

**A STUDY ON THE IMPACT OF HR PRACTICES ON EMPLOYEE
HAPPINESS AT KPL OIL MILLS PVT LTD IRINJALAKUDA**

Project Report

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For the award of the degree of

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YPAWMBA018

IV Semester MBA

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DECLARATION

I, **ATHULYA AUGUSTIN** hereby declare that the project report entitled “**A STUDY ON THE IMPACT OF HR PRACTICES ON EMPLOYEE HAPPINESS AT KPL OIL MILLS PVT LTD IRINJALAKUDA**”, has been prepared by me and submitted to the University of Calicut in partial fulfillment of the requirement for the award of Master of Business Administration, is a record of research done by me under the supervision and guidance of research guide **Ms. JIS JOSE KOREATH, Assistant Professor** Naipunnya Business School, Pongam ,Koratty East,Thrissur.

I also declare that this project work has not been submitted by me fully or partly for the award of any Degree,Diploma,Title or recognition before any authority.

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CHAPTER I
INTRODUCTION

1.1 INTRODUCTION

In today's competitive business environment, the role of Human Resources (HR) practices in fostering employee happiness has become increasingly critical. Employee happiness is not just a feel-good factor but a fundamental component of organizational success, influencing productivity, retention rates, and overall workplace culture. Effective HR practices are essential in creating a positive work environment where employees feel valued, engaged, and motivated. These practices encompass various activities, including recruitment, onboarding, training, performance management, and employee recognition. HR can significantly enhance employee satisfaction and well-being by implementing strategies that promote work-life balance, professional growth, and a supportive workplace. This, in turn, leads to a more committed and high-performing workforce, driving the organization toward its goals and sustaining long-term success. Thus, the intersection of HR practices and employee happiness is crucial for organizations aiming to thrive in the modern business landscape.

Human Resource (HR) practices have evolved to help managers align individual employee goals with departmental targets, ensuring that everyone works towards the same objectives. In recent years, the process of managing people has become more structured and specialized, transforming traditional performance appraisals into comprehensive HR practices. These modern HR practices include talent management, management by objectives, and continuous monitoring and review, offering a more thorough approach to managing people and achieving success for both individuals and the organization. Recent advancements in HR management have turned HR practices into a scientific tool for achieving these aims. Effective HR practices are essential for linking personal employee goals with broader departmental targets, facilitating the achievement of organizational goals. By implementing these modern HR practices, organizations can enhance employee performance, leading to improved overall effectiveness and productivity. The formalization and specialization of managing people have reshaped HR practices, making them crucial for aligning individual and departmental objectives. This comprehensive approach helps organizations manage their workforce effectively and achieve better results, ultimately enhancing employee

performance and boosting the overall productivity and effectiveness of the organization.

Employee happiness is crucial because it influences overall job satisfaction, motivation, and productivity. When employees are happy, they are more likely to be engaged and committed to their work. Happy employees tend to have better relationships with their colleagues and contribute to a positive work environment. Understanding the factors contributing to employee happiness can help organizations retain talent and reduce turnover. Effective HR practices can create a supportive and fulfilling workplace, leading to higher levels of employee happiness. By focusing on employee happiness, companies can improve not only individual performance but also the overall success of the organization. HR practices that prioritize employee well-being can lead to reduced stress and improved mental health among employees. Happy employees are more innovative, creative, and willing to go the extra mile for the company. Investing in employee happiness through thoughtful HR practices is a strategic approach that benefits both employees and the organization.

HR practices that prioritize transparent communication and foster a culture of trust and respect are pivotal in nurturing employee happiness. When employees feel heard and valued, their engagement and loyalty to the organization are significantly boosted. Moreover, initiatives such as regular feedback sessions, career development opportunities, and wellness programs demonstrate the organization's commitment to its employees' holistic well-being. By creating an environment where employees feel valued, supported, and motivated, organizations can enhance productivity, reduce turnover, and build a positive workplace culture.

1.2 STATEMENT OF THE PROBLEM

In today's competitive business environment, employee happiness is crucial for organizational success, influencing productivity, engagement, and retention. However, there is a lack of detailed understanding regarding how specific HR practices contribute to employee happiness within individual organizations. KPL Oil Mills Pvt. Ltd. has implemented various HR practices, but it remains unclear how these practices are perceived by employees and what role they play in shaping overall employee happiness. This study aims to bridge this knowledge gap by investigating the perceptions of HR practices at KPL Oil Mills Pvt Ltd, identifying the roles these practices play in influencing employee happiness and assessing the current level of employee happiness within the organization.

1.3 OBJECTIVES

1. To understand the perception of HR practices implemented at KPL OIL MILLS PVT LTD
2. To identify the impacts of HR practices in shaping employee happiness within the organization.
3. To assess the level of employee happiness within KPL OIL MILLS PVT LTD.

1.4 SCOPE OF THE STUDY

This study focuses on KPL Oil Mills Pvt. Ltd, encompassing all its departments and employee levels. It aims to understand the perceptions of HR practices implemented within the company, identify the specific roles these practices play in shaping employee happiness, and assess the overall level of employee happiness. The study will gather data from a diverse group of employees, considering different demographics such as age, gender, education level, and job tenure. Data collection will primarily be done through surveys and possibly supplemented by interviews to provide deeper insights. The study will analyze various HR practices including training and development, performance management, compensation and benefits, work-life balance, career advancement opportunities, employee recognition, job security, and organizational culture. The data will be collected and analyzed using statistical methods to determine the relationships between HR practices and employee happiness. While aiming for

comprehensive insights, the study acknowledges potential limitations such as biases in self-reported data and external factors influencing employee happiness.

HYPOTHESIS OF THE STUDY

H₀: There is no significant relationship between compensation and benefits with employee happiness.

H₁: There is a significant relationship between compensation and benefits with employee happiness.

H₀: There is no significant relationship between work environment & Leave policies with employee happiness.

H₁: There is a significant relationship between work environment & Leave policies with employee happiness.

H₀: There is no significant relationship between career development & growth with employee happiness.

H₁: There is a significant relationship between career development & growth with employee happiness.

1.5 PURPOSE OF THE STUDY

The primary purpose of this study is to examine the relationship between different HR practices and employee happiness. Specifically, the study aims to identify which HR practices such as training and development, performance management, compensation and benefits, work-life balance, career advancement opportunities, employee recognition, job security, and organizational culture have the strongest correlation with employee happiness. By doing so, the study seeks to provide actionable insights for HR professionals to design and implement strategies that enhance employee well-being and contribute to organizational success.

1.6 RESEARCH METHODOLOGY

The systematic approach and techniques utilized to conduct an investigation, gather information, analyze data, and arrive at dependable conclusions are referred to as research methodology. To ensure the accuracy and validity of the study findings, a variety of research methods, tools, and procedures must be selected and employed. The comprehensive framework and design of a research study, encompassing its objectives, inquiries, and hypotheses, as well as its data collection methods, sampling strategies, data analysis procedures, and ethical considerations, are all encompassed within its methodology. It provides a well-structured approach to conducting research, guiding researchers in their systematic exploration and analysis of a particular subject or issue. The choice of research methodology employed will be contingent upon the nature of the study, its objectives, the type of data required, and the available resources. Quantitative research, qualitative research, mixed methods research, experimental research, case study research, survey research, and action research are all common research approaches. Each methodology possesses a distinct set of methods and resources that are utilized to systematically and comprehensively gather and examine data. The validity, accuracy, and dependability of study conclusions are critically relevant upon the research technique. It provides a structured and transparent research process that allows other researchers to replicate or build upon the study. The authenticity and quality of research findings are enhanced by well-designed and executed research methodologies.

