

HR Policies and Their Implementation with Special Reference to Deccan Extrusions Private Limited

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Abstract:

This study, titled “A Study on HR Policies and Their Implementation with Special Reference to Deccan Extrusions Pvt. Ltd. ”, investigates the formulation, awareness, and execution of HR policies in a mid-sized manufacturing firm in Tamil Nadu. Using a descriptive methodology and data from 80 employees and HR personnel, the research focuses on key HR functions such as recruitment, training, performance appraisal, grievance handling, and employee welfare. Findings indicate that while HR policies exist, there are gaps in awareness, consistent application, and communication. Issues such as misaligned training, unclear grievance mechanisms, and a lack of digital HR integration hinder effective implementation. The study recommends improved policy communication, structured grievance systems, and leadership involvement to enhance employee engagement and organizational performance. This research offers practical insights into HR policy challenges in Indian SMEs.

Keywords: Human Resource Management, HR policies, implementation, employee satisfaction, organizational performance, Deccan Extrusions

INTRODUCTION

Human Resource Management (HRM) plays a vital role in shaping the success of any organization by aligning employee performance with organizational goals. One of the most important aspects of HRM is the development and implementation of effective Human Resource (HR) policies. These policies serve as structured guidelines that govern various aspects of employee management such as recruitment, compensation, performance appraisal, training, grievance handling, and workplace conduct. A well-formulated set of HR policies not only promotes organizational consistency and legal compliance but also enhances employee satisfaction, morale, and productivity.

HR policies act as a bridge between the employer and the employee, clearly outlining expectations, roles, and responsibilities. They

help in maintaining a fair and transparent working environment, thereby reducing workplace conflicts and promoting organizational discipline. In the modern business environment, where employee engagement, retention, and work culture are gaining strategic importance, the presence of robust HR policies becomes even more critical. However, having policies in place is not sufficient on its own. The effectiveness of these policies largely depends on how well they are implemented, communicated, and practiced across all levels of the organization.

Despite the strategic significance of HR policies, many organizations face challenges in implementing them effectively. Common issues include lack of awareness among employees, inadequate training, poor communication, inconsistent application by managers, and limited involvement of top leadership. These issues can lead to employee dissatisfaction,

increased turnover, and reduced organizational performance. Therefore, it becomes essential to study both the policy framework and its implementation process to identify gaps and suggest improvements.

This study focuses on Deccan Extrusions Pvt. Ltd., a mid-sized manufacturing company located in Tamil Nadu, to evaluate the formulation and implementation of HR policies within a real-world industrial setting. The company provides an ideal case for this research due to its structured HR framework and growing workforce. By analyzing how HR policies are communicated, understood, and applied within the organization, the study aims to assess their effectiveness and impact on employee satisfaction and overall organizational health.

The primary objectives of this research are to (1) identify the existing HR policies at Deccan Extrusions Pvt. Ltd., (2) examine the level of employee awareness and understanding of these policies, (3) evaluate the consistency and fairness in policy implementation, and (4) provide recommendations to bridge the gap between policy design and execution. Through this study, insights can be drawn not only to benefit the organization under study but also to offer broader implications for other small and medium enterprises (SMEs) facing similar challenges in HR policy implementation.

In conclusion, this research attempts to shed light on the practical challenges of HR policy enforcement and highlight the importance of continuous evaluation, employee involvement, and leadership support in shaping a successful HR ecosystem.

REVIEW OF THE LITERATURE

2.1.1 Guo, 2022 International Journal of Human Resource Management: "The impact of high-performance work systems on employee well-being: A meta analysis".

"High-performance work systems positively influence employee well-being across various organizational contexts. Organizations should prioritize the implementation of practices such as employee involvement, skill development,

and work-life balance initiatives to improve employee satisfaction, reduce stress, and enhance overall well-being, leading to greater organizational performance and sustainability.

2.1.2 Kehoe, R. R., & Collins, C. J, 2023 Journal of Management: "Human resource management and employee performance: A review and research agenda."

There is a significant positive relationship between HRM practices and employee performance. Organizations should focus on strategic HRM initiatives such as performance management, training and development, and rewards systems to enhance employee productivity and effectiveness.

