HUMAN RESOURCE POLICIES INFLUENCE ON ORGANIZATION CULTURE WITH SPECIAL REFERENCE TO START UP

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ABSTRACT

HR Policies are defined as the body of principles and rules of conduct which govern the enterprise in its relationship with employees. Such HR policies provide guidelines for a wide variety of employment instructions in the organization. Every organization needs HR policies to ensure consistency in action and equity in its relation with employees. The human resource philosophy is stated as the management of people begins with ideas, implicit or explicit, as to the purpose, goals, and intentions in their employment. On the basis of such objectives, policies outline the courses to be followed. The present study entitled on HR Policies Influence on Organization Culture with special reference to Start Ups is mainly focused to identify how effectively the HR Policies at "N Cold Pressed" are developed and also the study made an attempt to analyse the HR Policies influence on organisation culture at N Clod Pressed Pvt. Ltd, Hyderabad. It is observed from the study that there is a difference of opinions towards the established HR policies from the employees of N Coldpressed. Even then majority of the employees have expressed positive opinion towards the established HR policies. Also it is found from the study that independent variables Work policy, Compensation policy, Claim policy and Leave policy effectiveness is able to explain around 12% the variation of the dependent variable Organization culture. It means the company (N Coldpressed) HR policies are influencing the company culture.

Key Words: HR Policies, Organization Culture, Start Up, Work Policy, Compensation Policy, Claim Policy, Leave Policy.

1 INTRODUCTION

A Policy is a guide for action in major areas of business. It is a statement of commonly accepted understanding of decision-making criteria. Policies are set up to achieve several benefits and also decisions on frequently recurring problems. HR Policies are defined as the body of principles and rules of conduct which govern the enterprise in its relationship with employees. Such HR policies provide guidelines for a wide variety of employment instructions in the organization. Every organization needs HR policies to ensure consistency in action and equity in its relation with employees. It will permit decisions to be made in similar situations without repeating the reasons and expensive analysis required initially to state the policy. Policies help managers at various levels to act with confidence without the

4044

need of consulting the superiors every time. Policies declare what is intended; they describe what is proposed. Practices describe how policies are being implemented. Human resource policies are not something that can be considered in isolation. An ineffective HR policy tends to weaken the effectiveness of entire organisation culture. The present study entitled on HR Policies Influence on Organization Culture with special reference to Start Ups is mainly focused to identify how effectively the HR Policies at "N Cold Pressed" are developed and also the study made an attempt to analyse the HR Policies influence on organisation culture at N Clod Pressed Pvt. Ltd, Hyderabad.

1.1 About N Cold Pressed Pvt. Ltd- A Start Up

N ColdPressed is a daughter company of SS Fitness Pvt. Ltd, which was founded by Amitesh Sharma in 2016. N Coldpressed is one of the start-up companies located in Hyderabad is under Fast Moving Consumer durable Goods (FMCG) sector and all the successful employers who regularly help in the growth of the company at regular intervals. There was a time when staying fit and healthy was easy and simple. The same is not the case now since the modern food industry has been adulterated with lots of other substances which are harmful for health. The exponential popularity of juices that are cold- pressed has given a new definition to unadulterated juices which are beneficial for the health. 'Detox' is a very mainstream term a now which is done by many people to cleanse their body and N Coldpressed has 3 different varieties of detox juices, formulated and made by some fine nutritionists. Along with Detox, there is also a 'Well- being' program which can be subscribed monthly or quarterly, in which

26 bottles will be delivered to the customer's doorstep in a month. The cold pressed juicing technique uses masticating juicers that uses a hydraulic press which extracts juices from vegetable and fruits.

2 REVIEW OF LITERATURE

The purpose of review of literature is to get the theoretical understanding towards HR Policies. More specifically, it focuses on various studies on HR Policies presented by different authors. Literature review includes the previous and current knowledge including substantive findings, as well as theoretical and methodological contributions to a particular research.

Sharma (2020) in this article on "job satisfaction" have inferred that job satisfaction is an effective reaction to an individual's work situation, and has been described as a positive emotional response resulting from appraisal of one's job. One of the aspects that can lead to 61 Dissatisfaction is one's attitude towards one's job. job attitude can be defined as an overall feeling about one's job or career or in terms of specific facet of the job or career and can be related to specific outcomes, such as productivity.

Maitin, 2019) In his article "Dynamic Human Resources" stated that, out of wide variety of resources which participated in the process of organizational growth, human resources are the most dynamic element of efficiency and productivity. In the context of modern information age, manpower owns the responsibility of information mobilization and their profitable utilization, which increases performance of organization. The role of human resource as great intellectual assets in management is too valuable to accelerate the rate of economic progress.

Devika Chadha (2018) Training and development are key entities affecting not only the performance of employees but also their level of commitment and engagement towards an organization. The present study investigates the relation between training and development practices on employee engagement in service sector across Delhi and NCR regions. The study reveals that there is a positive impact of training, and that more training interventions with integration of latest technology is required for furthering the progression of the employees and their engagement.