RESEARCH DESIGN

A research design offers a structure for the collection and analysis of information. A research design is also known as a framework or blueprint. Research plans establish a framework for the collection and analysis of data. As a result, the research plan serves as the basis for studying the problem once the hypothesis has been formulated. The methodology used in a study is crucial to the reliability and validity of the findings. Therefore, this section focuses on the research technique used for this study to achieve the research objectives. This section of the document also includes a description of the tools used to measure various constructs relevant to this study.

Descriptive research is used when studying a specific phenomenon and there is a need to describe, clarify, and explain its internal relationships and properties. Descriptive research aims to provide an accurate profile of the individuals, events, and situations being surveyed, as well as the method of analysis before data collection. In contrast to exploratory research, descriptive research defines the questions, individuals surveyed, and method of analysis before data collection begins. A research design is the blueprint for a research study. It is the framework that has been established to seek answers to research questions. The design of the study defines the type of study (descriptive, correlational, quasi-experimental, experimental, review, meta-analytic) and sub-type (e.g., descriptive-longitudinal case study), research question, hypotheses, independent and dependent variables, etc. The chosen methodology for this study is the "Descriptive Research Design". Explanatory research is used to explain the characteristics of a population or phenomenon under investigation. It aims to accurately depict the individuals involved in the study. The focus is on providing a detailed description of the participants. This scientific approach involves observing and describing the behavior of a subject without exerting any influence.

POPULATION OF THE STUDY

The term "population" refers to the total set of individuals (either people or products) who, according to the researcher's sampling criteria, have a certain attribute. In this study, the population consists of 130 employees who are working at KPL Oil Mills PVT. LTD. in the district of Thrissur.

SAMPLING

The process of selecting a sample from the entire population is called sampling. 'Census Method' is the sampling technique used in this study. The census method is a way of collecting information or data from every single individual or item within a particular group or population. Instead of only sampling a portion of the group, a census aims to include everyone to get a complete and accurate picture of the entire population.

SAMPLE SIZE

The number of observations that make up a statistical sample determines its size. Any empirical study that seeks to determine information about a population from a sample must consider the sample size as a key factor. The study of the sampling size includes the employees who are working inside the plant. In this study, a total of 130 Permanent employees are working in the KPL Oil Mills PVT. LTD was selected for the project survey.

SCALING TECHNIQUE

The measurement utilized for the investigation is 'Five Point Likert scale. Scaling is the area of measurement that involves the development of a tool that connects qualitative ideas with quantitative metric units. A Likert scale is a technique used to portray individuals' viewpoints toward a topic. It is the most frequently used technique for scaling responses in survey research. The Likert Scale is used to allow individuals to express the degree to which they agree or disagree with a specific statement.

The format of a five-point Likert scale, for example, could be:

1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly agree

TOOLS USED FOR THE STUDY

To accomplish the objective of the study, the researcher had to depend on the primary data. Primary data refers to information that is collected firsthand and for the first time using a questionnaire. To guarantee that respondents answered the questions candidly and truthfully, they were informed that there were no right or wrong answers to these questions and that their professional standing would be held in complete secrecy.

➤ **Percentage Analysis**

The percentage method was used for data analysis. In percentage analysis, the information is condensed into a standardized format with a base of 100, making it easier to compare. The main purpose of percentage analysis is to standardize the responses of the participants. This analysis is conducted on all the data collected through the survey, primarily to understand the distribution of respondents in each category. Percentage analysis utilizes percentages to process the data. This approach converts the numbers into a range of 0-100 using percentages.

The formula used is:

$$\text{Percentage of Respondent} = \frac{\text{No. of Respondent}}{\text{Total no. of respondent}} \times 100$$

Tools used for the presentation of data

Tables, graphs, and charts were used for the presentation of data.

- **Pie chart**

A pie chart shows data, information, and statistics in an easily readable pie slice format with various pie widths that indicate the number of instances of a certain data component. More of that particular data was acquired the larger the slice.

- **Bar chart**

A bar graph is a type of mathematical visualization of data. A bar graph is a chart that compares two categories of data using bars; there are two types of bar graphs: vertical and horizontal.

➤ **Regression analysis**

Linear regression analysis: Linear regression is a statistical method used to model the relationship between a dependent variable and one or more independent variables. The relationship is represented by a linear equation of the form:

$$Y = mx + b$$

Where:

y is the dependent variable (the variable we are trying to predict).

x is the independent variable (the variable used to make predictions).

m is the slope of the line (the rate of change of y concerning x).

b is the y-intercept (the value of y when x=0).

Period of the study

The period of the study was a total of 56 days

DATA COLLECTION

Data collection involves the systematic recording and accounting of information gathered during an investigation. Only primary data is used for the study. Primary data refers to original materials that serve as the basis for research. They consist of first-hand testimonies or direct evidence related to the topic being studied. Primary data presents information in its original form, without any interpretation, summarization, or assessment by other authors. In this study, surveys are used to collect primary data from the participants. Employee feedback is obtained through the use of questionnaires. The study participants are allowed to complete the questionnaire themselves. The primary data for this study is collected through the use of questionnaires.

Secondary data in this study includes both published and unpublished information. Published data are sourced from technical and trade journals, books, magazines, newspapers, reports, and publications from various business and industry associations, among other published sources of information. Unpublished data sources include scholars, researchers, trade associations, labor bureaus, and other public or private individuals and organizations.

1.7 Limitations of the Study

1. The results of the study rely on the information provided by the employees of the oil company. This dependence might introduce biases based on their individual perspectives and experiences.
2. The study is based on qualitative data rather than quantitative data, making the findings interpretative and potentially less generalizable.
3. The study captures perceptions from a single point in time, which may not reflect changes in attitudes or perceptions over a longer period.
4. Employees might provide socially desirable responses, affecting the authenticity of the data, as respondents may tailor their answers to align with perceived expectations.

1.8 INDUSTRY PROFILE

Introduction to the oil industry

The coconut oil production sector is an essential industry in the worldwide market for consumer goods, offering a variety of products made from coconuts. Coconut oil, with its diverse uses in food, personal care, and industrial fields, has become widely favored because of its nutritional advantages and adaptable characteristics. This all-inclusive overview of the coconut oil production sector will examine its past origins, manufacturing methods, international market patterns, health advantages, eco-friendly initiatives, and future possibilities. Within the country's agricultural sector and consumer goods market, India's coconut oil manufacturing sector is of utmost significance. India is one of the world's top producers and users of coconut oil, and the sector is important to the economy since it creates jobs and supports both domestic and worldwide markets. The processing sector's traditional industry has been the extraction of coconut oil. The cost of coconut oil continues to affect the cost of the coconut. The three major processes used to create coconut oil are rotaries, oil expellers, and chakkus. The sector is dominated by the expellers. Statistics indicate that there are over 1400 oil mills in India, which produce nearly 450000 tons of coconut oil annually, of which

40% are used for personal care products and the remainder for industrial uses. The updated facilities contribute to both the highest level of cocoa oil extraction and the lowest potential production costs.

