

A Study on Employee Satisfaction Towards HR Policies

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Abstract—Employee satisfaction is an important factor that contributes to organizational performance and employee retention. Effective Human Resource (HR) policies help create a positive work environment, improve employee motivation, and enhance productivity. This study aims to examine the level of employee satisfaction towards HR policies at SLN Projects Private Limited. The study focuses on understanding employees' perceptions of HR policies, fairness in HR practices, and overall satisfaction with the HR department.

The research is based on a descriptive research design. Primary data were collected through a structured questionnaire using Google Forms, and responses were obtained from 65 employees using the convenience sampling technique. The collected data were analyzed using percentages and graphical representations generated through Google Forms.

The findings of the study reveal that a majority of employees are satisfied with the HR policies and procedures followed by the organization. Employees expressed positive opinions regarding the fairness and transparency of HR practices and the support provided by the HR department. Most respondents also indicated that they would recommend the organization as a good place to work. However, a small number of employees suggested that certain HR practices could be further improved to enhance employee satisfaction.

The study concludes that effective HR policies play a significant role in improving employee satisfaction and maintaining a positive work environment. Continuous review and improvement of HR policies will further strengthen employee engagement, organizational commitment, and overall organizational effectiveness.

Index Terms—Employee Satisfaction, Human Resource Policies, Human Resource Management, Employee Welfare, Employee Engagement, Organizational Commitment, Job Satisfaction, HR Practices Subject: Human Resource Management

I. INTRODUCTION

Employee satisfaction is one of the key factors that contribute to the success and growth of an organization. Satisfied employees are more productive, committed, and motivated, which helps improve organizational performance. Therefore, understanding employee satisfaction has become an important aspect of Human Resource Management.

Human Resource (HR) policies provide guidelines for managing employees fairly and effectively. These policies include recruitment, training and development, performance appraisal, compensation, employee welfare, leave management, and grievance handling. Well-implemented HR policies create a positive work environment and increase employee satisfaction.

Employee satisfaction depends on factors such as fair treatment, effective communication, career growth opportunities, recognition, work-life balance, and supportive management. When HR policies meet these expectations, employees develop trust, loyalty, and commitment towards the organization. Poor HR policies, however, can lead to dissatisfaction and reduced productivity.

This study focuses on Employee Satisfaction Towards HR Policies at SLN Projects Pvt. Ltd. It examines employees' opinions regarding various HR practices and identifies the strengths and areas for improvement. The findings of the study will help the organization understand employee expectations and improve HR policies to enhance employee satisfaction and overall organizational effectiveness.

II. REVIEW OF LITERATURE

1. Pratama and Padmakusumah (2026)

Pratama and Padmakusumah (2026) conducted a systematic literature review on employee job satisfaction. The study identified compensation, leadership, career growth, recognition, work environment, and HR policies as the major determinants of employee satisfaction. The authors concluded that effective HR practices improve employee satisfaction, motivation, and organizational performance.

2. Manus, Soetjipto and Wardhana (2026)

Manus et al. (2026) conducted a systematic review on flexible work policies and organizational commitment. The study found that flexible working hours, remote work, and work-life balance policies improve employee well-being, job satisfaction, and organizational commitment.

3. Wunderlich and Løkke (2026)

Wunderlich and Løkke (2026) reviewed research on Human Resource Management, leadership, and employee well-being. The study concluded that supportive leadership and employee-oriented HR practices significantly enhance employee satisfaction, engagement, and organizational performance.

4. Chang, Kepes, Wong and Cortina (2026)

Chang et al. (2026) conducted a systematic review of family-friendly work systems. The study found that flexible leave policies, work-life balance initiatives, and supportive HR practices improve employee satisfaction, reduce turnover intentions, and strengthen organizational commitment.

5. Zhao, Tang, Lim and Hai (2025)

Zhao et al. (2025) conducted a meta-analysis on Ability–Motivation–Opportunity (AMO) HR practices. The study concluded that employee development, motivation, and participation significantly improve employee well-being, job satisfaction, and organizational commitment.

