



United International University
Department of Human Resources Management

Project on

*“The Impact of Effective HR Policy on Employee
Motivation and Organizational Performance- A Study on
Private Banks in the Context of Bangladesh”*

Submitted to:

JAKOWAN

Assistant Professor
School of Business Economics
Faculty of Business Studies
United International University

Submitted by:

SURAIA JAHAN

ID: 111191078
191 Spring Batch
Human Resources Management
Faculty of Business Studies
United International University

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JAKOWAN

Assistant Professor
School of Business Economics
Faculty of Business Studies
United International University

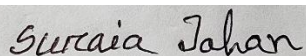
Subject: Submission of Project.

Dear Sir,

With due respect, I am a student of Department of Human Resources Management at the United International University, and I have written a thesis titled “**The Impact of Effective HR Policy on Employee Motivation and Organizational Performance- A Study on Private Banks in the Context of Bangladesh**” under your guidance. Learning about the Bangladeshi financial sector was a fascinating experience. While writing this paper, I have done my very best to make full use of my abilities and resources.

I just wanted to express how much I appreciate all of your help and guidance at this difficult time. It would mean a lot to me if you took the time to read this paper and found the information to be useful.

Sincerely,



SURAIA JAHAN

ID: 111191078
191 Spring Batch
Human Resources Management
Faculty of Business Studies
United International University

Supervisor's Certificate

As to certified, this project “**The Impact of Effective HR Policy on Employee Motivation and Organizational Performance- A Study on Private Banks in the Context of Bangladesh**” is completed by Suraia Jahan, Id 111191078, as partial fulfilment of the requirement of the BBA Degree for the Department of Human Resources Management at the United International University.

This paper has been completed under my complete supervision.

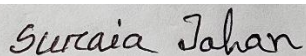


JAKOWAN

Assistant Professor
School of Business Economics
Faculty of Business Studies
United International University

Declaration

I, Suraia Jahan, hereby declare that this project paper on “**The Impact of Effective HR Policy on Employee Motivation and Organizational Performance- A Study on Private Banks in the Context of Bangladesh**” is entirely my own work, done so with my own skills and expertise for academic purposes, and has not been previously published or submitted to any other academic institution.



SURAIA JAHAN

ID: 111191078
191 Spring Batch
Human Resources Management
Faculty of Business Studies
United International University

EXECUTIVE SUMMARY

The Project tried to investigate the relationship between effective Human Resources (HR) policies, employee motivation, and organizational performance in private banks in Bangladesh. Through a qualitative analysis, the study uncovers key strengths, including transparent communication, fair policy implementation, and successful recognition programs, all contributing to a positive workplace culture. For the research information, it has collected data by designing a questionnaire. The things that matter to the employees are the ambiguity in the HR policy, appraisals methods applied etc. To overcome that employees suggested to improve the communication of policy, fair promotion system and support to balance work life. Aligned with initial research objectives, the findings highlight the intricate dynamics within HR policies and their crucial role in shaping a motivating work environment. Overall, this research provides valuable insights for organizations aiming to optimize their HR policies and foster a positive workplace culture conducive to sustained employee motivation and organizational success.

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CHAPTER

ONE

1. Introduction

1.1 Background and Context of the Study:

In this context of business, it is evident that, the private banking sector in Bangladesh is experiencing significant transformation as a result of societal and economic growth. And most of the influential factor is human resources and are therefore playing an increasingly important role in this sector (Hossain, 2012). Given that private banks in Bangladesh operate under a unique conglomeration of cultural, economic, and legal elements, it is essential to investigate the multifaceted aspects impacting employee motivation and overall organizational performance.

1.2 Statement of the Problem:

Every research starts with identifying a problem and for this particular research it is that Bangladesh's private banking sector where there is an obvious dearth of data about how HR practices influence employee engagement and organizational success. To address this information gap, this study investigates the dynamic relationship between human resources policies, employee motivation, and business outcomes.

1.3 Purpose of the Study:

It is all about finding out the relation between HR policy, employee motivation, and the overall performance of private banks in Bangladesh. Investigating these factors will provide insight into the strategic decision-making process in the banking sector and provide helpful recommendations for improving HR policies and practices.

1.4 Research Questions and Objectives:

1.4.1 Research Questions;

- What effect do human resources policies have on the motivation of private bank employees in Bangladesh?
- In private banks, how does employee motivation affect the overall success of the organization?
- Does the association between HR policy and employee motivation and organizational success tend to be higher in certain areas?

1.4.2 Objectives:

In order to assess the current human resources policies of Bangladeshi commercial banks.

- To gauge the extent to which private bank employees are enthusiastic about their work.
- To investigate the relationship between HR policies, internal motivation, and the efficiency of the business.
- To analyze current HR policies and see where they might be improved in order to improve organizational performance.

