



Employee's Perception of Human Resource Practices and their Performance

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Abstract

This study examines employee perceptions of human resource (HR) practices and their impact on employee performance within small and medium enterprises (SMEs), with a specific focus on one chemical company. Using a descriptive research design and convenience sampling method, data were collected from 100 employees through structured questionnaires. The research investigates the relationship between key HR functions—recruitment & selection, training & development, performance appraisal, compensation, and health & safety—and employee performance. The findings indicate that compensation and training & development have a significant and positive impact on performance, while recruitment & selection, performance appraisal, and health & safety show weaker or no significant relationships. Among the independent variables, compensation emerged as the most influential predictor of employee performance. The study concludes that while several HR practices are effectively contributing to employee outcomes, performance appraisal systems require significant improvement to enhance organizational performance. The results offer actionable insights for HR professionals and SMEs aiming to align HR strategies with performance outcomes.

Keywords: Employee Perception, Employee Performance, Human Resource Practices

Introduction

Human resource management refers to the managing of human capital in which employees are contributing their knowledge, skills and talents for achievement of business present or future goals. Managers are helped by the HR functions and practices which further leads to attract and retain employees, and also helps to operate within the framework of law and helps in determining organizational future needs too. As per the (Collins 2007): “The effective implementation of HR practices in organizations is a key source of competitive advantage and has a positive relationship with organization performance”.

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Problem Statement

In today's structure atmosphere, human resources practices are becoming enlarged attention for businesses to realize competitive advantages within the global marketplace. HR practices mostly contain processes like careful recruitment and selection, training, security, and evaluation. HR practices are important for improving employee's knowledge skills while enhancing motivation and courage. If company use best HR practices which can eventually contribute in employee's performance and also the organization complete performance. Hence the selected company wanted to find the employees perception towards HR practices and its impression on their performance. SMEs are often constrained in resources yet need to be competitive in this global era, aligning the HR practices with the performance of employees. This study will address how employee perception of HR practices influence their performance with a special focus on SMEs. AMO theory also suggests that performance of employees is linked with HR practices and when HR practices improves, employees' skills and motivation also increases. HR practices also provides employees an opportunity to contribute more (Appelbaum et al., 2000).

Literature Review

1. Singh, Rohan & Mohanty, M. & Mohanty, Ayasa. (2017). This research study explores the impact of Human Resources (HR) practices on perceived employee performance within Indian service organizations. A total of 105 samples were collected from the registered offices of various service organizations in India. Survey questionnaires were administered and analyzed using statistical methods. The study examined the contribution of HR practices—specifically recruitment and selection, compensation practices, training practices, performance appraisal, and promotion practices—on perceived employee performance. The findings indicate that HR practices are significantly associated with employee performance. Among these, recruitment and selection, compensation practices, and promotion practices emerged as significant indicators of employee performance. The study also discusses the implications of the findings, outlines potential limitations, and provides suggestions for future research.

2. Vanitha, P., Ragavi, U., & Ramesh, C. (2021). Employee's Perception towards HR Practices. *International Journal of Management and Business Research*, 10(2), 1-12.

The primary aim of this research is to understand employees' perceptions of the Human Resource (HR) practices followed within the organization. The study adopts a descriptive research design. The objective is to assess employees' views on various HR practices, including internal communication, training and development, and performance management, and to determine whether employees are satisfied with the HR practices implemented in the organization. A total sample size of 110 was used, selected through the convenience sampling method. Data was collected using a well-structured questionnaire and analyzed using the SPSS software package. Percentage analysis and the Independent T-test were employed for data analysis. Descriptive analysis revealed that the majority of respondents were female, within the age group of

30 to 40 years, held a degree qualification, and had more than two years of work experience in the organization. The findings indicate that employees at Sarathy Export Fabrics are aware of the HR practices in place. These practices are communicated effectively through appropriate channels, and training programs are regularly conducted to enhance employee performance. Furthermore, employees expressed satisfaction with the performance appraisal system and acknowledged the efforts made by the organization toward career development.

3. Wang, Y., Kim, S., Rafferty, A., & Sanders, K. (2019). Researchers are increasingly focusing on employee perceptions of Human Resource (HR) practices, investigating how individual or collective perceptions of these practices influence employee outcomes. In an effort to advance this area of inquiry, this study aims to clarify what is meant by the term "employee perceptions of HR practices." A review of 105 articles published in leading human resource management journals reveals that employee perceptions of HR practices constitute a multifaceted concept. Drawing upon prior scholarly work, three distinct components of employee HR perceptions are identified: the 'what', the 'how', and the 'why'. The existing literature on these three components is critically reviewed, highlighting gaps and proposing directions for future research. These include strengthening the theoretical underpinnings of HR communication, incorporating cross-national perspectives, and increasing the practical applicability of research findings.