2.1.3 Jiang, K., et al, 2020 Journal of Applied Psychology: "Cognitive job crafting: An integrative conceptualization."

Employees engage in cognitive job crafting by changing their perceptions and interpretations of work tasks to align with their preferences. Organizations should encourage employees to proactively shape their job roles and responsibilities to enhance job satisfaction, motivation, and engagement, thereby fostering a positive work environment and improving overall organizational performance.

2.1.4 Sardeshmukh, S. R., & Sharma, D., 2023 Journal of Business Research: "Human resource management practices and small and medium enterprise performance: A meta-analysis."

"HRM practices significantly impact SME performance, with training and development showing the strongest effect. SMEs should invest in HR practices such as employee training, performance appraisal, and compensation systems to enhance employee skills, motivation, and productivity, ultimately leading to improved organizational performance and competitive advantage.

2.1.5 Spector, P. E., & Fox, S., 2021 Work & Stress: "The stressor-emotion model of counterproductive work behavior: An integrative review."

Emotions mediate the relationship between stressors and counterproductive work behavior, highlighting the importance of emotional regulation in HR policies. Organizations should implement strategies to manage workplace stressors and foster a positive emotional climate to reduce the occurrence of counterproductive work behavior and promote employee well-being and organizational effectiveness.

2.1.6 Piening, E. P., et al., 2022 Human Resource Management Review: "An identity perspective on strategic human resource management: A review and research agenda."

Strategic HRM practices should focus on fostering employees' identification with the organization to enhance performance and well-being. Organizations should align HR policies with organizational values and culture, provide opportunities for employee involvement and development, and promote a sense of belonging and commitment to enhance organizational identity and achieve strategic goals.

2.1.7 Bowen, D. E., et al., 2020 Academy of Management Annals: "Managing human resources: The promise of theory and the call for evidence."

Theoretical advancements in HRM should be accompanied by rigorous empirical research to enhance the effectiveness of HR policies. Organizations should adopt evidence-based HR practices supported by empirical research to ensure the alignment of HR strategies with organizational objectives and to maximize the impact on employee performance, satisfaction, and organizational success.

2.1.8 Zhang, M., et al., 2023 Journal of Vocational Behavior: "Understanding the

antecedents and outcomes of work meaningfulness:

"HR practices that enhance work meaningfulness lead to positive outcomes such as job satisfaction and organizational commitment. Organizations should design jobs that provide employees with opportunities for autonomy, skill variety, task significance, and feedback to increase perceived meaningfulness, which in turn enhances employee motivation, engagement, and organizational outcomes.

2.1.9 Chen, Z., et al. 2021, Journal of Organizational Behavior: "The impact of high-performance work systems on team creativity: A multilevel meta-analysis.

"High-performance work systems positively influence team creativity through mechanisms such as knowledge sharing and task interdependence. Organizations should implement practices that promote teamwork, autonomy, and information sharing to enhance team creativity and innovation, leading to competitive advantage and organizational success.

2.1.10 Lepak, D. P., et al. 2020, Journal of Management "A review of strategic human resource management: Decades of progress."

Strategic HRM involves aligning HR practices with organizational goals and leveraging human capital for competitive advantage. Organizations should develop HR strategies that are integrated with business objectives, foster a high-performance culture, and invest in employee development to capitalize on human capital and achieve sustainable competitive advantage.

HR POLICIES

Recruitment Policies

Deccan Extrusions adheres to a fair and transparent recruitment policy that emphasizes non-discrimination, ensuring all hiring decisions are based solely on merit, skills, and organizational fit. Department heads conduct

annual manpower planning that aligns with business goals and is approved by top management. Recruitment commences after formal approval through a requisition process. Mandatory background reference checks and pre-employment medical examinations ensure candidate integrity and fitness. New employees participate in a structured induction program to familiarize themselves with company policies, safety practices, and work culture. All hires are subject to a six-month probation period, after which confirmation is based on performance evaluation, with possible extensions or termination determined by outcomes.