Mohamad S. Hammoud & Schrita Osborne (2017) Disengaged employees typically cost U.S. corporations $350 billion annually. The purpose of this case study was to explore strategies that some communication business leaders use to engage their employees. The target population consisted of four communication business leaders in Jackson, Mississippi, who possessed at least 1 year of successful employee engagement experience. The self-determination theory served as the study's conceptual framework. Semi-structured interviews were conducted, and the participating company's archived documents were gathered. Interpretations from the data were subjected to member-checking to ensure trustworthiness of the findings. Based on the methodological triangulation of the data collected, prominent themes emerged from thematically analyzing the data: rewards and recognition, empowering employees, and building a bond between leaders and employees.

Saira Hassan (2016) this study was conducted to determine the impact of HRM practices on employee's performance in the Textile industry of Pakistan. Random sampling technique was used to collect data

for this research study. A questionnaire based on 34 items was distributed among 68 employees of textile industry for data collection. To check the association between HRM practices and employee's performance, Pearson correlation statistical technique and regression analysis was applied on the data. The results indicate that HRM practices Compensation, Career Planning, Performance Appraisal, Training, and Employee Involvement have a positive impact on employee's performance. Hence, it is proved that independent variables contribute positively towards change in the dependent variable.

Aidin Salamzadeh & Hiroko Kawamorita (2015) Startup companies are newly born companies which struggle for existence. These entities are mostly formed based on brilliant ideas and grow to succeed. These phenomena are mentioned in the literature of management, organization, and entrepreneurship theories. However, a clear picture of these entities is not available. This paper tries to conceptualize the phenomenon, i.e. " startup " , and recognize the challenges they might face. After reviewing the life cycle and the challenges, the paper concludes with some concluding remarks.

Pankaj M. Madhani (2014) This research study looks at the impact of organization culture on compensation and vice versa. Various frameworks provided in this article will help managers in effectively managing compensation costs as well as enhancing performance of the organizations. This research identifies compensation strategies for various types of organization culture and suggests the best-case scenario for optimal performance.

Dr. Nyameh Jerome (2013) This Study has established Several studies that have argued

Personal opinion is always prone to bias, which reduces the validity of any data obtained. Therefore Maslow's operational definition of hierarchy of needs must not be blindly accepted as scientific fact because is mostly irrelevant in certain organizations and part of the world, may be simply because of the difficulties in the application of the theory. Contrary to the above assertion, the review suggests and recommends the relevancy of the hierarchy of needs theory in business organizations today, the review explores the relevance of the theory on organizational culture, human resource management and employee's performance and its application towards achieving results in the attainment of organizational goals and objectives.

Beulah Viji Christiana. M; V. Mahalakshmi (2012) in their research paper entitled Influence of Employee Perception Towards Human Resource Practices and Organizational Support on their Citizenship Behavior In Private sector banks - An Indian Perspective‖ studied whether the HR practices like performance appraisal, training and career development in the private sector banks are positively associated to organizational commitment of employees which help them to become responsible organizational citizens .They also attempted to find out whether perceived organizational support would serve as a mediator in the relationship between HRM practices and commitment. The statistical results on data gathered from a sample of 214 employees in the private banks demonstrated that career development and performance appraisal have direct, positive and significant relationships with organizational commitment.

Solkhe and Chaudhary (2011) conducted another empirical investigation examining

the three components of HRDC. The study is based on the responses sought from executives from various departments and different hierarchical levels of a public sector undertaking located in North India. The findings indicate that HRD Climate has a definite impact on Job Satisfaction which in turn leads to the increased organizational performance. The result from their study shows a reasonable level of development orientation, trust and freedom of expression, healthy interpersonal relationship and openness. However, employees are not satisfied with promotions decisions within the company.

Saini R.R. (2010) in his article Human Resource development in UCO Bank, A case study of Chandigarh Region. This study identified the process and problems in designing and implementing Human Resources Development Systems. This study was analytical in nature and consist a sample of 100 respondents to analyze their opinion about HRD Policies and Practices. The Important findings of this study were, qualification was the most important factor of recruitment at all level of managers and employees.

Soumendu Biswas (2009) Studies pertaining to human resource (HR) management in India have revealed a variety of factors that significantly affect employee performance not the least of which are organizational culture and leadership issues. The present study posits firm level HR practices as a mediator between organizational culture and transformational leadership whose outcomes are hypothesized as lower levels of individual employees' intention to quit the organization and higher level of performance. The results reveal that culture

and leadership are significant predictors of intention to quit and employee performance. **Tripathy (2008)** observed that an organization can have competitive advantage by utilizing its human resources. This can be achieved through sound HRD Practices. According to him HRD include three C's- Competencies, commitment and culture. An optimum level of progressive climate is essential for facilitating HRD in an organization. It was resulted that good HRD Practices can influence financial and other performance indicators in the organization

D.K.Pandey (2007) This paper provided diverse HRM reforms and suggesting best HRM practices. Quality of life for workers and positive organizational climate would be the greatest contributor for the retention of workers and for their high morale. It was suggested that performance appraisal technique should be tailored according to the job.