4. Santhikumar, Hemasabitha. (2023). Human Resource (HR) practices play a critical role in attracting, retaining, and motivating employees, particularly within the highly competitive and rapidly evolving information technology (IT) sector. This sector is heavily dependent on skilled and engaged employees to drive innovation and sustain growth. The present study aims to examine employees' perceptions of various HR practices within IT firms. The methodology involved administering surveys to IT professionals employed across a range of organizations and industries. The survey assessed perceptions related to recruitment and selection processes, training and development opportunities, performance appraisal systems, compensation structures, employee benefits, and initiatives supporting work-life balance. The findings indicate that employees generally held favorable views of recruitment practices and training programs provided by their organizations. However, concerns were noted regarding the transparency and fairness of performance evaluation criteria, issues related to pay parity, and a perceived lack of adequate support for maintaining work-life balance. The study underscores the importance of aligning HR strategies with employee expectations and prevailing industry trends to foster a motivated and high-performing workforce. Based on these insights, the study offers recommendations for IT firms to strengthen their HR frameworks and address identified areas for improvement. This research makes a significant contribution to understanding the HR landscape within the IT industry from the employee perspective. It highlights the complexities involved in managing human resources in IT firms and provides valuable guidance for organizations aiming to optimize their human capital strategies.

5. Human Resource Management (HRM) represents a critical asset for organizations, playing a significant role in enhancing performance. Effective HRM strategies contribute to increased productivity and efficiency across organizational operations. This study investigates the relationship between HR practices and

organizational success within the context of small and medium-sized enterprises (SMEs). By analyzing both employee feedback and HR strategies, the research seeks to identify specific factors that drive organizational effectiveness. The study involves a detailed assessment of employee perceptions regarding various HR practices and the influence of these perceptions on individual performance and overall organizational outcomes. A mixed-method approach was employed: quantitative surveys collected numerical data on employee experiences, offering statistical insights into general trends, while qualitative interviews provided deeper, more nuanced perspectives on employees' interactions with HR practices. This comprehensive methodology enables a robust evaluation of how different HR strategies affect employee satisfaction, motivation, and performance. The findings indicate that positive perceptions of HR practices—particularly in areas such as fair performance evaluations, professional development opportunities, and supportive leadership—are closely associated with higher levels of motivation and job satisfaction among employees. Data collected from 800 non-managerial employees across various SMEs further revealed that all HR practices examined have a significant relationship with organizational performance. Among these, compensation and performance appraisal demonstrated the strongest correlation, followed by training and development, and selective hiring.

Objectives

To study employee perception of HR practices and their performance.

To identify area of human resource function that Selected Company need to pay attention for in order to improve employee performance.

To determine whether or not recruitment and selection is significantly related to employee performance.

To determine whether or not Training & development is significantly related to employee performance.

To determine whether or not Performance Appraisal is significantly related to employee performance.

To determine whether or not Compensation is significantly related to employee performance.

To determine whether or not Health & Safety is significantly related to employee performance.

To determine whether or not Dependent Variable is significantly related to Independent Variable.

Hypotheses of the Study

Recruitment & Selection

H0: There is no vital/significant relationship between Recruitment & Selection and Employee performance.

H1: There is a vital/significant relationship between Recruitment & Selection and Employee performance.

Training & Development

H0: There is no vital/significant relationship between Training and Development and Employee performance.

H1: There is a vital/significant relationship between Training and Development and Employee performance.

Performance Appraisal

H0: There is no vital/significant relationship between Performance Appraisal and Employee performance.

H1: There is a vital/significant relationship between Performance Appraisal and Employee performance

Compensation

H0: There is no vital/significant relationship between Compensation and Employee performance.

H1: There is a vital/significant relationship between Compensation and Employee Performance

Health & Safety

H0: There is no vital/significant relationship between Health & Safety and Employee performance.

H1: There is a vital/significant relationship between Health & Safety and Employee performance.

Performance

H0: The five independent variables (Recruitment & selection, training and development, performance appraisal, compensation and health & safety) do not have significant relationship with employee performance.

