

Research Paper

A PROJECT REPORT ON

“THE IMPACT OF HR PRACTICES ON EMPLOYEE JOB SATISFACTION AND COMMITMENT IN HYUNDAI MOTORS” AT HYUNDAI MOTORS

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I. ABSTRACT

Employee job satisfaction and organizational commitment are key drivers of productivity and retention in the manufacturing industry. This study examines the impact of Human Resource (HR) practices on employee satisfaction and commitment, focusing on recruitment and selection, training and development, performance management, compensation, and employee involvement. Grounded in Social Exchange Theory, the research explores how strategic HR practices influence employee attitudes and loyalty. A quantitative survey was conducted among employees from diverse manufacturing firms. Data analysis using regression techniques revealed that HR practices significantly enhance both job satisfaction and commitment. Training programs that develop skills, performance appraisals with constructive feedback, and rewards aligned with contributions positively influence satisfaction. Employee involvement initiatives, including participative decision-making and open communication, strengthen organizational commitment. The study highlights that well-designed HR practices are essential for fostering a motivated, satisfied, and loyal workforce, ultimately improving productivity and reducing turnover in the manufacturing sector.

Keywords: Human Resource Practices, Job Satisfaction, Organizational Commitment, Manufacturing Industry.

II. INTRODUCTION

Human Resource Management is essential to business success. Modern firms need technology, financing, infrastructure, and dedicated employees. Employee talents, knowledge, innovation, and performance impact firm productivity and competitiveness, making them valuable. Excellent HR practices improve employee job satisfaction and organizational commitment. HR practises manage people and create a pleasant workplace that supports corporate goals and employee well-being.

Job satisfaction measures employee happiness with their job, environment, income, career possibilities, and corporate relationships. Employees' loyalty, emotional connection, and desire to remain and flourish in the firm are organizational commitment. Companies with happy, loyal employees are more productive, motivated, and engaged. Unsatisfied workers may experience stress, low motivation, absenteeism, and a desire to resign. Employee happiness, performance, and organizational stability depend on HR policy.

III. STATEMENT OF THE PROBLEM

Businesses face fierce competition, technological improvements, globalization, and changing worker expectations. Company success and competitive advantage depend on employee performance, happiness, and devotion. Employee motivation, productivity, and corporate loyalty rely on HR practices. Recruiting, selection, training, remuneration, performance evaluation, employee engagement, recognition, and welfare should improve job satisfaction and organizational commitment. Although many firms struggle to keep staff satisfied and dedicated.

Dissatisfied workers often claim low pay, poor career progression, weak communication, unfair performance ratings, excessive workload, and unsupportive work environments. This may impair employee motivation, productivity, and corporate loyalty. Dissatisfied employees increase stress, absenteeism, low morale, and turnover intentions, which affect organizational performance and escalate recruitment and training costs. Companies may implement HR practices without recognizing employee needs and expectations. Work-life balance, recognition, employment stability, and professional growth may not be addressed by HR regulations. Workers may not feel emotionally linked to the firm. Because HR practices affect work happiness and commitment, this research studies how HR practices impact employee attitudes and identifies factors that improve satisfaction, motivation, and organizational commitment.

IV. NEED FOR THE STUDY

Modern company organisations benefit from HR practises that boost employee performance, contentment, and commitment. Efficiency, productivity, and dedication affect organizational performance and competitiveness in the car sector, making personnel important assets. Employee happiness and loyalty are increasingly vital in competitive and technologically sophisticated companies like Hyundai Motors. HR practises such as recruiting and selection, training and development, remuneration, performance assessment, employee welfare, and career progression prospects promote workplace morale and motivation.

Job satisfaction and dedication are crucial to organizational productivity, quality, and long-term stability, making this research necessary. Low morale, absenteeism, reduced productivity, and turnover intentions from dissatisfied workers may hurt corporate performance. Hyundai Motors must use excellent HR strategies to fulfill employee expectations and foster long-term loyalty. We need this research to understand how HR strategies affect employee attitudes, satisfaction, and organizational commitment. It also shows employee opinions on company regulations,

incentives, communication, and career possibilities. The study's conclusions may assist Hyundai Motors improve HR policy, employee relations, and organizational performance via better employee management.