The demand for branded packaged coconut oil has increased as a result of modern packing techniques and emerging uses for coconut oil. The market's various brands compete fiercely with one another. The introduction of coconut oil to the country's northern region, where other edible oils were previously utilized for cooking, as well as the product's increased popularity, have made it a threat to other edible oils. Presently, more than 50 businesses in India produce and sell branded coconut oil. Many of these businesses, including Kerala Feed, have Keralan roots. Additionally joining the market is the state trading corporation. The introduction of coconut oil to the country's northern region, where other edible oils were previously utilized for cooking, as well as the product's increased popularity, have made it a threat to other edible oils. Presently, more than 50 businesses in India produce and sell branded coconut oil. Many of these businesses, including Kerafed, have Keralan roots. Additionally joining the market is the state trading corporation. The majority of large-scale enterprises promote their goods in eye-catching packs and pouches, which are well-liked by urban consumers. Most of the products sold by the scent scale units are sold in loose form. Large-scale industrial production facilities, medium-scale contemporary manufacturing facilities, small-scale traditional oil mills, and other players make up India's coconut oil manufacturing business. Several Indian states, including Kerala, Tamil Nadu, Karnataka, Andhra Pradesh, and Maharashtra, which are renowned for their coconut farming, are involved in the sector. In India, coconut oil is widely used in cooking, Ayurvedic medicine, hair care, and cosmetic products. It is an essential component of the nation's cultural and culinary traditions. In addition, coconut oil is used to make a variety of consumer goods, including soaps, shampoos, cosmetics, and candies. The sector has both potential and difficulties. On the plus side, rising interest in natural and organic products, increased focus on the health advantages of coconut oil, and the acceptance of traditional treatments have all increased demand for coconut oil in India. Additionally, coconut oil's adaptability and variety of uses have contributed to its continuing adoption across numerous industries.

However, there are difficulties in India's coconut oil manufacturing sector as well. Weather, pests, and disease changes that affect coconut production can affect the cost and availability of raw materials, causing price volatility and supply chain disruptions. Responsible sourcing and production methods within the sector are required due to sustainability issues like deforestation, land degradation, and water usage. Promoting organic cultivation techniques, sustainable agricultural practices, and effective supply chain management have all been undertaken to address these issues. To increase the competitiveness of Indian coconut oil in domestic and international markets, government initiatives and industry groups have concentrated on advancing technology, infrastructure, and quality control procedures. Value-added coconut products, such as virgin coconut oil (VCO), extra virgin coconut oil, and cold-pressed coconut oil, have been increasingly popular in India in recent years. Customers who are interested in better quality and purity standards and who are health-conscious are catered to by these premium products. It's vital to keep in mind that since my previous update, the situation of India's coconut oil production industry may have changed. I advise consulting industry publications, market research studies, and trustworthy news sources about the area for the most recent and accurate information on the state of the sector in India today.

Historical Background of Coconut Oil Manufacturing

The utilization of palm nuts and palm nut oil can be traced back countless years, with a bountiful past firmly established in tropical areas where palm nuts naturally flourish. Palm nut oil has played a vital role in customary nourishment, remedial customs, and cultural heritage in these regions for ages. In the past, palm nut oil was obtained through conventional techniques like shredding the palm nut flesh, desiccating it, and manually squeezing it to acquire the oil. Nevertheless, with progress in technology, the manufacturing procedure has become more refined and effective. Over 3000 years have passed since the first mention of coconut in India. With millions of nuts produced each year, India is one of the world's top producers of coconuts. In the past, it was mostly grown along the West and East coasts' coastal belts. From the coastal districts, it extended to interior regions and several North and North Eastern states. Under various agroclimatic conditions,

the Indian coastline region is dispersed throughout 18 states and 3 union territories. According to the current survey, India produces roughly Rs. 12000 crores worth of coconuts annually.

Strengths of the Indian Coconut Oil Industry

- Producer of coconut oil with the best milking copra in the world, renowned for its flavor and aroma.
- Numerous cooperative societies and farmers are involved in primary processing and commercialization.
- A wide variety of coconut products, both edible and non-edible, are available for export.
- Technical know-how and trained manpower are required for the production of coconut-based products.
- Hundreds of reputable and established private enterprises have won the manufacturing and marketing of coconut oil.

Types of Coconut Oil

1. Refined coconut oil is a type of coconut oil that undergoes a refining process to remove impurities, flavor, and aroma. Coconut oil is derived from the meat of mature coconuts and is known for its high content of saturated fats, particularly medium-chain triglycerides (MCTs). Refined coconut oil is one of the two main types of coconut oil available on the market, the other being virgin (unrefined) coconut oil.

The process of refining coconut oil involves several steps:

- **Drying:** The coconut meat is first dried using various methods like sun drying, kiln drying, or mechanical drying. This step reduces the moisture content in the coconut, which is essential for oil extraction.
- **Extraction:** The dried coconut meat is then mechanically pressed or extracted using solvent extraction methods to obtain coconut oil. This initial extraction produces what is known as "crude coconut oil."

- **Degumming:** Crude coconut oil contains impurities such as gums, proteins, and other undesirable substances. The oil is subjected to a degumming process to remove these impurities, resulting in a clearer oil.
- **Bleaching:** In the bleaching process, the oil is passed through a filter to remove any remaining impurities, pigments, and color compounds. This step results in a more neutral-colored oil.
- **Deodorization:** Refined coconut oil is further deodorized to remove any residual odor or taste. Steam or other methods are used to deodorize the oil, making it virtually odorless and tasteless.
- **Hydrogenation:** Some refined coconut oils may undergo a hydrogenation process to increase their melting point and create a more solid consistency. Hydrogenation converts some of the unsaturated fats into saturated fats, making the oil more stable at higher temperatures. However, this process also produces trans fats, which are considered unhealthy. Therefore, hydrogenated coconut oil is generally not recommended for consumption.

Virgin coconut oil is a type of coconut oil that is extracted from fresh coconut meat without undergoing any chemical refining or bleaching processes. It is often referred to as "unrefined" coconut oil. Virgin coconut oil is considered to be of higher quality compared to its refined counterpart because it retains more of the natural nutrients, flavor, and aroma present in fresh coconuts.

The process of obtaining virgin coconut oil involves the following steps:

- **Harvesting:** Mature coconuts are harvested from coconut palm trees.
- **Extraction:** The white meat from the fresh coconuts is carefully removed from the shell and then grated or shredded to create coconut gratings.
- **Pressing or Cold-Pressing:** The coconut gratings are then subjected to mechanical pressing or cold-pressing to extract the coconut milk from the coconut meat. This coconut milk contains the oil content.
- **Separation:** After the coconut milk is extracted, it is allowed to stand for a period, during which the oil naturally separates from the water content of the milk. The oil is then collected and filtered to remove any remaining coconut solids.

The resulting virgin coconut oil retains its natural coconut flavor and aroma, making it a popular choice for cooking, baking, and various culinary applications.

It has a rich, tropical coconut scent and taste, which can add a distinctive flavor to dishes. Virgin coconut oil is known for its potential health benefits due to its high content of medium-chain fatty acids (MCFAs), particularly lauric acid. MCFAs are easily digestible and quickly metabolized by the body, providing a readily available source of energy.

In addition to its culinary uses, virgin coconut oil has found applications in skincare, hair care, and as a natural moisturizer due to its moisturizing and emollient properties. It is often used in natural beauty products and home remedies for skin and hair care. When purchasing virgin coconut oil, it's essential to look for high-quality, organic, and cold-pressed varieties to ensure that the oil is minimally processed and retains its natural goodness. Organic coconut oil is a type of coconut oil that is produced from coconuts grown without the use of synthetic chemicals, pesticides, or genetically modified organisms (GMOs). It is considered a more natural and environmentally friendly option compared to conventionally produced coconut oil. The production of organic coconut oil follows strict organic farming practices, which prioritize sustainability, biodiversity, and ecological balance. The key characteristics and features of organic coconut oil include:

- **Organic Farming Practices:** Organic coconut oil is derived from coconuts cultivated using organic farming methods. This means that the coconuts are grown without the use of chemical fertilizers, pesticides, herbicides, or synthetic additives. Organic farmers rely on natural compost, crop rotation, and biological pest control to maintain soil fertility and control pests.
- **Non-GMO:** Organic coconut oil is sourced from coconuts that are not genetically modified. It is free from genetically engineered crops or ingredients.
- **No Chemical Processing:** The production of organic coconut oil does not involve any chemical refining, bleaching, or deodorizing. It is typically extracted using mechanical methods like cold-pressing, ensuring that the oil retains its natural nutrients and flavor.
- **Health Benefits:** Organic coconut oil, like other types of coconut oil, contains medium-chain fatty acids (MCFAs) such as lauric acid, which are believed to have potential health benefits. These MCFAs are easily digestible and can

provide a quick source of energy.