2 Need for the Study

Formerly a business idea takes shape in enterprise form, thus is called a start-up that needs a small team to get it afloat. It has been seen that in most cases, start-ups generally function without any formal 'human-resource' policies in place. After all, for a new business owner, it is more critical to focus on the concerns of the business at hand. A start-up on establishing HR Department gets to create effective policies and plan the short-term needs, long-term risks. HR Policies deliver better employee experience and narrow down the company's liability. Almost the entrepreneur will put off the task of writing up a human resource policy. This paper brings to every new entrepreneur the importance of having a clearly written human-resource policy, even when the business is still in its infancy.

Hence the present study has selected this title and chosen the N Coldpressed as the sample to study HR polices which is the need for this study.

3 SCOPE OF THE STUDY

The study is mainly focused on N Coldpressed Pvt.Ltd Start- Up Company located in Hyderabad. This study made an attempt to know the perception of employees' towards HR Policies in N Coldpressed. The study considers four factors under HR policies such as Work Policy, Compensation Policy, Claim Policy and Leave Policy in N Coldpressed Pvt. Ltd.

4 OBJECTIVES OF THE STUDY

- To study the demographic profile of the respondents at N Coldpressed Pvt. Ltd.
- To evaluate the employees perceptions towards HR Policies at N Coldpressed Pvt. Ltd.
- To study the correlation between the organization culture and select HR policies at N Coldpressed Pvt. Ltd.

5 RESEARCH METHODOLOGY

5.1 Sample Design: The research design of the current study is Exploratory Research. It is used when the topic or issue is new and when data is difficult to collect. The purpose of the current study is to describe the perception of employees of N Coldpressed Pvt. Ltd in Hyderabad. Based on the perception of the respondents, data was analyzed and conclusions were drawn.

5.1.1 Sample Selection: The questionnaire was administrated to the employees of N Coldpressed

in Madhapur, Hyderabad. A stratified sampling technique is applied and 35 employees were identified from Top Level and Middle Level management and administered the questionnaire to them.

5.1.2 **Sample Size:** 35 respondents from both top level and middle level management has selected for the present study.

5.2 Source of Data Collection: The data was collected through Primary and secondary sources. Primary data is collected through structured questionnaire consists of 35 questions with a Likerts Four scale technique and also discussion with the management of the organization, Whereas Secondary data has collected in the form of finished products as they have already been treated statistically in some form or other. The secondary data mainly consists of data and information collected from records, company websites and also collected from journals, magazines and books.

5.3 Data Analysis Techniques: Descriptive Statistics, Correlation and Regression Analysis were used to analyse and interpret the data. Based on the data interpretation conclusions had been drawn.

5.4 Period of the Study: The Present have access the organization for an over 45 days. Among, literature study was spent for 15 days and identified the research gap. Then, 5 days was spent to develop the questionnaire, after finalizing the questionnaire, 10 days was spent to

administer the questionnaire to the employees for data collection, 7 days was spent on data analysis and interpretation and then finally, 10 days was spent to write the report.

6 LIMITATIONS OF THE STUDY

- The present study is confined to focus on select HR polices like work policy, compensation policy, claim policy and leave policy.
- This study is limited to cover only employees from top level and middle level management.

7 DATA ANALYSIS AND INTERPRETATION

Data interpretation involves evaluation and determining the implication of important information. Interpreting data is an imperative critical thinking skill that helps to comprehend analyzed data in tables. A meticulous process has followed (stratified sampling technique) to gather the data from the target population and then analyzed to interpret the data.

7.1 Demographic Study of Respondents

The Table 1 presents the demographic profile of the respondents 40 percent of were male the rest 60 percent of the employees were female. Age wise the distribution of the employees was 68.5 percent of the employees belong

4049

to 20 to 30 year age, 31.4 percent of the employees belong to 30 to 40 year age group, the rest 10 percent of the employees were belong to 36-46 year age. 80 percent of the employees were belonging to 1 to 5 years of experience, 11.4 percent of the employees were belonging to 6 to 11 years of experience. 8.5 percent of the employees were belong to 11

to 15 years of experience, 20 percent of the employees have their salary below 20k, 20 percent of the employees have their salary between 21k to 30k, 20 percent of the employees have their salary between 31k to 40k, 22.8 percent of the employees have their salary between 41k to 50k and 17.1 employees have their salary above 50K.

