

# A Role Of HR Practices Employee Satisfaction At TVS Vehicle Mobility Solutions

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**Abstract-** The study titled “A Role of HR Practices on Employee Satisfaction at TVS Vehicle Mobility Solutions Ltd.” Aims to examine the impact of various Human Resource (HR) practices on employee satisfaction within the organization. HR practices such as recruitment and selection, training and development, performance appraisal, compensation, rewards, and employee welfare play a crucial role in influencing employee motivation, commitment, and productivity. The study adopts a descriptive research design and uses both primary and secondary data sources. Primary data were collected through a structured questionnaire administered to employees, while secondary data were gathered from books, journals, company records, and websites. The findings reveal that effective HR practices significantly enhance employee satisfaction, skill development, and organizational performance. The study also highlights the importance of fair compensation, transparent appraisal systems, career growth opportunities, and employee welfare measures in maintaining a motivated workforce. It concludes that continuous improvement in HR policies and practices is essential for increasing employee satisfaction, reducing turnover, and achieving long-term organizational success.

## I. INTRODUCTION

Human Resource Management (HRM) plays a vital role in the success of any organization by managing and developing its workforce effectively. HR practices such as recruitment and selection, training and development, performance appraisal, compensation, employee welfare, and career growth opportunities significantly influence employees' attitudes and behaviour at work.

Employee satisfaction is an important factor that contributes to higher productivity, better performance, increased commitment, and reduced employee turnover. When employees are satisfied with the HR practices followed in their organization, they are more motivated to perform their duties efficiently and contribute to organizational growth.

TVS Vehicle Mobility Solutions Ltd. is a leading organization in the mobility and automotive solutions sector. The company focuses on providing quality services while

maintaining a productive and employee-friendly work environment. Understanding employees' perceptions of HR practices is essential for improving workplace satisfaction and organizational effectiveness.

This study aims to examine the role of HR practices in influencing employee satisfaction at TVS Vehicle Mobility Solutions Ltd. It focuses on evaluating various HR activities and identifying their impact on employee motivation, engagement, and overall job satisfaction. The findings of this study will help the organization strengthen its HR policies and enhance employee well-being and organizational performance.

## II. NEED FOR THE STUDY

- To study the impact of rewards, incentives, and other benefits on employee satisfaction
- To help the management improve HR policies and practices
- To provide suggestions for increasing employee satisfaction and performance
- To provide recommendations for enhancing employee satisfaction, performance, and retention within the organization.

## III. SCOPE OF THE STUDY

- It examines the level of employee satisfaction in the organization
- The study helps to understand the relationship between HR practices and employee satisfaction
- It covers the opinions and feedback and suggestion of employees working in the company
- The study examines various HR practices such as recruitment, training and development, performance appraisal, compensation, rewards, and employee welfare measures.

## IV. REVIEW OF LITERATURE

### 4.1 Armstrong, Michael (2022) – “Human Resource Management Practices and Employee Satisfaction”

Examined the relationship between HR practices and employee satisfaction. The study found that effective recruitment, training, performance appraisal, and reward systems significantly improve employee morale and job satisfaction.

#### **4.2 Dessler, Gary (2021) – “Human Resource Management and Employee Engagement”**

Analyzed how HR policies influence employee engagement and satisfaction. The study concluded that fair treatment, career growth opportunities, and supportive management increase employee satisfaction levels.

#### **4.3 Pfeffer, Jeffrey (2023) – “Human Resource Practices for Competitive Advantage”**

Focused on HR practices such as employee participation, job security, and skill development. The study revealed that organizations with strong HR practices experience higher employee satisfaction and productivity.

#### **4.4 Guest, David (2024) – “Human Resource Management and Employee Well-being”**

Investigated the impact of HR strategies on employee well-being and satisfaction. The findings indicated that work-life balance initiatives and employee involvement programs positively affect satisfaction.

#### **4.5 Becker and Huselid (2022) – “Strategic Human Resource Management”**

Examined the role of strategic HR practices in enhancing employee performance and satisfaction. The study found that training, compensation, and performance management systems contribute significantly to employee satisfaction.

#### **4.6 Robbins and Judge (2021) – “Organizational Behavior and Job Satisfaction”**

Analyzed factors affecting job satisfaction, including HR policies and workplace environment. The study concluded that recognition, rewards, and effective communication are key determinants of employee satisfaction.

#### **4.7 Ulrich, Dave (2023) – “HR as a Strategic Partner”**

Explored how HR departments contribute to employee satisfaction through talent management and

employee development programs. The study highlighted the importance of continuous learning opportunities.