- **Nutrient-Rich:** Organic coconut oil retains more of the natural nutrients, antioxidants, and beneficial compounds present in coconuts due to its minimal processing. It is rich in vitamins, minerals, and essential fatty acids.
- **Culinary and Beauty Uses:** Organic coconut oil is versatile and can be used for various culinary applications, such as cooking, baking, and frying. It is also popular for skin care and hair care due to its moisturizing and nourishing properties.

Environmental and Social Responsibility: Organic coconut farming practices prioritize environmental sustainability and the well-being of farmers and communities. Organic agriculture aims to minimize the impact on the environment, conserve natural resources, and promote fair trade practices.

When purchasing organic coconut oil, look for reputable brands or certifications that indicate its organic status, such as the USDA Organic seal or other recognized organic certification labels. These certifications ensure that the coconut oil meets strict organic standards and has been produced according to organic farming principles. It's important to note that while organic coconut oil is generally regarded as a healthier and more environmentally friendly choice, it should still be used in moderation as it is high in saturated fats. As with any dietary or skincare product, individual preferences and health considerations should be taken into account when incorporating organic coconut oil into one's lifestyle.

The process of refining coconut oil involves several steps: Production Processes in the Coconut Oil Manufacturing Industry

The production of coconut oil involves several important steps, including gathering, extraction, purification, and packaging. Let's explore each of these steps:

1. **Harvesting:** Coconuts are gathered when they are fully mature. Skilled workers either climb coconut trees or use long poles to collect the coconuts, making sure not to damage them during the gathering process.
2. **Extraction:** There are multiple techniques for extracting coconut oil from the

gathered coconuts. The traditional technique involves grating the coconut flesh and then using mechanical pressure or pressing to extract the oil. This process produces virgin coconut oil (VCO) known for its unique scent and taste.

3. Purification: The purification process involves further refining the extracted oil to improve its quality, eliminate impurities, and ensure a longer shelf life. This process typically includes steps such as degumming, neutralization, bleaching, and deodorization.
4. Packaging: Once the oil has been purified, it is packaged in various forms such as bottles, jars, cans, or large containers, depending on the target market and distribution channels.

Global Market Trends and Demand for Coconut Oil

The demand for coconut oil has experienced substantial growth in recent years due to several factors:

1. Health Benefits: Coconut oil is well-known for its health advantages. It contains medium-chain fatty acids (MCFAs), which are believed to offer quick energy, support digestion, and contribute to overall well-being. The increasing awareness of these health benefits has propelled consumer demand for coconut oil as a wholesome cooking oil alternative.
2. Versatility and Applications: Coconut oil's adaptable properties have contributed to its popularity in various industries. In the food sector, it is utilized in cooking, baking, and as an ingredient in food items. It is also widely employed in the personal care industry for skincare, haircare, and cosmetic products due to its moisturizing and nourishing properties. Moreover, coconut oil is utilized in the industrial sector, such as for biofuel production and as a raw material for various manufacturing processes.
3. Natural and Plant-Based Trend: The growing demand for natural and plant-based products has significantly influenced the coconut oil market. Consumers are increasingly seeking natural alternatives to conventional oils and petroleum-based

products, driving the demand for coconut oil as a sustainable and environmentally friendly choice.

4. **Regional and Cultural Significance:** Coconut oil holds cultural significance in regions where coconuts are indigenous, such as Southeast Asia, India, and parts of Africa. In these regions, coconut oil is extensively used in traditional cooking, religious rituals, and cultural practices, contributing to its consistent demand.

Sustainability Initiatives in the Coconut Oil Manufacturing Industry

The coconut oil manufacturing sector has taken action to address these issues in light of the increasing emphasis on sustainability and environmental responsibility:

1. **Responsible Sourcing:** To guarantee that coconuts are sourced from ethically and sustainably run plantations, several coconut oil firms are using responsible sourcing processes. This includes encouraging organic farming methods, backing fair trade activities, and preventing habitat degradation and deforestation.
2. **Waste Management:** Efforts are being made to reduce waste output and increase resource use in the manufacturing process. The environmental impact of production can be minimized by turning coconut waste, such as coconut shells and husks, into goods like activated charcoal, coir-based compounds, and biofuel.
3. **Certification Programs:** A variety of certification programs, including organic and fair trade certificates, reassure customers about ethical sourcing and sustainable production methods. These accreditations encourage businesses committed to sustainability and assist consumers in making informed decisions.

Future Prospects of the Coconut Oil Manufacturing Industry

In the upcoming years, the coconut oil manufacturing sector is anticipated to expand steadily. The following factors affect its prospects for the future:

1. **Health and Wellness Trends:** The demand for natural and healthier alternatives, such as coconut oil, is probably being driven by the growing consumer focus on health and wellness. The demand for coconut oil as a cooking oil, dietary supplement, and component of functional foods is anticipated to increase as

consumers become more health-conscious.

2. Sustainable and ethical consumerism: The endeavors of the coconut oil manufacturing business are in line with consumers' growing preference for goods that are produced sustainably and ethically.
3. Businesses that place a strong emphasis on sustainability, ethical sourcing, and environmental stewardship are more likely to draw in ethical customers and acquire a competitive edge.
4. Technological Advancements: Ongoing technological developments present the potential to improve productivity, boost efficiency, and broaden the range of available products. The industry's growth prospects can be further improved by cutting-edge technology like cold-pressed extraction techniques, energy-efficient refining procedures, and innovative packaging options.
5. Market Expansion: Both established markets and rising economies are driving up demand for coconut oil, which is good news for businesses that produce it. Manufacturers can expand their reach and take advantage of the rising demand by looking into new markets and distribution avenues as coconut-based products become more and more popular on a worldwide scale.

Demand and consumption trends in the coconut oil market

1. Growing Health and Wellness Awareness: Consumers' increasing awareness of health and wellness has driven the demand for natural and minimally processed food products. Organic, virgin, and unrefined coconut oil variants have witnessed strong demand as consumers seek products with fewer additives and chemical processing.
2. Rising Demand in Personal Care and Cosmetics: Coconut oil's moisturizing and nourishing properties have made it a popular ingredient in personal care and cosmetic products. It is commonly used in skincare lotions, hair care products, and natural cosmetics.
3. Shift Towards Sustainable and Ethical Sourcing: Consumers' growing interest in sustainability and ethical sourcing has prompted some manufacturers to focus on sourcing coconut oil from certified organic and fair trade suppliers. This trend caters to consumers who value products with a positive environmental and social

impact.

4. **Competing Vegetable Oils Market:** While coconut oil gained popularity, it faced competition from other vegetable oils, such as olive oil, avocado oil, and various nut oils, which also gained recognition for their potential health benefits and culinary versatility.
5. **Fluctuations in Supply and Prices:** The coconut oil market has been subject to supply fluctuations due to factors such as weather conditions affecting coconut crops, disease outbreaks in coconut plantations, and changes in production volumes in key producing countries.
6. **Regional Demand and Consumption Patterns:** Demand for coconut oil varies regionally based on culinary traditions, cultural preferences, and awareness of health benefits. Coconut oil is a staple in some tropical regions, while in other parts of the world, its use has been influenced by changing dietary trends
7. **Research and Education:** Ongoing research and education about the health benefits and uses of coconut oil have influenced consumer perceptions and demand. Positive findings from scientific studies have contributed to its continued popularity.