Service Conditions

The company has established clear service conditions to maintain discipline and operational efficiency. Attendance and punctuality are strictly monitored, and unauthorized absence or early departures require prior approval. The organization observes a six-day workweek, public holidays, and structured overtime policies. Employees are expected to display ID cards and maintain workplace security, cleanliness, and courtesy. The company enforces a zero-tolerance policy on alcohol, drugs, and gift acceptance to prevent conflicts of interest. A formal grievance redressal system and a Prevention of Sexual Harassment (POSH) committee ensure employee concerns are addressed confidentially and fairly. The code of conduct defines major and minor misconduct, with a corresponding disciplinary process ranging from warnings to termination. Employees are also bound by policies on information security, email etiquette, and data confidentiality.

Performance Management & Training

The company employs a structured performance appraisal system conducted annually to assess employees' achievements, identify improvement areas, and determine increments and promotions. Career planning is supported through defined criteria such as skills, experience, and leadership potential, offering employees a clear path for growth. Training needs are assessed during appraisals and

addressed through internal and external programs, including multi-skilling and occasional overseas training. The organization also supports academia-industry collaboration by offering student internship placements with clearly defined objectives and durations.

Compensation and Benefits

Deccan Extrusions offers a competitive salary structure consisting of basic pay, HRA, DA, and allowances such as medical and special incentives. Leave Travel Allowance (LTA) is reimbursed annually against valid travel documentation. The company reimburses travel and conveyance expenses based on usage and grade. Employees on domestic assignments receive food and accommodation allowances depending on their level. For overseas deputations, the policy outlines medical coverage, deputation allowances, travel arrangements, and post-return service commitments. Relocation support is provided for permanent transfers, and interest-free advances are available annually. Additional benefits include wedding gift policies and travel support for training and business purposes.

Welfare Policies

Welfare measures include a mandatory dress code where employees receive uniforms and safety shoes as per their job role. The organization provides group medical and accident insurance for employees, ensuring protection in case of emergencies. To encourage continuous learning, an education policy allows employees to receive reimbursement of 50% of their course fees upon successful completion, supporting personal development without affecting day-to-day work.

HR POLICIES AND THEIR IMPLEMENTATION

Human Resource (HR) policies are the cornerstone of any organization's internal governance. They serve as structured guidelines that regulate employee behavior, outline organizational expectations, and ensure legal compliance. These policies provide consistency

in decision-making related to recruitment, training, performance, conduct, compensation, and employee welfare. However, the success of HR policies is determined not just by how well they are written, but by how effectively they are implemented across the organization.

At Deccan Extrusions Pvt. Ltd., a wide range of HR policies are in place, including those related to recruitment, induction, performance management, grievance redressal, workplace discipline, compensation, and welfare measures. The recruitment process is merit-based and involves structured manpower planning, pre-employment checks, and medical evaluations. Service condition policies address attendance, punctuality, safety, employee conduct, and grievance handling. Performance appraisals are conducted annually to assess employee contributions and identify training needs, while welfare policies include insurance, education support, and uniform provisions.

Despite having a detailed policy framework, the study revealed that challenges often arise during the implementation phase. A key concern is the lack of continuous policy awareness among employees. While induction programs cover the basic policies, there is limited reinforcement or periodic refresher training. As a result, employees may not fully understand their rights and responsibilities under these policies. Additionally, inconsistencies in how line managers interpret and apply certain policies can lead to perceptions of unfairness or favoritism.

Another critical issue is limited involvement from top leadership in HR matters. When top management is visibly engaged in promoting HR practices, it signals their importance and enhances compliance. Furthermore, the organization needs better feedback and monitoring systems to evaluate how effectively policies are working. Although a grievance mechanism exists, it is underutilized due to lack of awareness or hesitation among employees to report issues.

In conclusion, while Deccan Extrusions has established a solid foundation of HR policies, their implementation requires greater focus. Strengthening communication, training line

managers, involving leadership, and introducing regular feedback mechanisms can significantly improve the impact of HR policies. Effective implementation not only ensures compliance but also enhances employee satisfaction, productivity, and organizational growth.