1.5 Significance of the Study:

Focusing on Bangladesh's private banking sector, this study's findings will have far-reaching implications. By illuminating the intricate relationship among HR policy, employee motivation, and organizational performance, this research aspires to make a significant scholarly and practical contribution. In addition, private banks in Bangladesh should be able to use the findings to enhance their HR procedures, which in turn would benefit their workers and the economy of the country.

1.6 Scope and Limitations:

Researchers in Bangladesh's private banking sector look at HR policies, employee motivation, and business results. On the other hand, when resources like time, money, or data are few. Since the research was carried out in a specific context, the findings may only be relevant to the private banking market in Bangladesh.

CHAPTER

TWO

2. Literature Review

2.1 Overview of HR Policies and Practices:

In this era of business in banking sector, client trust and the need of financial expertise, human resource policies play a crucial. At the same time, all the way from recruiting and onboarding to performance reviews and talent development, these rules have you covered. In this study its overarching goal is to draw conclusions about the effects of human resource policies on employee morale and output by comparing them to industry best practices and surveying commercial banks in Bangladesh.

2.2 Theoretical Framework:

1. Motivation Theories:

a. Maslow's Hierarchy of Needs:

On human resource management, Maslow postulated a hierarchy of wants that, motivate people. From basic physiological requirements to more abstract aspirations like self-actualization, these needs cover the gamut (Wayne, 2020). So, knowing how HR policies at private banks in Bangladesh address these different needs is essential. Money incentives may address basic physiological and safety requirements, while opportunities for professional advancement and career success contribute to higher-level demands.

b. Herzberg's Two-Factor Theory:

Two parts to Herzberg's Two-Factor theory are "hygiene factors," which include things like the workplace, and the "motivators," which are the tasks themselves. Pay and perks are examples of private banking sector hygiene concerns, but opportunities for advancement, more responsibility, and recognition from the public are examples of motivators (Wayne, 2020). Analyzing HR policies could help us figure out what elements are most important for keeping employees happy (hygiene factors) and what elements are most important for keeping them engaged (motivators) by incorporating this model into the work.

c. Expectancy Theory:

Under the theory, it states that people are more inclined to make an effort if they think it will lead to a pleasant outcome (Torrington et al., 2020). By establishing one to one relationship between

employee output and amount of payment they get it can be examined their motivation to work. Employee believe that if they give their all that would result in rewards like promotion.

2. Organizational Performance Models:

a. Balanced Scorecard:

According to this idea, organizations may assess their performance across several dimensions that by implementing a framework. Private banks use their balance scorecard to evaluate things like customer satisfaction, financial performance, internal procedures, and learning and development efforts. Torrington et al. (2020). This may enhance comprehension of human resource policies.

b. Goal-setting Theory:

It states that Clarifying goals that are both challenging and specific may lead to better performance from employees. HR rules, such as those pertaining to goal-setting, feedback mechanisms, and performance assessment, are crucial. The degree to which these regulations are congruent with the company's overarching objectives is an indicator of how well they are enhancing performance.

2.3 Previous Studies on HR Policies, Employee Motivation, and Organizational Performance:

2.3.1 HR Policies

Most of the portion of the research has looked at how various HR practices affect morale and productivity in the workplace. The positive effects of flexible work arrangements on bank employees' happiness and output (Khan and Khan, 2010). Similarly, Ramadan (2013) sheds insight on how inclusive HR practices may lead to a more engaged and inventive staff by examining the impact of diversity and inclusion policies on organizational performance.

2.3.2 Employee Motivation:

There is a research which is on what drives workers in the banking sector might provide light on this topic. One of them is done by Raj Adhikari (2010) where he explains how performance-based incentives work to motivate workers and how that, in turn, affects their productivity on the job. Leadership practices are crucial in creating an inspired workforce, and Straub et al. (2018) investigates how different kinds of leadership affect employee motivation.

2.3.3 Organizational Performance:

Organizational performance is crucial and the larger ramifications of HR policies may be better understood with the use of research on organizational performance within the banking industry. Motivated workers have a domino effect on KPIs, which is why Paauwe (2020) studies the connection between employee engagement and organizational success. In addition, Sharma (2013) delves into how training and development programs affect individuals' ability to improve their skills and competencies, which in turn affects the performance of organizations.

2.4 Relevance of the Literature to the Context of Bangladesh:

2.4.1 Cultural Nuances:

It is evident that cultural subtleties have a substantial effect on human resources policy, employee motivation, and organizational performance, according to studies done in different cultural contexts. Workplace expectations and incentives are impacted by cultural aspects (Khan & Khan, 2010). When trying to apply international best practices to Bangladesh's distinct cultural context—one in which interpersonal connections, hierarchy, and collectivism are central to organizational dynamics—this understanding becomes vital.