Technological advancement in coconut oil extractions

- **Mechanical Extraction Techniques:** Traditional coconut oil extraction methods involve manual or simple mechanical pressing of coconut meat to extract the oil. However, technological advancements have led to the development of more efficient and automated mechanical extraction techniques. These methods involve the use of hydraulic or screw presses, which can extract a higher percentage of oil from coconut meat, leading to increased productivity and reduced wastage.
- **Cold-Pressing Technology:** Cold-pressing is a gentle extraction method that involves applying pressure to coconut meat without the use of heat or chemicals. This technique helps retain more of the natural nutrients, flavor, and aroma of the coconut oil. Cold-pressed coconut oil is often marketed as premium or virgin coconut oil due to its superior quality and health benefits.
- **Centrifugation and Decanting:** Modern centrifugation and decanting techniques

are used to separate the oil from the coconut milk or coconut cream more efficiently. These processes help achieve higher yields of oil while ensuring better separation of water and impurities.

- **Improved Pre-Treatment Processes:** Pre-treatment of coconut meat is crucial to facilitate oil extraction. Technological advancements in pre-treatment methods, such as drying techniques and grating technologies, have optimized the efficiency of the oil extraction process.
- **Solvent Extraction:** While solvent extraction is not commonly used for coconut oil extraction due to the preference for mechanical or cold-pressing methods, some modern solvent extraction techniques have been explored to extract oil from coconut residues or copra meal after mechanical extraction.
- **Automation and Control Systems:** Automation and control systems have been introduced to monitor and regulate the various stages of coconut oil extraction processes. These systems help ensure consistent product quality, reduce human error, and improve overall process efficiency.
- **Waste and Byproduct Management:** Technological advancements have also focused on finding innovative ways to utilize coconut oil extraction byproducts, such as coconut cake or coconut meal. These byproducts can be processed into value-added products like animal feed, biofuels, or food additives.

Challenges faced by coconut oil manufacturing company

1. **Supply and Demand Variations:** Several variables, including the climate, pests and diseases, and consumer demand, have an impact on coconut production. Changes in the supply of coconuts can affect the profitability and stability of the industry by causing price volatility and supply chain disruptions.
2. **Agricultural Practices and Productivity:** To ensure the best yields and quality, coconut production requires suitable agricultural practices. Productivity levels and quality standards can be impacted by issues such as limited access to contemporary agricultural methods, sparing use of pesticides and fertilizers, and aged coconut plantations.

3. Sustainability and Environmental Concerns: Coconut manufacturing companies face increasing pressure to adopt sustainable practices. Challenges include deforestation, land degradation, water usage, and chemical pollution from pesticide and fertilizer applications. Sustainable farming methods and responsible sourcing initiatives are necessary to address these concerns and ensure the long-term viability of the industry.
4. Market Competition and Price Pressures: The coconut manufacturing industry operates in a competitive market, with various players vying for market share. Companies face challenges in differentiating their products, maintaining competitive pricing, and dealing with price pressures driven by market dynamics and changing consumer preferences.
5. Supply Chain Management: The manufacturing of coconuts takes place within intricate supply networks that include a variety of parties, from farmers and middlemen to producers, distributors, and retailers. To guarantee the timely availability of coconuts, optimize processing and distribution, and satisfy consumer demands, effective supply chain management is essential.
6. Product quality and safety: Consistently ensuring is essential for the coconut production sector. Maintaining hygienic standards during processing, avoiding contamination, and fulfilling legal obligations for food safety and quality control are among the difficulties.
7. Technology and Infrastructure: The production of coconuts has difficulties with access to technology and the growth of the infrastructure. Lack of access to sophisticated machinery, transportation systems, and processing facilities can make it more difficult for businesses to operate efficiently and expand to meet demand.
8. Product Diversification and Innovation: Businesses that produce coconuts must diversify their product lines and innovate to meet shifting consumer tastes. Research & development efforts, market knowledge, and successful product differentiation strategies are needed to create value-added items including snacks, beverages, and cosmetics made from coconut.
9. International Trade Barriers: Manufacturers of coconut products with an export

focus encounter obstacles such as tariffs, import limitations, and sanitary requirements. For businesses looking to develop globally, navigating complex trade legislation and adhering to international standards can be difficult.

10. Consumer Education and Perception: There are issues with consumer education and perception when it comes to coconut products, particularly coconut oil. Consumer trust and purchase decisions may be impacted by false information on health advantages, sustainability strategies, and product quality. To deal with these issues and increase consumer confidence in their products, businesses must invest in consumer education programs.

World's Status of the Oil Industry

The production of coconut oil on a global scale is an important component of the consumer products sector. Cooking, skincare, haircare, and industrial uses are just a few of the many uses for this extensively used and adaptable substance. Every place where the sector operates has its unique market dynamics and manufacturing capacities. Some of the world's top producers of coconut oil include the Philippines, Indonesia, and India. These nations are key players in the business thanks to their huge coconut plantations and long history of coconut cultivation. Southeast Asian nations including Thailand, Vietnam, and Malaysia, as well as areas in Africa and Latin America, are some of the other major producers.

Over the years, the demand for coconut oil has increased steadily on a global scale. The popularity of coconut oil among consumers can be attributed to its health advantages, such as its medium-chain fatty acids and potential antibacterial qualities. The demand for coconut oil has also been bolstered by the developing personal care and cosmetics sectors, the growth of plant-based alternatives, and the rising demand for natural and organic products. The production of coconut oil, though, has recently faced difficulties and undergone adjustments. Changes in coconut production brought on by weather, pests, and illnesses may affect the cost and availability of raw materials. The demand for sustainable sourcing and production methods within the sector has been motivated by challenges with deforestation, land use, and water scarcity. To overcome these obstacles and advance sustainable practices, efforts have been made. Numerous producers of

coconut oil have embraced organic farming practices, backed fair trade campaigns, and implemented certifications like organic and fair trade standards. These programs seek to safeguard the ethical source of coconuts, save the environment, and enhance the standard of living for coconut farmers.

Trends toward value-added goods and premium offerings have also been observed in the market for coconut oil internationally. The use of virgin coconut oil extra virgin coconut oil, and cold-pressed coconut oil has grown among customers who are concerned about their health. These high-end goods frequently have higher asking prices and target specific markets. The COVID-19 pandemic has also affected the coconut oil manufacturing sector, causing supply chain disruptions, changes in customer behavior, and modifications to market dynamics. In some markets, the closure of the hospitality and foodservice industries as well as travel restrictions have reduced demand for coconut oil, whereas, in others, the growing emphasis on health and wellbeing has raised demand.

Indian Scenario

Within the country's agricultural sector and consumer goods market, India's coconut oil manufacturing sector is of utmost significance. India is one of the world's top producers and users of coconut oil, and the sector is important to the economy since it creates jobs and supports both domestic and worldwide markets. Large-scale industrial production facilities, medium-scale contemporary manufacturing facilities, small-scale traditional oil mills, and other players make up India's coconut oil manufacturing business. Several Indian states, including Kerala, Tamil Nadu, Karnataka, Andhra Pradesh, and Maharashtra, which are renowned for their coconut farming, are involved in the sector.

In India, coconut oil is widely used in cooking, Ayurvedic medicine, hair care, and cosmetic products. It is an essential component of the nation's cultural and culinary traditions. In addition, coconut oil is used to make a variety of consumer goods, including soaps, shampoos, cosmetics, and candies. The sector has both potential and difficulties. On the plus side, rising interest in natural and organic products, increased focus on the health advantages of coconut oil, and the

acceptance of traditional treatments have all increased demand for coconut oil in India. Additionally, coconut

oil's adaptability and variety of uses have contributed to its continuing adoption across numerous industries. However, there are difficulties in India's coconut oil manufacturing sector as well. Weather, pests, and disease changes that affect coconut production can affect the cost and availability of raw materials, causing price volatility and supply chain disruptions. Responsible sourcing and production methods within the sector are required due to sustainability issues like deforestation, land degradation, and water usage.