H1: The five independent variables (Recruitment & selection, training and development, performance appraisal, compensation and Health & safety) have significant relationship with employee performance.

Research Design

Descriptive research method. The questionnaires were distributed to examine the employee perception of human resource management practices and employee performances of selected company.

Data Collection Methods

Primary Data:

In our study, the primary data that was collected from from our embattled employees(respondents). Their opinions were received by issuing questionnaire to them. A questionnaire was designed consisted of questions including both independent variables and dependent variable.

Secondary Data:

In our study, we the secondary data was collected by various journals written by authors and websites.

Sampling Design:

Target Population

Our study is about the employee perception of human resource practices on employee Performance. So, our target population is set to be employees who are working in the selected company. According to HR department of the selected company the latest data regarding employees working in organization were 1000 approx.

Sampling Technique

Convenience sampling technique was used for choosing respondents .

Sampling Size:

Numbers of employee who are working in the selected company in year 2024 were 1000 approx. According to many researchers that if your target population is under 1000 so it's better to take 10% of it, that will give us accurate result. So, in our study our sample size will be 100 ($1000 \times 10\%$).

Research instrument:

To conduct our research, we have taken questionnaire as our research instrument.

Scope of This Study:

The findings during this research can give to the field of human resource management as good insights would be received on the relationship between human resource practices and employee performance. This research will offer more revelation on importance of human resource practices in the selected company as there's lack of adequate observed research pertaining to human resource practices.

Data Analysis: Demographic Profile

Table 1.1 Frequency on Gender of respondent Gender

		Frequency	Percent	Valid Percent	Cumulativ e Percent
Valid	Male	58	58.0	58.0	58.0
	Female	42	42.0	42.0	100.0
	Total	100	100.0	100.0	

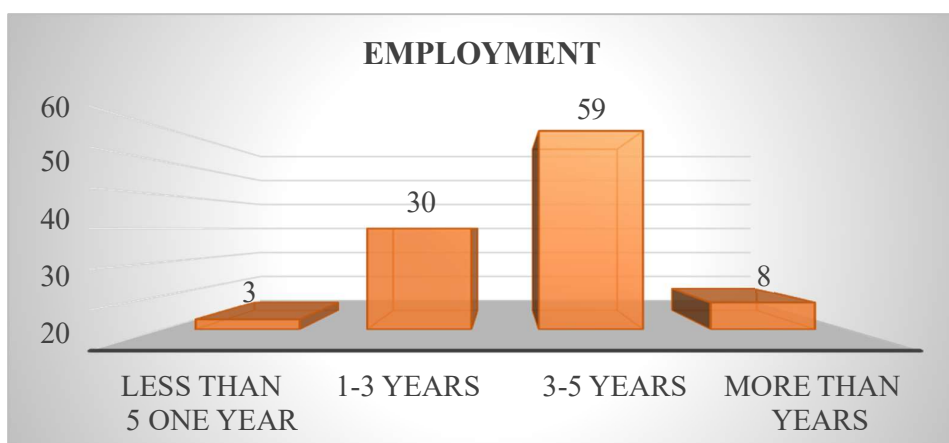
Table 1.2. Frequency on Age of respondents

Age

		Frequency	Percent	Valid Percent	Cumulativ e Percent
Valid	Below 25	15	15.0	15.0	15.0
	26-35 years old	47	47.0	47.0	62.0
	36-45 years old	33	33.0	33.0	95.0
	More than 45 years old	5	5.0	5.0	100.0
	Total	100	100.0	100.0	

Table 1.3. Frequency on Education level of respondents.**Education**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor degree	63	63.0	63.0	63.0
	Master degree	29	29.0	29.0	92.0
	Other Qualification	8	8.0	8.0	100.0
	Total	100	100.0	100.0	

Table 1.4. Frequency on employment year of respondents**Table 1.5. Frequency on monthly income of respondents.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 12000	8	8.0	8.0	8.0
	12000-24000	35	35.0	35.0	43.0
	24000-36000	47	47.0	47.0	90.0
	36000-48000	9	9.0	9.0	99.0
	More than 48000	1	1.0	1.0	100.0
	Total	<u>100</u>	<u>100.0</u>	<u>100.0</u>	

Table 1.6 Frequency on respondents Departments

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 12000	8	8.0	8.0	8.0
	12000-24000	35	35.0	35.0	43.0
	24000-36000	47	47.0	47.0	90.0
	36000-48000	9	9.0	9.0	99.0
	More than 48000	1	1.0	1.0	100.0
Total		100	100.0	100.0	

	Frequency	Percent
Housekeeping Department	14	14.0
Canteen Department	5	5.0
Human Resource Department	8	8.0
Accounting Department	12	12.0
Security Department	9	9.0
QA/QC Department	18	18.0
IT Department	15	15.0
Another Department	19	19.0
Total	100	100.0

Hypotheses testing

Hypotheses 1: Relationship between Recruitment & Selection and Employee Performance.