2.4.2 Economic Dynamics:

In economic sense the private banking industry in Bangladesh is adapting to the dynamic economic climate. This discussion delves into the economic issues that impact HR policy and organizational success. Topics covered in the study include private banks in Bangladesh's HR strategy congruence with economic objectives, the effect of economic growth on employees' expectations, and the difficulty of retaining talent in a highly competitive market.

2.4.3 Industry-Specific Challenges:

Talking about the banking industry, targeted insights into the opportunities and threats faced by the banking business in Bangladesh are provided by research that is particular to this sector. Rahman (2013) looks at how leadership plays a role in overcoming obstacles such financial market swings, while the banking industry's HR policies are affected by digital transformation. In light of the findings, HR regulations in Bangladesh may be better adapted to meet the needs of certain sectors, according to this research (Md. Sirajul Islam et al., 2014).

For the research purpose, this study seeks to close the gap between worldwide HR knowledge and the actual problems encountered by private banks in Bangladesh. It does this by grounding the literature review in studies that analyze the cultural, economic, and regulatory subtleties peculiar to the nation. It makes sure that the Bangladeshi context is considered and that the theoretical framework and results are applicable and practical.

CHAPTER

THREE

3. Research Methodology:

3.1 Introduction

To examine the well-designed effects of policies of HR on productiveness and morale in Bangladesh in place of work the private banks in Bangladesh are used in this research.

3.2 Research Design:

The qualitative approach is used in this study. It is observed that the qualitative research approach yields the most reliable and precise facts. It has served as the primary support for this attempt, simultaneously (Fletcher, 2019). To offer a more complete delineation of the effects of HR policy qualitative research delves into deeper feelings, experiences, and ideas. Qualitative research is necessary to comprehend the effectiveness of the subjective experiences of human behavior and perception of HT policy and intricacies. This Study will particularly examine the employee motivation features and the effects on the success of an organization. The relationship between employee motivation, HR policy, and organizational performance is complex and correlated. To understand this relationship qualitative research is essential (Detterman,2019). Also, to consider subjective and contextual factors researcher may use this approach.

3.3 Research Philosophy:

While engaging in research familiarity with underlying principles and beliefs that provide guidelines to a research endeavor is essential (Farber, 2019). Certain interpretation is selected for their experiment in this study. To interact with their organizational context Interpretivism is a suitable theoretical framework for this research to consider the intrinsic subjective of dynamic nature of people and human experiences. To gain comprehension of how the HR regulations affect workers aligns with this subjective.

3.4 Data Collection Method:

To complete this research questionnaires have been used to collect data. This research is designed in such a way that only necessary information is gathered. A questionnaire is used for appropriate structured approach to collect data and it allows to capturing of qualitative insights (Fletcher, 2019). A questionnaire is used to efficiently get qualitative insights from a big sample. There is a consistent structure for eliciting various viewpoints, and open-ended questions allow for the richness of qualitative data to be collected.

3.4.1 Sampling Strategy:

It is must that the participant in the research is mostly expected to be employees of private banks in Bangladesh. For that, participants are selected using a purposive sample strategy to provide a diverse representation of banking sector roles and experiences, in line with the research goals. Researchers choose research participants using deliberate sampling because it enables them to capitalize on each individual's distinct background and area of expertise. As a result, research on the impact of HR rules on the private banking industry may be focused and narrowed down.

3.4.2 Questionnaire Design:

To generate information questions about organization performance, motivations of employees, and policies of HR all are part of this study (Guest, Namey, and Chen, 2020). The participant is invited to share their thoughts freely and each question is described in detail. To keep with the goals of the research the questionnaire attempts in to many aspects of policies of the HR and organizational performance effect and engagement of employees (Detterman, 2019).

3.4.2 Data Collection Procedure:

The Data collection method includes the complete survey for participants in a systematic way. for this voluntary engagement is the highest significance and measures are made to ensure this.

3.5 Ethical Considerations:

In this study, key ethical issues are the anonymity of safeguard of participants to obtain their informed permission and the importance of voluntary participants. It is necessary to protect the rights and safety of the participants of researchers with ethical standards that are recognized.

CHAPTER

FOUR

4. Analysis and findings

4.1 Introduction

This chapter will consolidate the primary analysis and results that have been collected. Furthermore, it explores the complex correlation between HR policy, employee motivation, and organizational achievement via an analysis of private banks in Bangladesh. The objective is to get a more profound comprehension of the distinct and subtle perspectives of HR authorities and their people via the use of qualitative research approaches. Quantitative data offers statistical patterns, but qualitative insights go deeper by capturing people's thoughts, feelings, and experiences throughout their work. To know how all the HR policies have an impact on the result of the organization's resulting by experiences of the employee, which is beyond the metrics of quantitative aspects and it is crucial to know the necessity of qualitative aspects.

