influence to its wellbeing  $4.38 \pm 0.974$  , each employee is preserved with genuine admiration  $3.40 \pm 1.210$  are highest. The corporation toughly consider our objectives and values ( $2.95 \pm 1.233$ ) are least.
  2. Employee attitude and Behavior  
We confidence the management for possession the potentials complete to us  $4.44 \pm 0.952$ , Management compliments each employee's aptitude and knowledge of the job  $3.63 \pm 1.201$  are highest .WE are self-assured that our organization has development latent ( $2.84 \pm 1.259$ ) are least.
  3. Affective and Normative commitment  
I do not texture any responsibility to continue with my present company  $4.47 \pm 0.939$ , This organization has a countless contract of personal sense for me  $3.49 \pm 1.263$  are highest. I would feel embarrassed if I leave my organization now ( $3.23 \pm 1.271$ ) I certainly feel as if organization glitches are my own ( $2.92 \pm 1.282$ ) are least

## **7. Suggestions:**

It is perfect that from the findings that Human Resource Management (HRM) policies and practices (Compensation, recruitment, Performance Appraisal, Training, working condition) has a optimistic role in cumulative the worker's performance, so the administrations must range of recompense and gratitude databases to drive behaviour that endorses great performance. Organization bearings wide preparation database for its staffs pertinent to the altering requirements of jobs and professional. Job performance must be measured an imperative issue to regulate the recompense of employee's routine. Management should worth the contribution and planning shared by employees and authorized employees to exploit their individual capacity in directive to make real conclusions. Human Resource Management practices (Compensation, Performance, Appraisal, and Training) play a vital part in cumulative employee performance so the organizations must revise their HR policies by custody in opinion the above issues in instruction to achieve the target.

## **8. Conclusion:**

A study was started to view the several aspects of HR policies in TCS Ltd Koppa .HR policies performance an energetic role in an organization since worker's performance is right connected with HR policies. The current learning exposed that employees achieve well mainly the employees and work through zeal and interest if the policies of an organization with admiration to recruitment and selection, training and development, performance appraisal and inducement are correctly premeditated. And incentives presented a durable and important connection with organizational performance. This might be owing to the detail that in most emerging nations, the workers are not as extremely remunerated as those workforces in advanced regions, thus the workers are further concerned with HR practices which could then growth their earnings.

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