Table:1 Demographic Profile of the Respondents

S. No	Demographic	Respondents	Percentage
	Gender		
1	Male	14	40
	Female	21	60
	Total	35	
	Age (Years)		
	Between 20 to 30 years	24	68.5
2	Between 30 to 40years	11	31.4
	Between 40-50 years	0	0
	Total	35	
	Experience		
	Between 1 to 5 years	28	80
3	Between 6 to 11 years	4	11.4
	Between 11 to 15 years	3	8.5
	Total	35	
	Monthly Salary		
	Below 20k	7	20
	Between 21K to 30K	7	20
4	Between 31K to 40K	7	20
	Between 41K to 50K	8	22.8
	Above 50K	6	17.1
	Total	35	

Source: Primary Data

7.2 Study of Employee Perception towards HR Policies

7.2.1 Employee Perception towards Work Policy

To measure the employee's perception towards work policy at N Coldpressed, total of 5 questions were developed by using likert's four scaling technique to measure the opinions of the employee's of operational staff. The cumulative scores of the employee's are taken into consideration to profile them.

Profiling is done based on the number of questions developed for the variable work policy and scale developed for those questions. Based on that the profiling was done in three categories as follows:

5-10 is profiled as Low Category (which means work policy is low), 11-16 is profiled as Moderate Category (which means work policy in employees is moderate) and 17-23 is profiled as High Category (which means work policy in employees is high).

7.2.1.1 Gender wise employee perception towards Work Policy

Table: 2 Gender wise employee perception towards work policy

Employees' perception towards work policy		Low	%	Moderate	%	High	%	N	%
	Male	4	11.42	15	42.85	2	5.71	21	60
Gender	Female	2	5.71	12	34.28	0	-	14	40
	Total	6	17.14	27	77.14	2	5.17	35	100

Source: Primary Data

From Table 2 Gender wise employees' perception towards Work Policy is presented as, 4 (11.42%) respondents are Males, 2 (5.71%) respondents are Females are profiled as low category. 15 (42.85%) respondents are Males, 12 (34.28%) respondents are Females are profiled as moderate category. 2 (5.71%) respondents are Males and No respondents from females are profiled as high category. It is concluded that Gender wise, majority of the employees are expressing that they have moderate work policy.

7.2.1.2 Age wise employee perception towards Work Policy

Table:3 Age wise employee perception towards work policy

Employees' perception towards work policy		Low	%	Moderate	%	High	%	N	%
Age	20 to 30 years	6	17.14	16	45.71	2	5.71	24	68.57
	30 to 40 years	-	-	11	31.42	-	-	11	31.42

Total	6	17.14	21	60	2	5.17	35	100

Source: Primary Data

From Table 3 Age wise employees' perception towards Work Policy is presented as, 6 (17.14%) respondents are between 20 to 30 years and no respondents are between 30 to 40 years profiled as low category. 16 (45.71%) respondents are between 20 to 30 years and 11 (31.42%) respondents are between 30 to 40 years as moderate category. 2 9 (5.71%) respondents are between 20 to 30 years and no respondents from 30 to 40 years are profiled as high category. It is concluded that age wise, majority of the employees are expressing that they have moderate work policy.

7.2.1.3 Experience wise employee perception towards Work Policy

Table: 4 Experience wise employee's perception towards work policy

Employees' perception towards work policy		Low	%	Moderate	%	High	%	N	%
	1 to 5 years	5	14.28	21	60	2	5.71	28	80
	6 to 11 years	1	2.85	3	8.57	-	-	4	11.4
Experience	11 to 15 years	-	-	3	8.57	-	-	3	8.57
	Total	6	17.14	27	77.14	2	5.71	35	100

Source: Primary Data

From Table 4 Experience wise employees' perception towards Work Policy is presented as, 5 (14.28%) respondents are 1 to 5 years, 1 (2.85%) respondent is between 6 to 11 years and no respondents between 11 to 15 years are profiled as low category. 21(60%) respondents are 1 to 5 years, 3 (8.57%) respondents are between 6 to 11 years and 3 (8.57%) respondents between 11 to 15 years are profiled as moderation category. 2 (5.71%) respondents are 1 to 5 years and no respondents are between 6 to 11 years and 11 to 15 years are profiled as high category. It is concluded that experience wise, majority of the employees are expressing that they have moderate work policy.