4.2 Thematic Analysis:

Theme 1: Employee Perception of HR Policies

Key Themes and Patterns:

1. Clarity and Communication:

Among workers, the factor of predominant is important to get transparent and sincere communication in relation to the regulations of HR. Lack of clarity is the result of uncertainty and dissatisfaction. In this research it has been observed that employees are concerned about the HR policy and they have expressed opinion on their communication of HR policy which have shown that they are well communicated in the most of the time. They are familiar with the HR policy whereas most of the employee have the access to the information

2 Fairness and Equity:

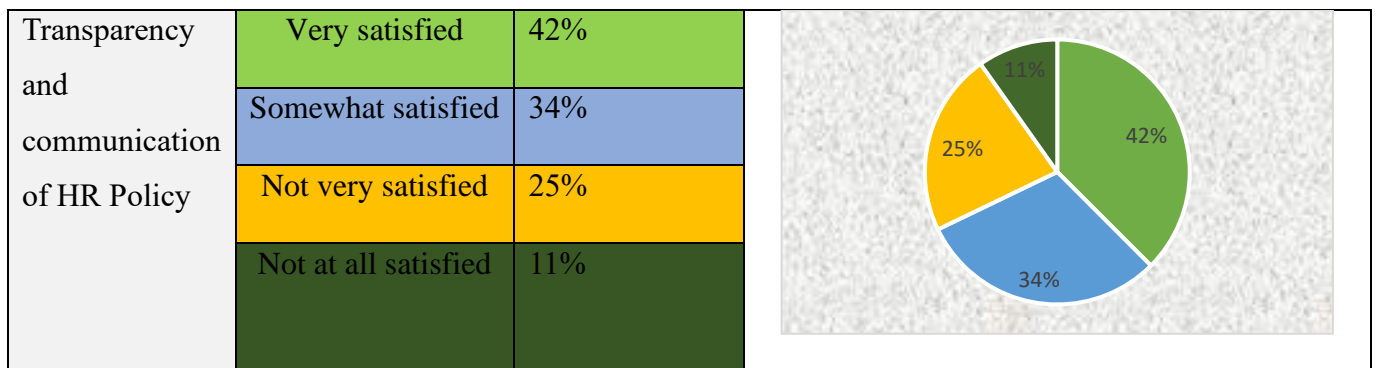
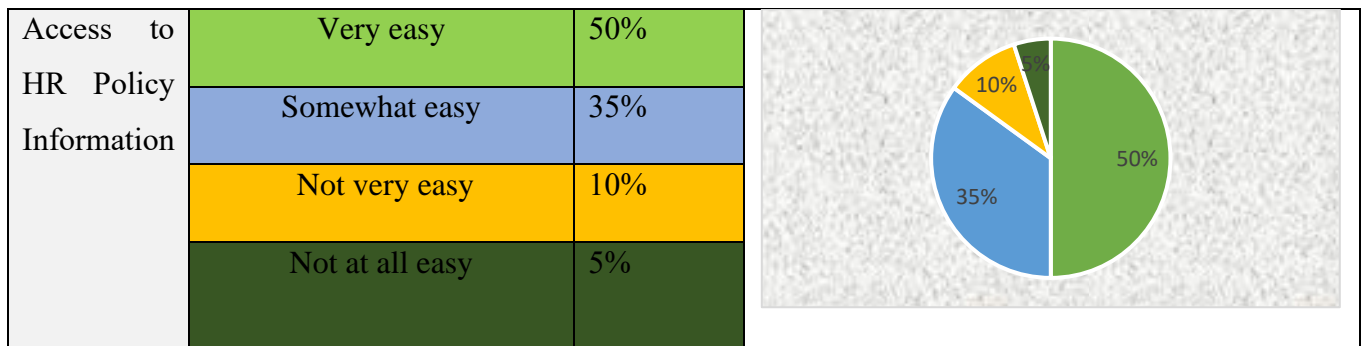
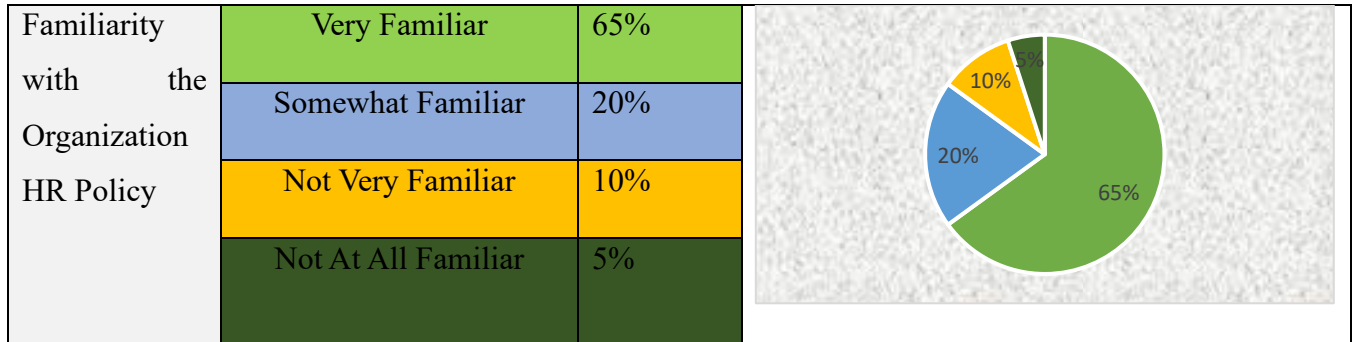
A key component impacting employee opinion was the equitable and consistent execution of HR regulations. It was brought to light instances where there seemed to be partiality or uneven enforcement. Employees are familiar with the HR policy whereas most of the employee have the access to the information which serves the fairness of the HR policy.