OBJECTIVES OF THE STUDY

- To analyze existing HR policies in Deccan Extrusion Pvt Ltd.
- To evaluate effectiveness of HR policies and their implementation.
- To provide valuable recommendations for improvement

RESEARCH METHODOLOGY

Research methodology is a systematic way to solve the research problem, it may be understood as a science of studying how the research was done systematically. This includes the geographic area covered, period of study, research design, method of data collection, research instrument, and sampling design. It is the specific procedures or techniques used to identify, select, process, and analyses information about a topic. In a research paper, the methodology section allows the reader to critically evaluate a study's overall validity and reliability.

• Primary Data

Primary data are fresh data that are collected through surveys from the employees using questionnaires. A total of 30 questions have given to Deccan Extrusions Pvt ltd.

• Secondary Data

Secondary data are collected from some other sources such as journals, magazines, and websites.

DATA ANALYSIS

TOOLS USED

The researcher used a non-structured questionnaire comprised of multiple-choice responses and Likert's 5- point scale supported with personal interviews of the respondents.

SAMPLE SIZE

This sample taken for the study is 150

PERCENTAGE ANALYSIS

Table I Implementation of HR Policies

Particular	Frequency	Percentage
Very Dissatisfied (1)	6	4.0
Dissatisfied (2)	4	2.7
Neutral (3)	23	15.3
Satisfied (4)	77	51.3
Very Satisfied (5)	40	26.7
Total	150	100.0

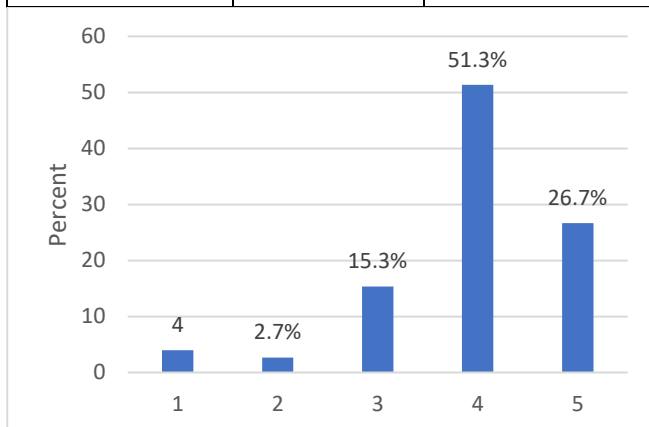


Fig.1 Implementation of HR Policies

Inference

The chart shows that most employees are satisfied with the HR policy implementation, with 51.3% respondents satisfied and 26.7% of respondents are Highly satisfied. Very few gave low ratings, indicating overall positive feedback.

LIMITATIONS OF THE STUDY

- The study faced time constraints, allowing only a limited period for data collection and analysis.
- There were access restrictions to certain confidential HR records, which limited the depth of the study.

SUGGESTIONS

To improve the implementation of HR policies at Deccan Extrusions Pvt. Ltd., several key steps are recommended. First, regular training sessions should be conducted for both managers and employees to ensure clear understanding and compliance. An online portal can be developed to provide easy access to all HR policies. Policy updates should be communicated promptly through emails, meetings, or newsletters. Periodic orientation programs will help reinforce employee awareness, especially for new hires. A system for employees to provide suggestions or raise concerns—either anonymously or openly—should be introduced. HR policies should be reviewed regularly to maintain relevance, and training programs can be customized based on departmental needs to address specific challenges in implementation.

CONCLUSION

This study highlights the critical role of well-defined HR policies and their effective implementation in promoting organizational efficiency and employee satisfaction. At Deccan Extrusions Pvt. Ltd., although a comprehensive set of HR policies exists, the true impact depends on how consistently these policies are communicated, understood, and enforced across departments. The findings indicate that implementation gaps often arise due to lack of awareness, inconsistent application, and limited feedback mechanisms. Addressing these challenges through improved communication, targeted training, leadership involvement, and regular policy reviews can significantly enhance

policy effectiveness. Ultimately, successful HR policy implementation contributes not only to legal compliance and operational consistency

but also to a more engaged, motivated, and productive workforce.

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