7.2.1.4 Salary wise employee perception towards Work Policy

Table:5 Salary wise employee's perception towards work policy

Employees' perception towards work policy		Low	%	Moderate	%	High	%	N	%
	Below 20k	4	11.42	3	8.57	-	-	7	20
	21k to 30k	-	-	5	14.58	2	5.71	7	20
Salary	31k to 40k	-	-	7	20	-	-	7	20

	Low	%		%		%		%
41k to 50k	1	2.85	7	20	-	-	8	22.85
Above 50k	1	2.85	5	14.58	2	5.71	6	17.14
Total	6	17.14	27	77.14	4	11.42	35	100

Source: Primary Data

From Table 5 Salary wise employees perception towards Work Policy is presented as, 4 (11.42%) respondents are below 20K, no respondents are between 21K to 30K, no respondent is between 31k to 40k profiled, 1 (2.85%) respondent is between 41K to 50K and 1 (2.85%) respondent is above 50K are profiled as low category. 3 (8.57%) respondents are below 20K, 5 (14.58%) respondents are between 21K to 30K, 7 (20%) respondent is between 31k to 40k profiled,7 (20%) respondent is between 41K to 50K and 5 (14.58%) respondent is above 50K are profiled as moderate category. No respondents are below 20K, 2 (5.71%) respondents are between 21K to 30K are profiled and 2 (5.71%) respondents are profiled as high category. It is concluded that salary wise, majority of the employees are expressing that they have moderate work policy.

To measure the employee's job satisfaction towards Compensation Policy at N Coldpressed, total of 6 questions were developed by using likert's four scaling technique to measure the opinions of the employee's of operational staff. The cumulative scores of the employee's are taken into consideration to profile them. Profiling is done based on the number of questions developed for the variable compensation policy and scale developed for those questions. Based on that the profiling was done in three categories as 6-11 is profiled as Low Category (which means compensation in employees is low), 12-18 is profiled as Moderate Category (which means compensation in employees is moderate), and 19-25is profiled as High Category (which means compensation in employees is high).

7.2.2 Employee Perception towards Compensation Policy

7.2.2.1 Gender wise employee perception towards Compensation Policy

Table: 6 Gender wise employee's perception towards compensation policy

Employees' perception towards compensation Policy		Low	%	Moderate	%	High	%	N	%
	Male	14	40	4	11.42	3	8.57	21	60
Gender	Female	5	14.28	8	22.85	1	2.85	14	40

| | Total | 19 | 54.28 | 12 | 34.28 | 4 | 11.42 | 35 | 100 |

Source: Primary Data

From Table 6 Gender wise employees' job perception towards Compensation Policy is presented as 14 (40%) male respondents and 5 (14.28%) female respondents are profiled as low category. 4 (11.42%) respondents are Males, 8 (22.85%) respondents are Females are profiled as moderate category. 3 (8.57%) respondents are Males, 1 (2.85%) Female respondent are profiled as high category. It is concluded that Gender wise, majority of the employees are expressing that they have low compensation policy.

7.2.2.2 Age wise employee perception towards Compensation Policy

Table: 7 Age wise employee's perception towards compensation policy

Employees' perception towards compensation policy		Low	%	Moderate	%	High	%	N	%
	20 to 30 years	15	42.85	6	17.14	3	8.57	24	68.57
Age	30 to 40 years	4	11.42	6	17.14	1	2.85	11	31.42
	Total	19	54.28	12	34.28	4	11.42	35	100

Source: Primary Data

From Table 7 Age wise employees' perception towards Compensation Policy is presented as 15 (42.85%) respondents are between 20 to 30 years and 4 (11.42%) respondents are between 30 to 40 years are profiled as low category. 6 (17.14%) respondents are between 20 to 30 years and 6 (17.14%) respondents are between 30 to 40 years are profiled as moderate category, 3 (8.57%) respondents are between 20 to 30 years and 1(2.85%) respondent is in between 30 to 40 years are profiled as high category. It is concluded that Age wise, majority of the employees are expressing that they have low compensation policy.

7.2.2.3 Experience wise employee perception towards Compensation Policy

Table: 8 Experience wise employee's perception towards Compensation policy

Employees' perception towards compensation policy		Low	%	Moderate	%	High	%	N	%
	1 to 5 years	17	48.57	7	20	4	11.42	28	80
	6 to 11 years	2	5.71	2	5.71	-	-	4	11.42
Experience	11 to 15 years	-	-	3	8.57	-	-	3	8.57
	Total	19	54.28	12	34.28	4	11.42	35	100

Source: Primary Data

From Table 8 Experience wise employees' perception towards Compensation Policy is presented as 17 (48.57%) respondents are between 1 to 5 years, 2 (5.71%) respondents falls in between 6 to 11 years and no respondents are between 11 to 15 years who are profiled as low category .7 (20%) respondents are 1 to 5 years, 2 (5.71%) respondents are between 6 to 11 years and 3 (8.57%) respondents between 11 to 15 years are profiled as moderate category. 4 (11.42%) respondents are 1 to 5 years and no respondents fall in between 6 to 11years and 11 to 15 years as high category. It is concluded that experience wise, majority of the employees are expressing that they have low compensation policy.