Illustrative Quotes:

- "Fairness matters. When policies are applied consistently, it creates a positive work environment. Inconsistencies can lead to frustration."

- "Feeling that everyone is treated fairly, irrespective of their position, is crucial for employee morale."

In times to analysis these is shown by the employee of the different private banks.



Theme 2: Influence on Employee Motivation

Qualitative Data on Impact:

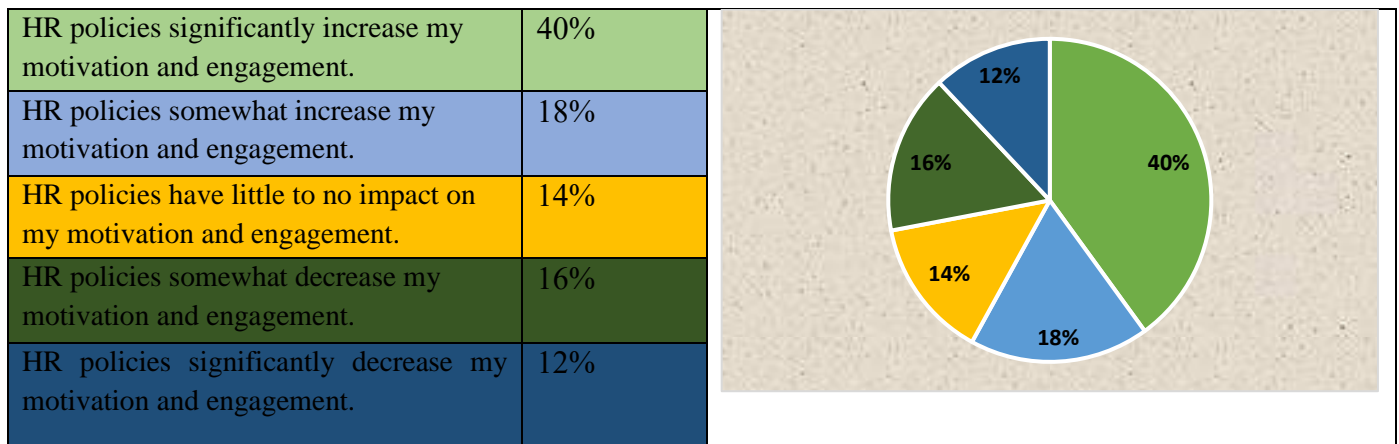
1. Recognition and Rewards:

- Employees report a favorable relationship between higher levels of motivation and successful HR policies, particularly those pertaining to incentives and recognition. Highlighted are initiatives that have been acknowledged and incentives that are tied to performance.

Variations in Responses:

- Some employees emphasize the significance of monetary rewards, while others underscore the value of non-monetary recognition, such as acknowledgment in team meetings.

When the employees were asked about the HR policies impact their motivation and engagement at work, they have shown their respond to that they are significantly affected by the HR policy in case of motivation at their workplace.



2. Professional Development Opportunities:

- According to qualitative research, one of the most important factors in employee motivation is HR policies that encourage career advancement. Important drivers include possibilities for education, skill enhancement, and advancement in one's profession. Some employees express a desire for more personalized development plans, tailoring opportunities to individual career goals.

Theme 3: Organizational Performance Perspectives

Employee Perceptions of Impact:

1. Enhanced Productivity and Efficiency:

People who work for a company often think that when HR rules are well-crafted, efficiency and production go up. Particular emphasis is placed on policies that promote work-life balance and the well-being of employees.