Promoting organic cultivation techniques, sustainable agricultural practices, and effective supply chain management have all been undertaken to address these issues. To increase the competitiveness of Indian coconut oil in domestic and international markets, government initiatives and industry groups have concentrated on advancing technology, infrastructure, and quality control procedures. Value-added coconut products, such as virgin coconut oil (VCO), extra virgin coconut oil, and cold-pressed coconut oil, have been increasingly popular in India in recent years. Customers who are interested in better quality and purity standards and who are health-conscious are catered to by these premium products.

Kerala Scenario

The cultivation of coconuts has a long history in Kerala, which is also renowned for having a large number of coconut plantations. Kerala's agriculture sector includes a sizable industry that produces coconut oil, which supports the state's economy and creates jobs. The majority of small and medium-sized businesses in Kerala, including both conventional oil mills and contemporary industrial facilities, are responsible for the production of coconut oil. These machines use a variety of procedures to extract coconut oil, including conventional ones like cold pressing and contemporary ones like expeller pressing and solvent extraction. The coconut oil manufacturing sector in Kerala serves both home and foreign markets. Due to its numerous uses in Ayurvedic medicine, cosmetics, and haircare products, coconut oil is in high demand. The need for traditional and

genuine coconut-based items, as well as the growing consumer interest in natural and organic products, have both helped Kerala's coconut oil business.

Manufacturers of coconut oil in the region have benefited from these developments by emphasizing the cleanliness, health advantages, and conventional production processes of their goods. Kerala (coconut) is where Kerala or Keralam gets its name. Coconuts and coconut trees have been essential to the state's economy and way of life for ages. In Kerala's rural economy, the coconut previously had the value of money. The monopoly of Kerala in this crop has been shattered in recent years by the entry of numerous southern states with high-producing types into cultivation. In addition, these states now produce coconut all year round. Since Kerala was the primary producer with an 80–85% share, the price cycle of coconut goods was in reality correlated with production there until 1980. But recently, the scenario has changed as a result of an increase in Tamil Nadu and Andhra Pradesh, which lowered Kerala's share to 40-50% plus Karnataka. When copra is crushed to make oil, 30.25% of the cake is typically produced as a byproduct along with 64.75% of the oil. The process waste makes up the difference of 5%. In the instance of gingelly oil, 45.5% of the oil is produced, while 53.5% of the cake is a by-product, and only 1% is wasted.

Since ancient times, Kerala has been renowned as the origin of coconuts. The visionary industrialist Late Shri. K.P. Lonappan established KPL Oil Mills PVT. LTD in 1941 in this land of coconuts, popularly known as "God's own country." The brilliant visionary Late Sri. K.P. Lonappan Kandamkulathi left his linear descendants with a lasting legacy that has flourished and will continue to do so in the days ahead.

Started as a rice and coconut oil mill, it quickly became successful by taking advantage of the benefits of its location, which were appropriate for the nature of the sector due to the abundance of raw materials and the ease of surface and water transportation. The promoters then stopped selling rice in their firm and instead focused more on coconut oil, foreseeing the long-term benefit. As of right now, KPL Oil Mills PVT. LTD. is a private limited company organized by the Companies Act of 1956 (Amendment Act, 2001).

Current Scenario

Due to rising consumer demand and the numerous uses for coconut oil, the production of coconut oil has shown consistent development throughout time. For use in cooking, baking, personal care, and industrial applications, coconut oil continues to be a popular option. Its attractiveness among customers has been influenced by its health advantages, natural origin, and sustainability features. Both opportunities and difficulties have been present in the coconut oil market worldwide. On the plus side, growing interest in natural products, plant-based alternatives, and healthy eating practices has increased demand for coconut oil. The development of the industry has also been aided by the rising appeal of coconut-based products in the cosmetics and personal care sectors.

However, issues with supply chain management, pricing instability, and sustainability issues have plagued the sector. Changes in the supply of coconuts brought on by things like weather, pests, and illnesses can affect both the price and availability of raw materials. Additionally, the necessity for ethical sourcing and production techniques within the business has been highlighted by sustainability issues like deforestation, land degradation, and water usage. The industry has been seen making attempts to deal with these issues, with an emphasis on waste management, sustainable sourcing, and certification programs. Numerous producers of coconut oil have adopted sustainable methods, such as promoting organic farming, fair trade campaigns, and waste utilization. The extraction and refining techniques used in the production of coconut oil have also seen technological developments that have increased efficiency. These developments have assisted producers in adapting to changing consumer demands and extending their market reach, along with packaging innovation and product variety. In terms of market trends, the popularity of plant-based alternatives, the rise of health-conscious customers, and preferences for natural and sustainable products are some of the factors that are driving the need for coconut oil. In addition, the COVID-19 pandemic has raised consumer interest in foods that enhance the immune system, such as coconut oil, as well as a greater focus on personal hygiene and personal care. Consider that key market dynamics and industry trends might vary among regions and countries based on factors

including cultural preferences, current economic conditions, and regulatory frameworks.

Commercial application of Coconut Oil

Coconut oil is a multipurpose oil, that has a commercial application in different fields foods and confectionery, soaps, detergent, cosmetics, pharmaceuticals, pesticides, and automobiles the other uses are:

- Food and confectionery.
- Body and hair oil.
- Coconut oil as shampoo.
- Perfumes and flavours.
- Medicinal user.
- Automobile usage.
- Coconut health oil.
- Coconut healing oil.

1.9 COMPANY PROFILE

KPL is mainly concerned with manufacturing and marketing coconut oil to various parts of the country. Its business is also spread outside India. The firm is situated in Irinjalakuda which is in Thrissur district, Kerala. Their main business is widely spread in India via Tamil Nadu, Karnataka, Andhra Pradesh, Maharashtra, and Orissa. The main objective of the company is to increase the sales profitable existing profile to the percentage and supply of high-quality and hygienic coconut oil to people who are needed, where, and when they needed.

Origin and History

Kerala was known for its rich abundance of coconuts and the State itself is known as 'Home of Kera', the coconuts. From that time Kerala has been the monopoly of the coconut oil market all over India. KPL Oil Mills PVT. LTD. has succeeded in establishing the brandname 'KPL Shudhi' in the meantime. KPL Shudhi Coconut Oil Mill Pilots is a private company started by K. P. Lonappan in the year 1941, A dynamic entrepreneur in the pre-independence era started a Rice and Coconut oil mill, constituted into a firm with the founder late Sri Lonappan, and his six sons as partners in the year 1941 Irinjalakkuda in Thrissur District of Kerala. It is seated in a space of 2.14 acres of land which is primarily engaged in the extraction of coconut oil from dried coconut that is coral. Flourished soon by exploiting to its benefit the advantage of its location which was ideally suited for the nature of the industry with raw materials in plenty and easy access for transportation both through surface and water. For seeing the long-term advantage the promoter later, in the course of business discontinued rice and concentrated more on oil within a short span, it emerged as the No.1 in the Kerala market.

At present KPL Oil Mill PVT. LTD. has the constitution of a private limited company under the Companies Act 1956. Besides being the leading brand and as standard for rates quality in the coconut oil market of southern India, the brand KPL could establish. It's the name for a product in place in the central east and northern part of the country, like Ahmedabad, Kolkata, Orisa, Mumbai, Delhi, and Ghaziabad beside prominent foreign countries. The theme of coconut oil is said to be as pure as mother nature. The long years of experience and the quality of

products are the merit of the company. KPL mills have a wide range of scope in India and outside India. KPL has a global presence with its remarkable brand name.