7.2.2.4 Salary wise employee perception towards Compensation Policy

Table: 9 Salary wise employee's perception towards compensation policy

Employees' perception towards compensation policy		Low	%	Moderate	%	High	%	N	%
	Below 20k	7	20	-	-	-	-	7	20
	21k to 30k	2	5.71	3	8.57	2	5.71	7	20
Salary	31k to 40k	3	8.57	4	11.42	-	-	7	20
	41k to 50k	5	14.28	2	5.71	1	2.85	8	22.85
	Above 50k	2	5.71	3	8.57	1	2.85	6	17.14
	Total	19	54.28	12	34.28	4	11.42	35	100

Source: Primary Data

From Table 9 Salary wise employees' perception towards Compensation Policy is presented as 7 (20%) respondents are below 20K, 2 (5.71%) respondents are between 21K to 30K and 3 (8.57%) respondents is between 31k to 40k, 5 (14.28%) respondents between 41K to 50K and 2 (5.71%) respondents are above 50K are profiled as low category. no respondents are below 20K and 3 (8.57%) respondents are between 21K to 30K and 4 (11.42%) respondents is between 31k to 40k, 2 (5.71%) respondents between 41K to 50K and 3 (8.57%) respondents are above 50K profiled as moderate category. no respondents are below 20K and 2 (5.71%) respondents are between 21K to 30K and no respondents is between 31k to 40k, 1 (2.85%) respondents between 41K to 50K and 1 (2.85%) respondent are above 50K are profiled as high category. It is concluded that salary wise, majority of the employees are expressing that they have low compensation.

7.2.3 Employee Perception towards Claim Policy

To measure the employee's job satisfaction towards Claim Policy at N Coldpressed, total of 3 questions were developed by using

likert's four scaling technique to measure the opinions of the employee's of operational staff. The cumulative scores of the employee's are taken into consideration to profile them. Profiling is done based on the number of questions developed for the variable claim policy and scale developed for those questions.

Based on that the profiling was done in three categories as 3-4 is profiled as Low Category (which means claim policy in employees is low), 5-6 is profiled as Moderate Category (which means claim policy in employees is moderate), 7-8 is profiled as High Category (which means claim policy in employees is high).

7.2.3.1 Gender wise employee perception towards Claim Policy

Table: 10 Gender wise employee's perception towards claim policy

Employees' perception towards claim Policy		Low	%	Moderate	%	High	%	N	%
Gender	Male	6	17.14	15	42.85	-	-	21	60
	Female	7	20	7	20	-	-	14	40
	Total	13	37.14	22	62.85	-	-	35	100

Source: Primary Data

From Table 4.7.1 Gender wise employees' perception towards Claim Policy is presented as 6 (17.14%) respondents are Males, 7 (20%) respondents are Females are profiled as low category. 15 (42.85%) respondents are Males, 7 (20%) respondents are Females are profiled as moderate category. No respondents are profiled as high category. It is concluded that Gender wise, majority of the employees are expressing that they have moderate employee engagement.

7.2.3.2 Age wise employee perception towards Claim Policy

Table: 11 Age wise employee's perception towards Claim Policy

Employees' perception towards claim policy		Low	%	Moderate	%	High	%	N	%
Age	20 to 30 years	3	8.57	21	60	-	-	24	68.57
	30 to 40 years	10	28.57	1	2.85	-	-	11	31.42
	Total	13	3.71	22	62.85	-	-	35	100

Source: Primary Data

From Table 11 Age wise employees' perception towards Claim Policy is presented as 3 (8.57%) respondents are between 20 to 30 years and 10

(28.57%) respondents are between 30 to 40 years are profiled as low category. 21 (60%) respondents are between 20 to 30 years and 1 (2.87%) respondents are between 30 to 40 years are profiled as moderate category, 0 respondents are between 20 to 30 years and 30 to 40 years are profiled as high category. It is concluded that age wise, majority of the employees are expressing that they have moderate claim policy.

7.2.3.3 Experience wise employee perception towards Claim Policy

Table: 12 Experience wise employee's perception towards Claim Policy

Employees' perception towards claim policy		Low	%	Moderate	%	High	%	N	%
	1 to 5 years	8	22.85	20	57.14	-	-	28	80
	6 to 11 years	2	5.71	2	5.71	-	-	4	11.42
Experience	11 to 15 years	3	8.57	-	-	-	-	3	8.57
	Total	13	37.14	22	62.85	-	-	35	100

Source: Primary Data

From Table 12 Experience wise employees' perception towards Claim Policy is presented as 8 (22.85%) respondents are between 1 to 5 years, 2 (5.71%) respondents are between 6 to 11 years and 3 (8.57%) respondents are between 11 to 15 years profiled as low category. 20 (57.14%) respondents are between 1 to 5 years, 2 (5.71%) respondents are between 6 to 11 years and no respondents are between 11 to 15 years as moderation category. No respondents are profiled as high category. It is concluded that experience wise, majority of the employees are expressing that they have moderate claim policy

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7.2.3.4 Salary wise employee perception towards Claim Policy