Noteworthy Quotes:

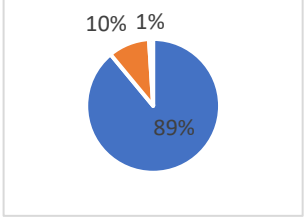
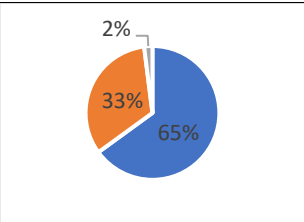
- "When employees feel supported and valued through HR policies, there's a noticeable improvement in the overall efficiency of the team."*
- "Work-life balance policies contribute to a healthier workplace, reducing burnout and increasing productivity."

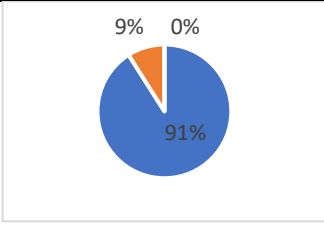
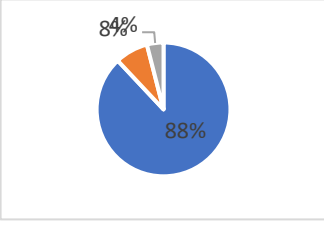
2. Employee Engagement and Retention:

Human resources policies are crucial in promoting employee engagement and retention, according to the findings. The policies that are emphasized here are those that deal with contented employees, flexible work schedules, and a good work environment.

Variations in Perspectives:

- Some employees emphasize the role of continuous feedback and recognition in employee engagement, while others stress the importance of flexible work arrangements.

Effective HR policies contribute to organizational productivity.	Agree	89%	
	Disagree	10%	
	No Opinion	1%	
Effective HR policies contribute to employee retention.	Agree	65%	
	Disagree	33%	
	No Opinion	2%	

Effective HR policies contribute to a positive organizational culture	Agree	91%	
	Disagree	9%	
	No Opinion	0%	
Effective HR policies contribute to organizational success	Agree	88%	
	Disagree	8%	
	No Opinion	4%	

Employees varied and complex views on HR policies have far-reaching effects on motivation and, by extension, business outcomes, as shown by these theme studies. The complexities of the connection between HR policy, employee experience, and overall organizational success may be better understood with the help of the qualitative data's richness.

4.3 Employee Feedback HR Policies:

Training and Development Programs

Effectiveness Analysis:

1. Positive Impact on Skill Enhancement:

From the viewpoint of the employee from several private banks, they often remark on how training and development programs have helped them improve their skill sets. To advance their careers and learn participants see these programs. The Employees who have undergone impactful training have seen that success stories emerge from them leading to the execution of challenging risks and that leading to promotion. This narrates to underscore the benefits of investing to the employee.

Performance Appraisal Systems

Employee Sentiments:

1. Recognition and Constructive Feedback:

To recognize and provide constructive feedback it should focus on employees expressing positive sentiments towards the performance appraisal system. It is the most important factor in the concern

of expressing employees' positive sentiments. In this study, the highlighted factors are the importance of acknowledging achievements and guidance for improvement. Emphasizing the need for much transparent way the subjectivity in the appraisal process is raised by the employee. Positive feedback is received from the employee who feels that performance appraisals have a great impact on the progression of their career. Appraisals emphasize dedication and recognition of hard work.

Work-Life Balance Initiatives

Qualitative Data on Perception:

1. Positive Impact on Employee Well-being:

Work-life balance has a positive impact on employee well-being. HR policies that support work-life balance have a great response and appreciation from employees. This shows how an employee can do the work with dedication without breaking the family complement along with managing professional responsibility. On this employee's perceptions are varied. Analyzing these insights HR policies come with the perception of work-life balance to enhance employee satisfaction along with organizational target.

4.4. Interconnections between Themes:

Perceptions of HR policies by employees, influence on employee motivation, and perspective of organizational performance there is intricate interconnection between these identified themes. The complex and dynamic relationship between HR policies, employee experiences, and overall organizational outcomes the underscore is by the interconnections

1. Communication as a Central Element:

There is a notable interconnection identified between employee perception of HR policies and the effectiveness of communication. The common thread across various policies is emerged by clear and transparent communications. The potential source of dissatisfaction is identified by the lack of communication revealing its overarching influence.

2. Equity and Motivation:

In HR policy the theme of "Fairness and Equity" is connected with its influence on employee motivation. The consistent positivity to their level of motivation. Lead to demotivation caused by the absence of fairness.

3. Professional Development and Organizational Performance:

It is expressed by the employees that the effectiveness of “Training and development programs” is connected with the theme of “Organizational performance perspective”. The training programs contribute to employee skill enhancement that improves organizational efficiency and performance. There is a link between individual professional development and broader the success of organization is evident.

4. Recognition and Retention:

The positive impact of recognition and rewards is connected with a broader perspective of “Employee engagement retention” along with the influence on employee motivation. A high level of engagement is shown by the employee who got the rewards and appreciation.