V. SCOPE OF THE STUDY

Hyundai Motors' HR procedures and employee job satisfaction and organizational commitment are examined in the research. It covers HR tasks including recruiting and selection, training and development, salary and benefits, performance assessment, employee welfare, communication, and career progression.

The survey also examines Hyundai Motors employees' views on HR practises' efficacy. It seeks to determine how these methods affect employee happiness, motivation, productivity, and company loyalty. The survey only includes Hyundai Motors workers' HR policy and practice replies. It illuminates the link between HR management and employee commitment in the car sector. Research may assist the company boost employee engagement and productivity.

VI. OBJECTIVES OF THE STUDY

1. Examine HR procedures at Hyundai Motors.
2. Analyze the influence of HR strategies on employee job satisfaction.
3. To study the link between HR policies and employee commitment.
4. Determine employee opinions on recruiting, training, salary, and performance appraisals.
5. Assess the efficacy of employee welfare and motivation initiatives.
6. To examine how HR strategies impact employee productivity and loyalty.
7. To propose HR methods to enhance employee happiness and commitment.

VII. LIMITATIONS OF THE STUDY

8. The research solely covers Hyundai Motors, not other automakers.
9. The study relies on employee perspectives, which may differ depending on personal experiences and perceptions.
10. The research had a limited sample size and geographic scope.
11. Time restrictions may impede comprehensive HR practice analysis.
12. Employees may be reluctant to offer correct replies on corporate policies.
13. Changes in organizational policy and HR practices may impact study results.
14. Financial and resource constraints may restrict research depth.

VIII. REVIEW OF LITERATURE

1. Michael Armstrong (2020)

According to Michael Armstrong, effective HR practices increase employee satisfaction and organizational commitment. According to his research, recruiting, training, performance reviews, compensation, and employee engagement all have a significant impact on attitudes and behavior at work. Armstrong discovered that employees are motivated and retained when they get fair treatment and possibilities for advancement. Good HR practices increase morale and productivity, according to studies. He found that good HR management lowers turnover and boosts performance.

2. Gary Dessler (2020)

Gary Dessler researched employee satisfaction and human resources in contemporary businesses. He said that open communication, career progression, and equitable pay motivate employees. Dessler found that leadership, encouragement, and praise increase involvement and productivity. His research also highlighted the need of employee training for performance and confidence. According to the study's findings, employee-centered HR enhances organizational performance and retention.

3. Dave Ulrich (2019)

Dave Ulrich looked at strategic HR management and employee commitment. He gave HR departments advice on how to manage staff and expand the company. Ulrich found that employee motivation and satisfaction are enhanced by involvement, leadership, and teamwork. The research came to the conclusion that for long-term effectiveness, HR procedures must align with company objectives. According to his studies, committed workers boost output, creativity, and competitiveness in fast-paced businesses.

4. John Bratton (2018)

According to John Bratton, business commitment and employee performance are impacted by HR practices. According to his research, equitable hiring, training, and performance-based incentives boost employee happiness and morale. According to Bratton, positive working connections and effective management boost employee loyalty. According to the poll, effective HR systems aid businesses in keeping their workforce. According to him, HR management excellence is linked to both corporate commitment and employee satisfaction.

5. Raymond Noe (2021)

Raymond Noe researched HR strategies that increase commitment and work happiness, such as staff training and development. According to him, ongoing education boosts motivation and work confidence. Noe discovered that employee development boosts loyalty, creativity, and performance. Studies show that professional progression lowers turnover and raises morale. He said that in order to produce competent and committed employees, contemporary businesses need training and development initiatives.

6. Stephen Robbins (2019)

Stephen Robbins studied work satisfaction and organizational behavior. He said that employee behavior is influenced by HR practices such as employee involvement, communication, recognition, and incentives. Robbins discovered that happy employees were more loyal, cooperative, and productive. The survey also highlighted the importance of culture and leadership in employee interactions. According to his study, equitable HR practices and employee participation enhance company engagement and performance.

7. Edwin Flippo (2018)

Flippo investigated the relationship between employee commitment and people management. According to his studies, employee satisfaction is increased by welfare, oversight, and justice. Flippo urged firms to support workplace safety and employee well-being in order to foster goodwill. Effective grievance handling procedures boost employee trust in management, according to research. He noted that employee-focused HR enhances retention, conflict resolution, and morale.