Table: 13 Salary wise employee's perception towards Claim Policy

Employees' perception towards training and development policy		Low	%	Moderate	%	High	%	N	%
	Below 20k	-	20	7	20	-	-	7	20
	21k to 30k	4	11.42	3	8.57	-	-	7	20
	31k to 40k	1	2.85	6	17.14	-	-	7	20
Salary	41k to 50k	5	14.28	3	8.57	-	-	8	22.85
	Above 50k	3	8.57	3	8.57	-	-	6	17.14
	Total	13	37.14	22	62.85	-	-	35	100

Source: Primary Data

From Table 13 Salary wise employees' perception towards Claim Policy is presented as, No respondents are below 20K and 4 (11.42%)

respondents are between 21K to 30K and 1 (2.85%) respondents are between 31k to 40k and 5 (11.48%) respondents between 41k to 50k and 3 (8.57%) respondents above 50K profiled as low category. 7 (20%) respondents are below 20k, 3 (8.57%) respondents are between 21k to 30k and 6 (17.14%) respondents between 31k to40k and 3 (8.57%) respondents between 41k to 50k and 3 (8.57%) respondent above 50K profiled as moderate category. No respondents are profiled as high category. It is concluded that salary wise, majority of the employees are expressing that they have moderate claim policy.

7.2.4 Employee Perception towards Leave Policy

To measure the employee's job satisfaction towards Leave Policy at

N Coldpressed, total of 5 questions were developed by using likert's four scaling technique to measure the opinions of the employee's of operational staff. The cumulative scores of the employee's are taken into consideration to profile them. Profiling is done based on the number of questions developed for the variable leave policy and scale developed for those questions. Based on that the profiling was done in three categories as 5-7 is profiled as Low Category (which means leave policy in employees is low), 8-10 is profiled as Moderate Category (which means leave policy in employees is moderate), 11-13 is profiled as High Category (which means leave policy in employees is high)

7.2.4.1 Gender wise employee's perception towards Leave Policy.

Table: 14 Gender wise employee's perception towards Leave Policy

	Employees' perception towards leave Policy	Low	%	Moderate	%	High	%	N	%
	Male	11	31.42	10	28.57	-	-	21	60
Gender	Female	7	20	7	20	-	-	14	40
	Total	18	51.42	17	48.57	-	-	35	100

Source: Primary Data

From Table 14 Gender wise employees' perception towards Leave Policy is presented as 11 (31.42%) respondents are Males, 7 (20%) respondents is Female are profiled as low category.10 (28.57%) respondents are Males, 7 (20%) respondents are Females are profiled as moderate category. No respondents are profiled as high category. It is concluded that Gender wise, majority of the employees are expressing that they have low leave policy.

7.2.4.2 Age wise employee's perception towards Leave Policy.
Table: 15 Age wise employee's perception towards Leave Policy

	Employees' perception towards leave policy	Low	%	Moderate	%	High	%	N	%
	20 to 30 years	16	45.71	8	22.85	-	-	24	68.57
Age	30 to 40 years	2	5.71	9	25.71	-	-	11	31.42
	Total	18	51.42	17	48.57	-	-	35	100

Source: Primary Data

From Table 15 Age wise employees' perception towards Leave Policy is presented as 16 (45.71%) respondents are between 20 to 30 years and 2 (5.71%) respondents are between 30 to 40 years are profiled as low category. 8 (22.85%) respondents are between 20 to 30 years and 9 (25.71%) respondents are between 30 to 40 years are profiled as moderate category, 0 respondents are between 20 to 30 years and 30 to 40 years are profiled as high category. It is concluded that age wise, majority of the employees are expressing that they have moderate leave policy.

7.2.4.3 Experience wise employee's perception towards Leave Policy.
Table: 16 Experience wise employee's perception towards Leave Policy.

	Employees' perception towards leave policy	Low	%	Moderate	%	High	%	N	%
	1 to 5 years	15	42.85	13	37.14	-	-	28	80
	6 to 11 years	3	8.57	1	2.85	-	-	4	11.42
Experience	11 to 15 years	-	-	3	8.57	-	-	3	8.57
	Total	18	37.14	17	48.57	-	-	35	100

Source: Primary Data

From Table 16 Experience wise employees' perception towards Leave Policy is presented as 15 (42.85%) respondents are between 1 to 5 years, 3 (8.57%) respondents are between 6 to 11 years and no respondents are between 11 to 15 years profiled as low category. 13 (37.14%) respondents are between 1 to 5 years, 1 (2.85%) respondents are between 6 to 11 years and 3 (8.57%) respondents are between 11 to 15 years as moderation category. No respondents are profiled as high category. It is concluded that experience wise, majority of the employees are expressing that they have low leave policy.