H0: There is no significant relationship between Recruitment & Selection and Employee performance.

H1: There is significant relationship between Recruitment & Selection and Employee performance.

Correlation			
		Recruitment & Selection	Employee Performance
RS	Pearson Correlation	1	.085
	Sig. (2-tailed)		.398
	N	100	100
EP	Pearson Correlation	.085	1
	Sig. (2-tailed)	.398	
	N	100	100

In our test the p value or significant value we got is .398 which is greater than 0.05 and also our r value falls under the critical value +.398 to -.398, thus our test result would be DO NOT REJECT the null hypothesis and r is not significant.

Finding: H0: there is no significant relationship between Recruitment & Selection and employee Performance.

Hypotheses 2: Relationship between Training & Development and Employee Performance

H0: There is no significant relationship between Training & Development and Employee performance.

H1: There is significant relationship between Training & Development and Employee performance.

Correlations			
		TD	EP
TD	Pearson Correlation	1	.237*
	Sig. (2-tailed)		.017
	N	100	100
EP	Pearson Correlation	.237*	1
	Sig. (2-tailed)	.017	
	N	100	100

The value of Pearson r is the correlation coefficient. That's the PearsonCorrelation number (inside the square box, above), which in this case is 237. Our figure of .237 indicates a strong positive correlation. So, we can say that the effect is very large.

In our test the p value .017 is less than significance level 0.05 in that case we can reject the null hypothesis and also the r value does not fall under 0.017 so the r is significant.

Finding: H1: there is significant relationship between Training & Development and Employee Performance.

Hypotheses 3: Relationship between Performance Appraisal and Employee Performance

H0: There is no significant relationship between Performance Appraisal and Employee performance.

H1: There is significant relationship between Performance Appraisal and Employee performance.

Correlations			
		PA	EP
PA	Pearson Correlation	1	.031
	Sig. (2-tailed)		.762
	N	100	100
EP	Pearson Correlation	.031	1
	Sig. (2-tailed)	.762	
	N	100	100

The value of Pearson' r is the correlation coefficient. That's the Pearson Correlation number (inside the square box, above), which in this case is .031. Our figure of .031 indicates a very weak positive correlation. So, we can say that the effect is very small. In our test the p value .762 is greater than significance level 0.05 in that case we cannot reject the null hypothesis and also the r value falls under 0.762 so the r is not significant.

Finding: H0: there is no significant relationship between performance appraisal and Employee Performance.

Hypotheses 4: Relationship between Compensation and Employee Performance

H0: There is no significant relationship between Compensation and Employee performance

H1: There is significant relationship between Compensation and Employee performance

Correlations			
		C	EP
C	Pearson Correlation	1	.340**
	Sig. (2-tailed)		.001
	N	100	100
EP	Pearson Correlation	.340**	1
	Sig. (2-tailed)	.001	
	N	100	100

The value of Pearson' r is the correlation coefficient. That's the Pearson Correlation number (inside the square box, above), which in this case is .340. Our figure of .340 indicates a very strong positive correlation. So, we can say that the effect is very large. In our test the p value .001 is less than significance level 0.05 in that case we can reject the null hypothesis and also the r value does not fall under 0.001 so the r is significant.

Finding: H1: there is significant relationship between Compensation and Employee Performance.

Hypotheses 5: Relationship between Health & Safety and Employee Performance

H0: There is no significant relationship between Health and Safety and Employee performance

H1: There is significant relationship between Health & Safety and Employee performance

Correlations			
		HS	EP
HS	Pearson Correlation	1	-.052
	Sig. (2-tailed)		.608
	N	100	100
EP	Pearson Correlation	-.052	1
	Sig. (2-tailed)	.608	
	N	100	100

Our figure of -.052 indicates a very weak negative correlation. So, we can say that the effect is very small. In our test the p value .608 is greater than significance level 0.05 in that case we cannot reject the null hypothesis and also the r value falls under 0.608 so the r is not significant.