III. RESEARCH GAP

The existing literature provides limited evidence on employees' overall perception of HR policies by considering multiple HR dimensions within a single study. In addition, employee expectations and workplace practices continue to evolve due to technological advancements, changing organizational

environments, and increasing emphasis on employee well-being. Therefore, there is a need to conduct further research to understand how employees perceive various HR policies in the present organizational context.

The present study attempts to bridge this gap by examining employee satisfaction towards HR policies using primary data collected through a structured questionnaire. The study provides a comprehensive understanding of employees' opinions regarding different HR practices and offers practical insights that may assist organizations in strengthening their HR policies and improving employee satisfaction.

IV. OBJECTIVES OF THE STUDY

- To examine the level of employee satisfaction towards Human Resource (HR) policies.
- To identify the factors influencing employee satisfaction with various HR policies and practices.
- To evaluate employees' perceptions regarding HR practices such as training and development, performance appraisal, communication, employee welfare, and work-life balance.
- To analyze the effectiveness of existing HR policies in meeting employees' expectations.
- To identify the areas of improvement in HR policies for enhancing employee satisfaction.
- To provide suitable suggestions for improving HR policies and increasing employee satisfaction.

V. RESEARCH METHODOLOGY

The present study adopted a descriptive research design to examine employee satisfaction towards Human Resource (HR) policies. A descriptive research design was considered appropriate because it helps in systematically describing employees' opinions, perceptions, and satisfaction levels regarding various HR policies and practices followed within the organization.

Sources of Data: The study is based on both primary and secondary sources of data.

Primary data were collected directly from employees through a structured questionnaire prepared using Google Forms. The questionnaire consisted of close-

ended questions related to various HR policies and employee satisfaction.

Secondary data were collected from books, research journals, published articles, conference papers, HR management textbooks, official organizational documents, and other relevant academic sources related to Human Resource Management and employee satisfaction.

Sampling Technique: The study adopted the Convenience Sampling technique. The questionnaire was shared electronically through Google Forms, and employees who were willing to participate voluntarily responded to the survey.

Sample Size : The study was conducted among **50** employees, and all the responses received were considered for data analysis.

Limitations of the Study

The study has the following limitations:

- The study is based on responses collected from 65 employees only.
- The findings are based on the opinions of the respondents at the time of the survey.

- The accuracy of the study depends on the honesty and sincerity of the respondents.
- Due to time constraints, the study was limited to the selected sample.
- The study focuses only on employee satisfaction towards HR policies and does not cover other aspects of organizational performance.

VI. SURVEY RESULTS

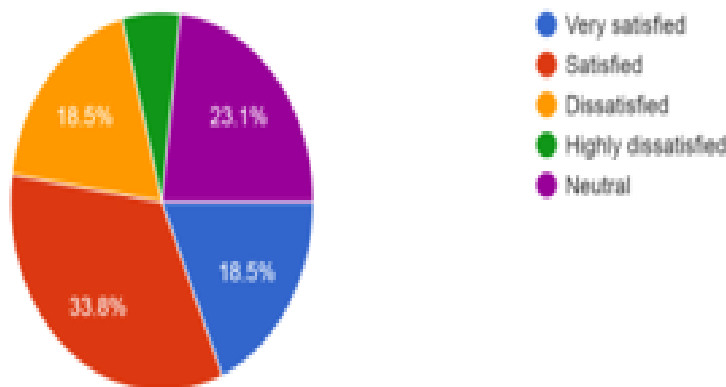
1 Satisfaction with HR Policies and Procedures

Response	Frequency	Percentage
Very Satisfied	12	18.5%
Satisfied	22	33.8%
Dissatisfied	12	18.5%
Highly Dissatisfied	4	6.2%
Neutral	15	23.1%
Total	65	100%

Source: Survey

To what extent are you satisfied with the HR policies and procedures?