7.2.4.4 Salary wise employee's perception towards Leave Policy.
Table: 17 Salary wise employee's perception Leave Policy

Employees' perception towards leave policy	Low	%	Moderate	%	High	%	N	%
Below 20k	7	20	-	-	-	-	7	20

Salary	21k to 30k	2	5.71	5	14.28	-	-	7	20
	31k to 40k	5	14.28	2	5.71	-	-	7	20
	41k to 50k	2	5.71	6	17.14	-	-	8	22.85
	Above 50k	2	5.71	4	11.42	-	-	6	17.14
	Total	18	51.42	17	48.57	-	-	35	100

Source: Primary Data

From Table 4.8.4 Salary wise employees' job satisfaction towards Leave policy is prese nted as 7 (20%) respondents are below 20K, 2 (5.71%) respondents are between 21K to 30K, 5 (14.28%) respondents are between 31k to 40k, 2 (5.71%) respondents between 41k to 50k and 2 (5.71%) respondents above 50K profiled as low category. No respondents are below 20k, 5 (14.28%) respondents are between 21k to 30k, 2 (5.71%) respondents between 31k to40k, 6 (17.14%) respondents between 41k to 50k and 4 (11.42%) respondent above 50K profiled as moderate category. No respondents are profiled as high category. It is concluded that salary wise, majority of the employees are expressing that they have moderate leave policy.

7.3 Study of Correlation between the organization culture and select HR policies at N Coldpressed Pvt. Ltd.

In order to analyze the relationship between employees perception on Organizational culture, Work policy, compensation policy, Employee Participation policy, Training and Development policy, Claim policy and Leave polices at N COLDPRESSED, Pearson correlation coefficient is calculated using SPSS software and the results of the same are presented in table

Table 18 Correlation between Organizational culture and Work policy, compensation policy, Participation policy, Training and Development policy, Claim policy and Leave polices.

Pearson Correlation	Organizational culture (OC)	Work Policy (WP)	Compensation Policy (CP)	Claim Policy (CLP)	Leave policy (LP)
Organizational Culture	1	0.185	0.281	0.062	0.436
Sig. (2-tailed)	0.000	0.287	0.102	0.722	0.009
N	35	35	35	35	35

Note: * Correlation is significant at 0.05 level, Source: SPSS Analysis

Correlation between organization culture and Work policy: The r value is 0.185, indicates that there is very low degree of positive correlation between Organizational culture and Work policy.

The correlation was found to be significant at 10% level of significance.

Correlation between organization culture and compensation policy: The r value is 0.281, indicates that there is

low correlation between organization culture and compensation policy. The correlation was found to be significant at 10% level of significance.

Correlation between organization culture and Claim policy: The r value is 0.062, indicates that there is a low positive correlation between organization culture and claim policy. The correlation was found to be significant at 10% level of significance.

Correlation between organization culture and Leave policy: The r value is 0.436, indicates that there is a low degree of positive correlation between organization culture and Leave policy. The correlation was found to be significant at 10% level of significance.

7.3.1 Regression Analysis

After analyzing the association between Organization Culture and Work policy, compensation policy, Claim policy and Leave policy, the next step is developing the model. The model is developed by using simple linear regression. The simple regression analysis is a statistical technique used to evaluate the effect of one independent variable on another dependent variable. Simple Linear Regression model consisting of one independent variable has been used to test the effect of independent variable on dependent variable as shown below:

$$y = b_0 + b_1 x_1$$

Where, y - Dependent Variable and x_1, x_2... x_k - Independent Variables and $b_0, b_1, b_2... b_k$ - Regression Coefficients

OC (Organization Culture) = b_0 + b_1 (WP+CP+ CLP+LP)

The table 19 is the model summary reports the strength of the relationship between the model and the dependent variable. R, the multiple correlation coefficients, is the linear correlation between the observed and model-predicted values of the dependent variable. Its large value indicates a strong relationship. R Square, the coefficient of determination, is the squared value of the multiple correlation coefficients. The value of R^2 is 0.117; it shows that the model explains 12% of the variation. In other words the independent variables Work policy, Compensation policy, Claim policy and Leave policy effectiveness is able to explain around 12% the variation of the dependent variable Organization culture.

Table:19   Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.644[a]	.415	.290	1.550

Source: Primary Data

a. Predictors: (Constant), Leave policy SC, , Work Policy SC, Claim Policy SC, Compensation Policy SC

8 CONCLUSION

The need for effective HR policies cannot be neglected in start up companies. This research paper has established that HR Policies plays a very important role in influencing the organization culture. It is observed from the study that there is a difference of opinions towards the

established HR policies from the employees of N Coldpressed. Even then majority of the employees have expressed positive opinion towards the established HR policies. Also it is found from the study that independent variables Work policy, Compensation policy, Claim policy and Leave policy effectiveness is able to explain around 12% the variation of the dependent variable Organization culture. It means the company (N Coldpressed) HR policies are influencing the company culture. Hence forth the study is suggested to start up companies to develop effective HR policies as these will create a common set of guidelines for all of the employees and drives the culture of the company towards the success.

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