Finding: H1: there is no significant relationship between Health & Safety and Employee Performance

Hypothesis 6: the relationship between four independent variable and employee performance

H0: The four independent variables (Recruitment & Selection, Training & Development, Performance appraisal, Compensation, and Health & Safety) do not have significant relationship with Employee Performance.

Nature of Relationship

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	30.718	4.309		7.128	.000
RS	-.126	.135	-.108	-.929	.355
TD	.179	.132	.164	1.362	.177
PA	.027	.074	.036	.368	.713
C	.325	.111	.321	2.919	.004
HS	-.138	.130	-.105	-1.066	.289
Dependent Variable: EP					

The following equation explain the relationship between the independent variables:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4$$

Where Y = Predicted Linear Relationship of Employee Performance

a = Constant Value

b = Standardized Coefficients X = Independent Variable

Thus, the regression equation is:

$$\text{Employee Performance} = 30.718 + (-0.126) (\text{R\&S}) + .179(\text{T\&D}) + 0.027 (\text{PA}) + 0.325 (\text{compensation}) + (-0.138)$$

Interpretation:

Above table shows the Standardized Beta coefficient specify the input of each variable to the research. We found that compensation is the predictor variables that contribute maximum to the variance of the dependent variable (employee performance) because it is taking the largest standardized coefficient Beta value which is 0.325.

Training & Development is the second maximum to the variation of the dependent variable it has the Beta value which is 0.179. this means that Training & Development makes the second robust unique contribution.

Then Performance Appraisal is the predictor variables that contributes the third maximum to the variation of the dependent variable with the Beta value 0.027. after that Recruitment selection and Health and safety have the fourth and fifth with lowest Beta value which is -0.126(R&S),-0.138(H&S) respectively.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.381 ^a	.145	.100	1.72183

Predictors: (Constant), HS, PA, C, RS, TD Dependent variable: employee performance

The above table shows that R value is .381. the R value is the correlation coefficient between the dependent variable and independent variables. The R square the level the independent variables can explain the variation in the dependent variable. From the study, the coefficient of determination (R square) is 0.145, which demonstrate that independent variables can explain 14.5% of the variation in

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.429	5	9.486	3.200	.010 ^b
	Residual	278.681	94	2.965		
	Total	326.110	99			

dependent variable. **ANOVA^a**

The above table show the p-value of 0.010 is less than 0.05 Based on table, the p-value of 0.000 is less than alpha value 0.01. the effect is statistically significant.

Conclusion: the significant value 0.010 is less than 0.05 so we cannot accept the null hypothesis

Result: H1: The four independent variables (Recruitment & Selection, Training & Development, Performance appraisal, Compensation, and Health & Safety) have significant relationship with Employee Performance.

Findings

Recruitment & Selection	<p>Out of 100 employees with majority 57 % employees are strongly agreeing with the selected that selecting best candidates is regarded as an important task to fill up any vacancy.</p> <p>With majority 73 % employees are agreeing with that employs extensive selection process is used by the company whenever there is vacancy.</p> <p>With majority 49 % employees are strongly agreeing with selected company uses consultant while hiring candidates.</p> <p>With majority 55 % employees are agreeing with the usage of interview panels during recruitment and selection process for selecting the most competent candidate.</p> <p>With majority 49 % employees are strongly agreeing with that there is no biasness in the recruitment and selection processes of selected company.</p> <p>With majority 71 % employees are strongly agree with selected company continuously improve and review recruitment and selection processes</p>
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Training & Development	<p>With majority 64% employees are agreeing with the training opportunities being provided to every employee to enhance employees' knowledge, skill, abilities.</p> <p>With majority 50% employees are agreeing with training program organized by selected company is able to enhance employee competency.</p> <p>With majority 55% employees are agreeing with that selected company is providing various types of training program to their employees.</p> <p>With majority 49% employees are strongly agreeing with that the company regularly organizes training & development programme/activities for their employees.</p> <p>With majority 49% employees are strongly agreeing with selected company organizes both types of training (on – the-job & off- the –job) for their employees. With majority 48% employees are strongly agreeing that the selected company give emphasis to long term development for employees training plans.</p>
Performance Appraisal	<p>With majority 55% employees are neutral with performance appraisal being a part of performance management system.</p> <p>With majority 46% employees are disagreeing that the selected company uses performance appraisal process to make certain that organizational goals are achieved by every member.</p> <p>With majority 61% employees are neutral with the selected company allowing employees to participate and get involved in the entire process of performance appraisal.</p> <p>With majority 51% employees are neutral with efficiency of Performance appraisal process employed by selected company, to highlight areas which employees need to improve.</p> <p>With majority 47% employees are neutral with feedback provided by the supervisor to employees throughout & at the end of performance appraisal process.</p> <p>With majority 47% employees are neutral with selected company revising compensation plan after performance appraisal process completion.</p>