The brand KPL SHUDHI launched in the year 1995, has been a trendsetter in the edible oil consumer pack segment and is still in the market share outside of Kerala. The company rock rooted in its long glorious tradition, keeping up with the ever-changing consumer preference through launching an innovative product with the quality strict quality and an eye for detail in purchasing quality cupra. selective segregation, careful roasting centrifugal filtering, and so forth make sure that the consumer gets the best coconut oil available today. Copra is dried in sunlight and cooked at an ideal temperature to remove all the excess moisture to ensure a long life. Coconut milk powder and sunflower oil are outsourced by the company and these products are sold under the brand name of KPL. This is done only after quality assurance. The coconut is dried full and is used to extract the oil by using the latest technology named DDR. This has helped them to achieve their production capacity. KPL SHUDHI is now being exported to Middle East countries like Bahrain, UAE Saudi Arabia, etc. And they have planned to market the brand in most of the countries across the globe.

PRESENT STATUS OF THE COMPANY

In this land of coconut, also known as 'God's own country'. KPL Oil Mills PVT. LTD. Was founded in 1941 by the envisioned industrialist Late Shri. K.P Lonappan. For more than 75 years, KPL. Oil Mills(P) Ltd. Has been the epitome of pure and high-quality coconut oil from Kerala. A highly advanced production process blends traditional methods and advanced technologies, thereby providing 100% pure and hygienic coconut oil. The filtering, filling, and packaging plants have accumulated machinery and could easily grab an opportunity when one comes its way. The company, rock rooted in its long glorious traditions, keeps up with the lever changing consumer preferences through launching innovative products with quality and adopting the latest technologies available in the market. By constantly being next to the heart of the consumer, KPL Oil Mills PVT. LTD delivers what consumers wish. Customer centricity is at the core of KPL Oil Mills

PVT. LTD, in Irinjalakuda, Thrissur and it is this belief that has led the business to build long- relationships. Ensuring a positive customer experience, and making available goods and/or services that are of top-notch quality is given prime importance. It is one of the players in Coconut Oil, Sesame Oil, Rice Bran Oil, Mango Pickle, and Pickle to name a few. India's leading B2B marketplace, Jd Mart ensures engaging in business activities is a seamless process for small and medium enterprises as well as large businesses. In a wake to enable these businesses to reach their audience, this portal lets them showcase their offerings in terms of the products and/or services through a digital catalog. This business has a wide range of product offerings and the product/catalog list includes Virgin Coconut Oil, Sunflower Oil, KPL Shudhi Lime Pickle, Coconut Oil, Gingelly Oil, etc.

OBJECTIVES

MAIN OBJECTIVE

The main objective of the company is to increase the sales profitable existing profile to the percentage.

SUB-OBJECTIVE

- To maintain quality product
- To explore new avenues in product development and making
- Create a stronger bond between the management workforce dealers and customers
- To contribute to social development

MISSION

KPL's mission is to produce edible oil of the highest quality by adhering to international standards and industry best practices, and by inculcating a work culture focused on innovation and positive change.

VISION

KPL's vision is to be the number one brand that consumers across the world identify with and to produce of high-quality coconut oil in the country to be recognized as the best in its category. The main vision of the KPL Oil Mills PVT.LTD. Industries are to provide customers with quality products at a reasonable price the customer can afford.

PRODUCTION UNITS

KPL has branch offices in different places, they are

- Saidapet
- Annmalai
- Thiplate in Chennai city

Additional branches:

- Salem
- Madura

KPL also marketing 15 kg tins in

- Bangalore
- North Karnataka
- South Maharashtra

PRODUCTIONS LINE

The company produced a variety of products. The main products are:

- KPL Oil KPL Shudhi coconut
- KPL Shudhi Gingelly oil
- KPL Shudhi coconut Milk powder
- KPL Shudhi Virgin Coconut Oil
- KPL Shudhi sunflower oil

1. KPL SHUDHI COCONUT OIL

Lauric acid, a remarkable chemical molecule with numerous health advantages, is abundant in coconut oil. It is transformed by the body into a compound called monolaurin, which has been demonstrated to be very effective in boosting immunity and warding off disease. KPL Shudhi is simply the highest quality coconut oil on the market today, having been filtered four times utilizing best-in-class technology. Hand-selected dried coconut (copra) is used in the production process at our cutting-edge factory, and the finished product only makes it to the market after passing several quality checks.

KPL SHUDHI COCONUT OIL has a variety of products in different quantities but of the same quality. Some are as follows:

- a) 15 kg tin and HDPE can
- b) 5kg in liters can
- c) 2kg in a bottle
- d) 500ml in pouches or pet or HDPE
- e) 100ml in pouches or pet or HDPE
- f) 50 ml in pouches, in mini sachet

2. KPL SHUDHI GINGERLY OIL

In India, gingelly or sesame oil has long been used for cooking and therapeutic purposes. It aids in lowering blood pressure and cholesterol and is a source of potent antioxidants, which have enormous positive effects on health.

KPL SHUDHI GINGERLY OIL has a variety of products in different quantities but of the same quality and some are as follows:

- a) 1 L per bottle
- b) 500 ml pouch and pet
- c) 200 ml in a pet bottle

3. KPL SHUDHI SUNFLOWER OIL

Due to its emollient qualities, sunflower oil is frequently used as a cooking oil as well as for cosmetic purposes. Sunflower oil's excellent fatty acid composition, which includes palmitic acid, stearic acid, oleic acid, and linoleic acid, is one of the key factors contributing to its rising popularity. Combinations of these fatty acids are crucial for maintaining the balance of numerous biological activities. KPL SHUDHI SUNFLOWER OIL has a variety of products in different quantities but of the same quality. Some are as follows:

- a) 1-liter pouch and pet
- b) 500 ml pet

4. KPL SHUDHI VIRGIN COCONUT OIL

Virgin coconut oil is extracted from the coconut milk obtained from fresh coconut, a process that helps to preserve the all-natural goodness in it. In comparison to conventional coconut oil, it has more vitamins, antioxidants, minerals, medium-chain fatty acids, flavor, and smell. It is one of the few oils that does not become ruined when heated to the temperatures required for baking, frying, and cooking, making it perfect for cooking. It is highly sought after and well renowned for its beauty and therapeutic purposes globally. One of the products:

- a) 250 ml bottle

5. KPL SHUDHI COCONUT MILK POWDER

Coconut milk made with KPL Shudhi coconut milk powder tastes just as nice as coconut milk that has just been made from scratch. It is simpler to use, and carry and has a longer shelf life. It is a wonderful option for cooking because it effortlessly incorporates liquids and removes all traces of lumps. One of the products:

- a) 100gms stand-up pouch

MANUFACTURING PROCESS OF COCONUT OIL

Dried copra is passed through to the drier where it is steamed. This steaming is done to remove all the leftover moisture from the copra after drying, as moisture-free copra will give coconut oil. After steaming the copra, it is sent through a cradle conveyor to cut, the copra is cut into small pieces. After cutting the copra, the pieces are sent to a 'silo, through an elevator and there the minerals are stored. The next step is cooking copra.

The copra is cooked in a cooker and this process helps to improve all the remaining moisture in the fully dried copra. It is enhanced by its special lingering "aroma". Then the copra is sent for 'crushing'. The crushing is done in three phases where 50% of the oil is extracted in the first stage, 12% in the second, and in the final stages of the crushing about 5.5% of oil can be extracted.

It is to be noted that coconut copra consists of 65% of oil, 30% cake, and 5% waste. After extracting the oil, there is a filtering process to make the oil crystal clear. The filtered oil is transferred to the Research and Development wings including world's class equipment to ensure the quality of KPL SHUDHI Oils. After quality checking in the lab, the filtered oil was sent to a clean storage tank and the multithread automotive volumetric liquid filling machine. Then oil is filled in bottles, sachets, tins, and jars. world. The sesame cooking oil manufacturer and supplier, Oil Mills brings you a variety of widely used sesame seed oil. Sesame moisturizing oil, sesame Ayurvedic oil, sesame vegetable oil, and whatnot. The Gingelly oil made by our company benefits you because it is manufactured by highly experienced and qualified professionals who understand every requirement.