5. Work-Life Balance and Well-being:

It is evident that there is interconnection between well-being organizational outcome. Work-life balance is based on “employee perception on HR policies” and “Organizational performance perspectives. Reporting on high level of well-being employee perceive a positive impact which influence their overall performance and productivity.

By exploring these interconnection and unexpected relationships, the qualitative analysis provides a transparent web of influence within the HR policies. These offers the effectiveness of HR initiatives and improve employee motivation and overall performance of organizations.

4.5 Strengths and Success Stories:

Strengths Identified by Participants:

1. Clear Communication and Transparency:

To form a significant strength participant, do a consistent clear communication and transparency within HR policies. To understand the rationale of policies it needs a sense of contributing into positive perceptions and trust.

Participant Feedback:

- "The strength is in how the HR do communications. we know the reason of 'why' behind every policy, and its transparent which builds a stronger foundation of trust."

2. Fair and Consistent Implementation:

- Implementation of fair and consistence of the policies of HR is shown as a strength of participants. When employee perceives the HR policies and then that are applied equitably, which create positive work environment to enhance their confidence in organization.

Participant Feedback:

- " The strength is how fairness is policies are implemented. It doesn't matter the position; everyone is treated fairly which lead to positive workplace.

3. Recognition and Rewards Programs:

- Another strength is identified as recognition and rewards to boost employee motivation. Because participants acknowledge the initiative that appreciate their work and also rewards them according to their recognition.

Participant Feedback:

- "The real motivator is recognition programe. By knowing that hardwork is seen and appreciated that makes want to give the best.

4. Professional Development Opportunities:

-HR policies that support development of professionals are valued by the employee. Training programs, skill enhancement initiatives and career progression path are contribute to skilled workforce.

Participant Feedback:

- "It will lead to significant goal when having opportunities for continuous learning. It add value to organizational goal while benefit individually.

4.6 Alignment with Research Objectives:

Evaluation of Qualitative Findings:

The findings of qualitative closely align with the research of initial objectives in this study
Research Objectives:

1. Investigating the Perceptions of Employee: The study of qualitative examine perspective of HR regulations covering key topics with clarity and communication efficacy effectively.
2. Analyzing the Effect on the Employee Motivation: Through investigation the result are in the way that HR policies impact motivation, by emphasizing the elements like incentives, and possibilities of career goals.
3. Perspective on Organizational performance comprehensively: On the viewpoints on employees about the influence of HR policies on the performance of an organization overall. This high-light the productivity, employee engagement, improved efficiency.
4. Recognition of Interconnections: The study on interconnection with the topics show a comprehension of internal nature of elements, like equity, communication and the chances of development.
5. Investigation of Surprise Connections: recognition of an unexpected linkage like significance of the method of tailored that enhances the analysis by interact with components to get the goal of subtle components.

In general, the qualitative results strongly support the study aims, offering a detailed and sophisticated comprehension of how HR policies affect employee motivation and organizational success. Employees continually emphasize the beneficial effects of training and development programs on the improvement of their skills. Based on the qualitative data, it is evident that workers see these programs as excellent chances to enhance their professional development and acquire new skills.

CHAPTER

FIVE

5. Conclusion

5.1 Conclusion

Every study has something to offer to their reader and set a mindset that is evident by the well constructive analysis. This particular research has offered something as well. The study offers a thorough comprehension of how successful HR policies influence employee motivation and the overall performance of the organization. Key topics such as effective communication, equity, acknowledgment, and career advancement identified as crucial elements impacting employee attitudes and motivation. The result is particularly valuable due to their profound and comprehensive nature, as they effectively capture the intricate experiences and viewpoints of personnel working in private banks in Bangladesh. Interdependency between the theme may underscore intricacy of correlation of HR policies and the result of organization to need for the comprehensive approach to policy formula and execute. In this research it highlighted the fact that the need of taking in to the account worker's needs, view and the experiences in the time when designing efficient practices of organizations to emphasize the HR policy by the aspects of human. This result emphasizes the fact which is need of continuous enhancing, Prioritizing, being flexible in the need of individuals in the execution and creation of the policies of HR for cultivating a favorable atmosphere of working.

5.2 Recommendations for Future Research:

The qualitative study provides insights which are significant, there are many prospects about future aspects of research to comprehension of the policies of HR and the success of organization. The possible domains for the investigations are:

- This can be improved by the conducting of examination to the fact of enduring an effect of specific resources of human policies on motivation of employee and the performance of organization (BECKER and GERHART, 2019).
- Moreover, Examine the influence of human resources policy from different cultural viewpoints. An examination of several countries and cultural settings may reveal differences in perceptions and efficacy, providing insights for the development of globally applicable HR policy designs.