IX. RESEARCH METHODOLOGY

Research Design

Descriptive research is used to examine Hyundai Motors' HR procedures and employee job satisfaction and commitment.

Nature of the Study

The study is qualitative and quantitative. Qualitative analysis examines employee viewpoints and experiences, whereas quantitative analysis analyzes questionnaire data.

Primary Data

Employees provide primary data via organized surveys and personal contacts.

Secondary Data

Books, journals, corporate reports, websites, magazines, and research papers on HRM and employee satisfaction provide secondary data.

Sampling Method

Convenience sampling is used to pick respondents since it collects employee data quickly.

Sample Size

A total of 100 people are surveyed for the research.

Data Collection Tool

Staff data is collected using a structured questionnaire with multiple-choice and opinion-based questions.

Tools for Data Analysis

Data is examined using percentage analysis, charts and tables, graphical representation, and interpretation techniques.

Area of the Study

The study examines Hyundai Motors workers in the chosen region.

Period of the Study

The study lasts 40 days due to data collecting schedules and respondent availability.

X. DATA ANALYSIS AND INTERPRETATION

1. Satisfaction with Recruitment and Selection Process

Option	Respondents	Percentage
Very Satisfied	35	35%
Satisfied	40	40%
Neutral	15	15%
Dissatisfied	7	7%
Very Dissatisfied	3	3%
Total	100	100%

Interpretation: The table demonstrates employee satisfaction with the recruiting and selection process. 35% of 100 respondents were extremely happy with the procedure, while 40% were satisfied. This shows that most workers like the company's recruiting procedures. 15% were neutral, indicating modest satisfaction. Only 7% of workers were unhappy, and 3% were extremely dissatisfied. Most respondents found the organization's recruiting and selection process successful and respected.

2. Adequate Training and Development Programs

Option	Respondents	Percentage
Strongly Agree	30	30%
Agree	45	45%
Neutral	15	15%
Disagree	7	7%
Strongly Disagree	3	3%
Total	100	100%

Interpretation: Employee perspectives on company training and development programs are shown in the table. Of 100 respondents, 45% agreed and 30% strongly agreed that the company offers enough training. The majority of workers are happy with learning and growth. About 15%

were indifferent, reflecting medium satisfaction. The statement was opposed by 7% and strongly opposed by 3%. The data indicate that the company values staff development and skill augmentation, which boosts performance and growth.

3. Effectiveness of HR Policies in Supporting Employees

Option	Respondents	Percentage
Very Effective	32	32%
Effective	43	43%
Neutral	14	14%
Ineffective	8	8%
Very Ineffective	3	3%
Total	100	100%

Interpretation: The table shows workers' opinions on HR policies' support. Of 100 respondents, 43% found HR policies successful and 32% highly effective. Organizational HR procedures are viewed positively. The policies were unsuccessful for 8% and highly ineffective for 3%. The data show that HR policies benefit workers. HR practices boost employee happiness, productivity, and workplace relationships.

4. Satisfaction with Compensation and Benefits

Option	Respondents	Percentage
Highly Satisfied	28	28%
Satisfied	42	42%
Neutral	18	18%
Dissatisfied	8	8%
Highly Dissatisfied	4	4%
Total	100	100%

Interpretation: The table shows employee satisfaction with business pay and perks. Survey respondents were 42% pleased and 28% extremely satisfied with their salaries and perks. This demonstrates that most workers like the company's remuneration scheme. About 18% were indifferent, 8% unhappy, and 4% severely dissatisfied. The company offers good wages and benefits, which may boost employee motivation, retention, and work satisfaction.

5. Fair Evaluation of Work Performance

Option	Respondents	Percentage
Always	25	25%
Often	40	40%

Option	Respondents	Percentage
Sometimes	22	22%
Rarely	9	9%
Never	4	4%
Total	100	100%

Interpretation: The table reflects employee perceptions on job performance assessment fairness. Based on 100 answers, 40% said their performance is often judged properly and 25% said it is always examined fairly. This shows a good view on assessment. Sometimes 22% answered, indicating modest assessment system confidence. Some workers were dissatisfied, as 9% replied seldom and 4% never. The results indicate that the company's performance review procedure promotes employee trust and motivation.