Compensation	<p>With majority 50% employees are agreeing with selected company providing a comprehensive compensation package including direct compensation in the form of salary, indirect compensation in the form of insurance and non-financial compensation including flexible working hour.</p> <p>With majority 58% employees are agreeing with selected companies' strategy of using incentive to lift individual performance. E.g: Bonus and Allowances. With majority 62% employees are strongly agree with the company constantly reviewing and making improvements in the employees' working schedule. With majority 54% employees are agree with company providing equivalent compensation for similar position. With majority 60% employees are agreeing with selected company usage of compensation system for attracting new and superior candidates.</p> <p>With majority 56% employees are agreeing with selected company's efficiency of a well-designed and competitive rewards and compensation system for retaining talented employee.</p> <p>With majority 51% employees are strongly agree with that selected companies integrates compensation plan is well integrated with its mission and goals with the aim of achieving sustain competitive advantages over its Rivals.</p>
Health & Safety	<p>With majority 54% employees are strongly agree with selected company having an inclusive health and safety policy to ensure attainment of organization goals and objectives.</p> <p>With majority 48% employees are strongly agree with selected company educate employees about a healthy work-style and lifestyle.</p> <p>With majority 55% employees are strongly agree with that employees are provided with adequate training to understand proper working method.</p> <p>With majority 57% employees are strongly agree with that company is providing an ongoing education on health and safety to employees. With majority 68% employees are strongly agree with that information about health and safety provision outcome are shared openly with employees in the company.</p>
Employee performance	<p>With majority 61% employees are agreeing with that recruitment and selection process of company will lead to better employee performance.</p>

	<p>With majority 47% employees are agree with that company is selecting best candidate to fill up vacancy will affect positively on employee performance.</p> <p>With majority 54% employees are agree with workplace training and opportunities encourage them to work harder.</p> <p>With majority 49% employees are agreeing with that T&D programme provided by the company will boost their performance.</p> <p>With majority 64% employees are agreeing with performance appraisal of selected company encourage every employee to achieve higher level of performance.</p> <p>With majority 54% employees are strongly agree with that increment grading system of selected company motivates them to perform better.</p> <p>With majority 68% employees are agreeing with that advancement and financial gain of selected company will boost their performance.</p> <p>With majority 60% employees are strongly agree with that compensation system of selected company is able to retain best employees.</p> <p>With majority 56% employees are agreeing that the initiatives related with health and safety are improving their productivity and performance in the work place.</p> <p>With majority 75% employees are strongly agree with Health & Safety activities carried out by company makes them feel safe and help them to perform better.</p>
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2. Identify area of human resource function that selected company need to pay attention for in order to improve employee performance

In our research we found that majority of employees give disagree and neutral responses regarding Performance appraisal, it seems that selected company doesn't paying much attention to performance appraisal system. So, in our opinion to makes employees motivated at all time the company starts to need more attention to this HR practices.

3. In the study it was found that there is significant relationship recruitment and selection and employee performance, Compensation and employee performance, health and safety and employee performance. And there is no significant relationship between Training & Development and employee performance, Performance Appraisal and employee Performance.

4. The four independent variables (Recruitment & Selection, Training & Development, Performance appraisal, Compensation, and Health & Safety) have significant relationship with Employee Performance.

Conclusion

The conclusion of this study, the results shows that human resource practices have positive and significant relationship with employee performance. The Human Resource practices we have tested in our study, which are as Recruitment & Selection, Training & Development, Performance Appraisal, Compensation, and Health & Safety are effective to employee performance for selected company, still performance appraisal need more attention to make best of the employee performance. Our study can be used as a reference for future researches on human resource practices and employee performance. In the context of AMO theory the study concluded that training and development had a positive impact on performance and compensation was found to be most significant factor to boost motivation while performance appraisal had no impact or was not found to be effectively linked with ability or motivation.

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