65 responses



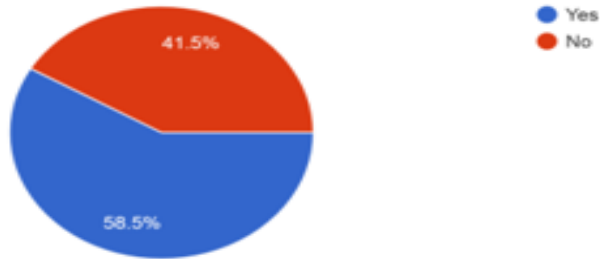
Analysis: Out of 65 respondents, 12 (18.5%) are very satisfied, 22 (33.8%) are satisfied, 12 (18.5%) are dissatisfied, 4 (6.2%) are highly dissatisfied, and 15 (23.1%) are neutral regarding HR policies and pr

2 Opportunities for Professional Development and Training

Response	Frequency	Percentage
Yes	38	58.5%
No	27	41.5%
Total	65	100%

Source: Survey

Did you get opportunities for professional development and training?
65 responses



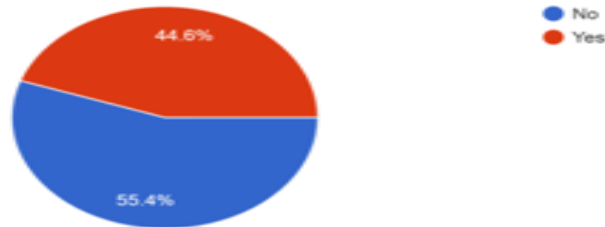
Analysis: Out of 65 respondents, 38 (58.5%) stated that they received opportunities for professional development and training, while 27 (41.5%) stated that they did not.

Response	Frequency	Percentage
Yes	29	44.6%
No	36	55.4%
Total	65	100%

Source: Survey

3 HR Encourages Employee Participation in Decision-Making

Does HR encourage employee participation in decision-making?
65 responses



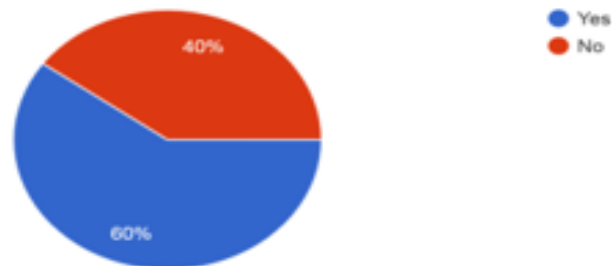
Analysis: Out of 65 respondents, 29 (44.6%) agreed that HR encourages employee participation in decision-making, while 36 (55.4%) disagreed.

Response	Frequency	Percentage
Yes	39	60.0%
No	26	40.0%
Total	65	100%

Source: Survey

4 HR Provides Adequate Support for Maintaining Work-Life Balance

Do HR provide adequate support for maintaining work-life balance?
65 responses



Analysis: Out of 65 respondents, 39 (60.0%) agreed that HR provides adequate support for maintaining work-life balance, while 26 (40.0%) disagreed.

Major Findings of the Study

- Most employees are satisfied with the HR policies and procedures of SLN Projects Private Limited.
- Employees believe that HR processes are generally fair and transparent.
- Overall satisfaction with the HR department is positive.
- Most respondents would recommend the organization as a good place to work.
- HR policies have a positive impact on employee satisfaction.
- A few employees expressed neutral or dissatisfied opinions, indicating scope for improvement.

VII. CONCLUSION

Employee satisfaction is essential for organizational success. This study examined employee satisfaction towards HR policies and found that most employees are satisfied with the organization's HR practices. Employees expressed positive views on communication, onboarding, employee welfare, and HR support. However, improvements can be made in employee participation and communication.

The study concludes that effective HR policies improve employee satisfaction, commitment, productivity, and retention. Regular review and improvement of HR policies based on employee feedback help create a positive work environment and support organizational growth.

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