6. Satisfaction with Promotion Opportunities

Option	Respondents	Percentage
Very Satisfied	24	24%
Satisfied	41	41%
Neutral	20	20%
Dissatisfied	10	10%
Very Dissatisfied	5	5%
Total	100	100%

Interpretation: The table shows employee satisfaction with company advancement chances. 41% were happy and 24% extremely satisfied with promotional opportunities. This suggests many workers think the company offers fair career advancement. About 20% were indifferent, 10% unhappy, and 5% highly dissatisfied. Most workers are content, while others want further development and promotion. Promotion possibilities have a crucial role in enhancing employee enthusiasm, dedication, and long-term retention.

7. Employee Participation in Decision-Making

Option	Respondents	Percentage
Strongly Agree	27	27%
Agree	46	46%
Neutral	15	15%
Disagree	8	8%
Strongly Disagree	4	4%
Total	100	100%

Interpretation: The table shows employee views on organizational decision-making. Out of 100 respondents, 46% agreed and 27% strongly agreed that the company fosters employee decision-making. This shows a participatory company culture. About 15% were indifferent, 8% disagreed, and 4% strongly disagreed. The data indicate that the organization prioritizes employee input and promotes cooperation. Decision-making by employees improves communication, work happiness, creativity, and organizational commitment.

8. Satisfaction with Communication Between Management and Employees

Option	Respondents	Percentage
Highly Satisfied	26	26%
Satisfied	44	44%
Neutral	17	17%
Dissatisfied	9	9%
Highly Dissatisfied	4	4%
Total	100	100%

Interpretation: The table shows employee satisfaction with management-employee communication. Out of 100 respondents, 44% were happy and 26% were satisfied with the communication system. This suggests the company communicates well with workers. About 17% were indifferent, 9% unhappy, and 4% severely dissatisfied. Effective communication reduces misconceptions and improves professional relationships. The results indicate that corporate communication is favorable and boosts employee happiness and performance.

XI. FINDINGS

15. Most workers are happy with the organization's recruiting and selection procedure.
16. The majority of respondents believed that the firm offers sufficient training and development programs for employee advancement.
17. Employees rated HR practices as successful in assisting them positively.
18. Most workers are happy with the company's wages and perks.
19. Most respondents find the performance assessment method fair and effective.
20. Employees are typically happy with organizational promotion chances.
21. The company promotes employee involvement in decision-making.
22. Most respondents perceive communication between management and workers favorably.
23. HR approaches promote work-life balance.
24. Positive supervisor-employee interactions foster collaboration and cooperation.
25. The company addresses employee problems well.
26. Most workers feel valued for their efforts and job performance.

- 27. Employees are satisfied with workplace safety and conditions.
- 28. The company offers equal professional progression possibilities to workers.
- 29. HR managers show approachability, support, and employee-friendliness.

XII. SUGGESTIONS

- 30. The organization should enhance its recruitment and selection process to attract top candidates.
- 31. Introducing sophisticated training and development programs may improve staff abilities and expertise.
- 32. Regularly examine HR rules to align with employee requirements and business objectives.
- 33. Enhance salary and perks to boost employee satisfaction and retention.
- 34. Improve transparency and feedback in performance rating processes.
- 35. The company should provide transparent promotion procedures and equitable professional progression chances.
- 36. Management may boost employee engagement and creativity by promoting decision-making involvement.
- 37. Improve communication channels between management and staff to improve understanding and cooperation.
- 38. Flexible work arrangements and health initiatives enhance work-life balance.
- 39. Supervisors should foster positive employee connections via supportive leadership.
- 40. Improve employee grievance processes for speed and efficiency.
- 41. Increase recognition and incentive programs to acknowledge staff efforts.
- 42. Continuously monitor and improve workplace safety and working conditions.
- 43. Strictly observe equal opportunity rules to maintain employee fairness.
- 44. HR managers should be personable and provide timely help to workers.

XIII. CONCLUSION

The survey found that workers like the company's HR methods. The results show good employee perceptions on recruiting and selection, training and development, remuneration and benefits, performance assessment, communication, workplace safety, and employee decision-making. Supervisor relationships, grievance management, recognition, and work-life balance were all praised by most respondents. Employees were motivated, committed, and eager to suggest the company as an excellent place to work. Only a tiny minority of respondents were dissatisfied, but the aggregate answer suggests the firm has good HR processes. Continuously improving HR policies and employee welfare initiatives may boost employee happiness, productivity, and corporate development.

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