- By examine the correlation between human resources policies that prioritize the welfare of employees and the overall effectiveness of the organization. Analyzing the impact of well-being programs on employee engagement, contentment, and productivity might inform the creation of future policies.
- It can be issue to analyze the incorporation of technology into human resources policy. Evaluate the impact of technology like as artificial intelligence, data analytics, and digital platforms on the success of HR programs and their influence on employee motivation and organizational results (BECKER and GERHART, 2019).

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Appendix Questionnaire

Section 1: Demographic Information

1. Age:

<input type="checkbox"/> 18-25	<input type="checkbox"/> 26-35	<input type="checkbox"/> 36-45	<input type="checkbox"/> 46-55	<input type="checkbox"/> 56 or above
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2. Gender:

<input type="checkbox"/> Male	<input type="checkbox"/> Female	<input type="checkbox"/> Prefer not to say
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3. Designation:

<input type="checkbox"/> Junior Staff	<input type="checkbox"/> Mid-level Staff	<input type="checkbox"/> Senior Staff	<input type="checkbox"/> Management
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4. Number of years working in the current organization:

<input type="checkbox"/> Less than 1 year	<input type="checkbox"/> 1-3 years	<input type="checkbox"/> 4-6 years	<input type="checkbox"/> 7-10 years	<input type="checkbox"/> More than 10 years
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Section 2: HR Policy Awareness

5. How familiar are you with your organization's HR policies?

<input type="checkbox"/> Very familiar	<input type="checkbox"/> Somewhat familiar	<input type="checkbox"/> Not very familiar	<input type="checkbox"/> Not at all familiar
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6. How easy is it for you to access information about your organization's HR policies?

<input type="checkbox"/> Very easy	<input type="checkbox"/> Somewhat easy	<input type="checkbox"/> Not very easy	<input type="checkbox"/> Not at all easy
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7. How satisfied are you with the transparency and communication of HR policies within your organization?

<input type="checkbox"/> Very satisfied	<input type="checkbox"/> Somewhat satisfied	<input type="checkbox"/> Not very satisfied	<input type="checkbox"/> Not at all satisfied
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Section 3: HR Policy Perception and Impact on Employee Motivation

8. To what extent do you agree with the following statements:

A. HR policies in my organization are fair and equitable.	<input type="checkbox"/> Agree <input type="checkbox"/> disagree <input type="checkbox"/> No Opinion
B. HR policies in my organization are tailored to the needs of employees.	<input type="checkbox"/> Agree <input type="checkbox"/> disagree <input type="checkbox"/> No Opinion
C. HR policies in my organization are effectively implemented.	<input type="checkbox"/> Agree <input type="checkbox"/> disagree <input type="checkbox"/> No Opinion
D. HR policies in my organization promote employee motivation.	<input type="checkbox"/> Agree <input type="checkbox"/> disagree <input type="checkbox"/> No Opinion
E. HR policies in my organization contribute to a positive work environment.	<input type="checkbox"/> Agree <input type="checkbox"/> disagree <input type="checkbox"/> No Opinion

10. How do HR policies impact your motivation and engagement at work?

- HR policies significantly increase my motivation and engagement.
- HR policies somewhat increase my motivation and engagement.
- HR policies have little to no impact on my motivation and engagement.
- HR policies somewhat decrease my motivation and engagement.
- HR policies significantly decrease my motivation and engagement.

Section 4: HR Policy and Organizational Performance

11. To what extent do you agree with the following statements:

Effective HR policies contribute to organizational productivity.	<input type="checkbox"/> Agree <input type="checkbox"/> disagree <input type="checkbox"/> No Opinion
Effective HR policies contribute to employee retention.	<input type="checkbox"/> Agree <input type="checkbox"/> disagree <input type="checkbox"/> No Opinion
Effective HR policies contribute to a positive organizational culture	<input type="checkbox"/> Agree <input type="checkbox"/> disagree <input type="checkbox"/> No Opinion
Effective HR policies contribute to organizational success	<input type="checkbox"/> Agree <input type="checkbox"/> disagree <input type="checkbox"/> No Opinion

12. In your opinion, how do HR policies in your organization contribute to its overall performance?

- HR policies play a significant role in improving organizational performance.
- HR policies play a somewhat important role in improving organizational performance.
- HR policies have a neutral impact on organizational performance.
- HR policies somewhat hinder organizational performance.
- HR policies significantly hinder organizational performance.

13. Please provide any specific examples of how HR policies have positively or negatively impacted the overall performance of your organization.

Section 5: Suggestions for Improvement

15. What suggestions do you have for improving the effectiveness of HR policies in your organization?

16. Please provide any additional comments or feedback you may have regarding the impact of HR policies on employee motivation and organizational performance.