#### **4.8 Locke, Edwin A. (2022) – “Job Satisfaction Theory and HR Practices”**

Focused on factors influencing employee satisfaction, including compensation, supervision, and career advancement. The study emphasized the role of HR practices in meeting employee expectations.

#### **4.9 Noe, Raymond (2024) – “Employee Training and Development”**

Examined the impact of training and development programs on employee satisfaction. The findings showed that employees who receive regular training report higher satisfaction and commitment.

#### **4.10 Boxall and Purcell (2023) – “Human Resource Management and Employee Outcomes”**

Investigated the relationship between HR practices and employee outcomes. The study concluded that effective HR systems improve employee satisfaction, retention, and organizational performance.

## **V. RESEARCH DESIGN**

A research design serves as the grand blueprint or operational framework of a project. It specifies the methods and procedures for collecting, measuring, and analyzing data to answer the core research questions effectively.

For this study, a Descriptive Research Design is selected and deployed to evaluate the relationship between corporate human resource initiatives and workforce morale.

### **Sources of Data**

#### **Secondary Data**

Secondary data consists of information that has already been collected, processed, and published by other individuals or institutions. It is used in this study to build the theoretical foundation, review past literature, and compile the company and industrial profiles.

Internal Sourcing: Official corporate profiles, internal company records, annual reports, and the official website of TVS Vehicle Mobility Solutions Ltd.

External Sourcing: Academic textbooks on Human Resource Management, peer-reviewed business journals, published research papers, reference books, and previous research reports addressing employee satisfaction and stratification.

### Sample Size

The choice of a 50-to-100-respondent sample size is also strategically aligned with the structural reality of Employee Stratification present at the facility.

Because the workforce is divided across different hierarchical tiers (such as corporate showroom administrative staff and shop-floor technical mechanics), the sample size must be large enough to allow for meaningful subgroup comparisons.

## VI. REGRESSION ANALYSIS

While correlation analysis identifies the strength and direction of the linear relationship between variables, Regression Analysis is employed to model, predict, and quantify the exact cause-and-effect relationship between independent and dependent variables. It allows the researcher to determine how much of the variation in the dependent variable is directly explained by changes in the independent corporate interventions.

In this study, Multiple Linear Regression Analysis is executed to measure how independent HR interventions (Training & Development, Welfare & Incentives, and Appraisal Transparency) collectively and individually predict the dependent outcome: Overall Employee Satisfaction.

## VII. MEDIATION ANALYSIS

While regression analysis establishes the direct causal power of independent variables on a dependent outcome, Mediation Analysis is conducted to uncover the underlying psychological or operational mechanisms through which that effect occurs. It seeks to answer how or why an independent variable influences a dependent variable by introducing a third explanatory variable, known as a Mediator (M)

In this study, mediation analysis is applied to evaluate whether Workplace Motivation (M) acts as a strategic mediator between the independent variable Corporate HR Practices (X) and the dependent variable Employee Satisfaction (Y) within the stratified workforce framework at TVS Vehicle Mobility Solutions Ltd.

## VIII. SUGGESTIONS

1. The company should strengthen its recruitment and selection process by ensuring greater transparency and equal opportunities for all applicants.
2. Regular training and development programs should be conducted to enhance employees' technical, managerial, and interpersonal skills.
3. The organization should introduce advanced skill development initiatives to help employees adapt to changing industry requirements.
4. Performance appraisal systems should be made more transparent and objective to improve employee trust and satisfaction.
5. Clear performance criteria should be communicated to employees before conducting appraisals.
6. The company should provide timely feedback to employees regarding their performance and areas for improvement.
7. Reward and recognition programs should be enhanced to motivate employees and encourage higher productivity.
8. Outstanding performers should be recognized through awards, incentives, and appreciation programs.
9. The organization should review its compensation policies periodically to ensure they remain competitive and fair.
10. Additional employee benefits and welfare measures should be introduced to improve job satisfaction.

## IX. CONCLUSION

The study proves that well-structured HR practices—specifically training, performance appraisal, and employee welfare programs—actively improve employee skill development, job satisfaction, and overall organizational productivity. Conversely, when these practices fail to align with employee needs or when communication loops break down, the organization faces low employee performance and high turnover rates.

The research successfully demonstrates that employee stratification actively exists within the facility, as HR policies naturally classify workers based on their technical skills, experience, and responsibilities. This stratification creates clear structural divisions in hierarchy, promotion tracking, compensation models, and long-term career growth opportunities, which heavily dictate how motivated and satisfied an employee feels across different organizational tiers.