GINGELLY OIL

Gingelly oil is sometimes found to be strong smelling by some, yet, a good source of Vitamins E and B complex and minerals such as calcium, magnesium phosphorous, and sesame oil further contains protein as well lecithin. In folk medicine, it has also been used to help fade blemishes. The sesame herb is grown for its seed and was used by the Chinese 5000 years ago. We are popular as an exporter and supplier of high-quality sesame massage oil across the world. The sesame cooking oil manufacturer and

supplier, Oil Mills brings you a variety of widely used sesame seed oil. Sesame moisturizing oil, sesame ayurvedic oil, sesame vegetable oil, and whatnot! The Gingelly oil made by our company benefits you because it is manufactured by highly experienced and qualified professionals who understand every requirement.

MANUFACTURING PROCESS OF GINGELLY OIL

The extraction of sesame oil from the sesame seed is not a completely automated process. In the fairy tale, "Ali Baba and Forty Thieves- the sesame fruit serves as a symbol of wealth. When the fruit capsule is opened, it releases a real treasure the sesameseeds. However, a great deal of manual work is necessary before this point is reached. That is why sesame is hardly ever cultivated in Western Industrialized Agriculture areas. The sesame seeds are protected by a capsule, which does not burst open until the seeds are completely ripe. The ripening time tends to vary, for this season the farmers cut plants by hand and place them together in the upright position to carry on ripening for a few days. The seeds are only shaken out onto a cloth after the capsule has opened. The discovery of an indehiscent mutual by Lang Ham in 1943 began the work toward the development of a high-yielding, shatter-resistant variety. Although researchers have made significant progress in sesame breeding, harvest losses due to shattering continueto limit domestic US production.

QUALITY AND RESEARCH

It is the nature of KPL items that has made the brand an easily recognized name in coconut oils, KPL's pledge to quality covers each part of the generation from procuringof copra through processing to bundling. KPL secures the best coconuts specifically from agriculturists, which are then sun-dried in a clean copra drying yard to hold their common extravagance, flavor, and nutritional value. Deliberately found obtainingfocuses crosswise over Kerala guarantee relentless supply of high yielding copra. KPL's interesting protected VSIC handling innovation limits dampness content, reducing the shot of the oil getting stale, expanding its rack, and life, and chopping down warm-uptime. At KPL we put stock in persistent enhancement and incorporate a generous sum in our annual

planning to innovative work programs and to develop new advancements to upgrade the nature of our items.

PROCESS TO PURITY

Well-dried copra having minimum moisture content is thoroughly cleaned of small extraneous matter and cut into small chips in a copra cutter. The chips are fed into steam-jacked kettles and cooked mildly using KPL-patented VSIC technology. The cooked materials are fed into expellers and the oil i.e. extracted passes through a four-stage filtration process to ensure that the end product is crystal clear.

PACKED PERFECTION

KPL products are available in convenient consumer packs of various capacities. Hi-tech packing machines ensure leakproof, tamer packing that helps retain the aroma and flavor of the products and increases their shelf life. Installed in a specially designed hygienic environment, these machines ensure “Zero contamination” for the entire product range and this increases the product quality.

VACUUMISED STEAM INJECTION COOKING (VSIC) TECHNOLOGY

VSIC technology is a unique method of processing edible oil that results in lower moisture content, less chance of the oil becoming stale and increased product shelf life. It reduces moisture content allowing the oil to heat up faster while also minimizing the absorption of oil in the food i.e. being prepared. This makes for a healthier table spread, besides contributing to energy savings. VSIC technology also ensures uniform cooking of food items, which in turn, enhances Palatability.

QUALITY POLICY KPL

Vows to create a strong and everlasting bond with the consumer by providing superior and highest possible quality products, which will delight the consumers by delivering greater value for the money, spent by them. Through proper

communication, employee participation, and continuous improvement in its work system, KPL aims to achieve a zero-complaint situation regarding the quality and delivery of the product to the market.

ISO Certification

The company receives ISO Certification also. The company registered under ISO 9001- 2000 on 22 March 2004. It helps to increase the goodwill of the company

FACILITIES AVAILABLE IN KPL

KPL SHUDHI oil mills have a well-designed lab facility that helps to measure the moistening state and maintain the quality level of the oil mills' products. It helps in rectifying the defects up to the date if any. Besides lab facilities, other facilities are provided to employees and workers.

BUSINESS OPERATION

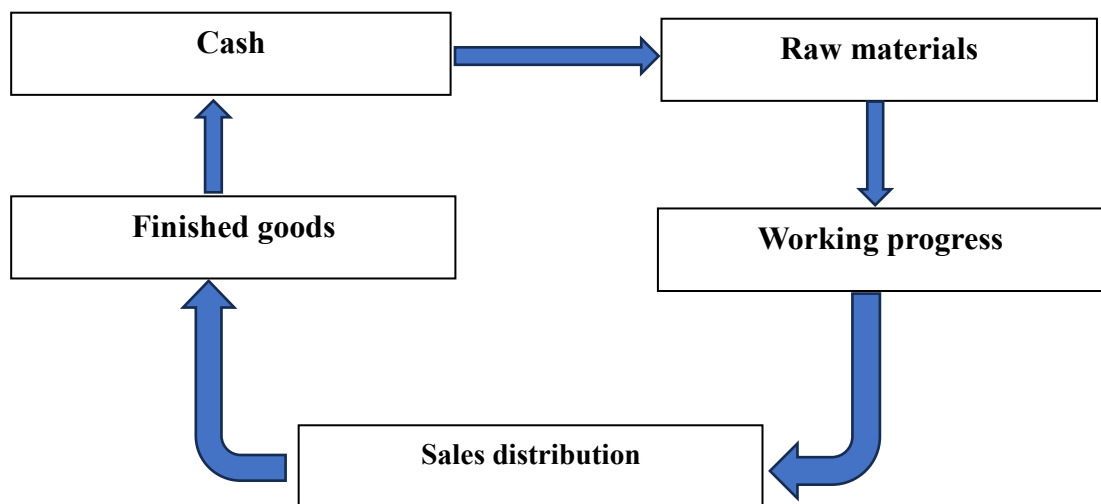


FIGURE 1.9.1 BUSINESS OPERATIONS

TRADE UNIONS

In the KPL Oil Mills PVT. LTD. There are three trade unions namely INTUC, AITUC, and Independent Union. Trade unions are the organization employees including those of salaried and professional workers as well as those of manual wage earners which are known to include among their function that of negotiating with their employees with the object of regular conditions of employment. The Indian National Trade Union Congress (INTUC) In May of 1947, INTUC was founded. The goal is to use peaceful methods to resolve a local conflict.

The all-Indian Trade Union Congress (AITUC)

When this organization was founded in 1920, it used the structure of the British University. They were primarily created with employees in mind. This aids in meeting the requirements and desires of the employees.

Independent Union

The independent labor union was founded by the workers themselves. The members of the Independent Trade Union of KPL are KPL workers. The union abides by its policies and guidelines. They have no power to sway other parties.

MARKET SHARE

Market share is the percentage of the market accounted for by a specific entry. Marketshare is the key indicator of market competitiveness which shows how well a firm is doing corporation. Market share is an important metric as it helps businesses understandtheir competitiveness and track the performance of others in the same industry. It can also be an indicator of a company's strength and influence within its market.

TABLE NO 1.9.2 MARKET SHARE

COMPANY	MARKET SHARE
K.P.L Oil mills (p) Lid	57%
Kerafed	10%
K.L.F Nirmal industries (P) L.td	10%
Parachute	19%
Others	4%

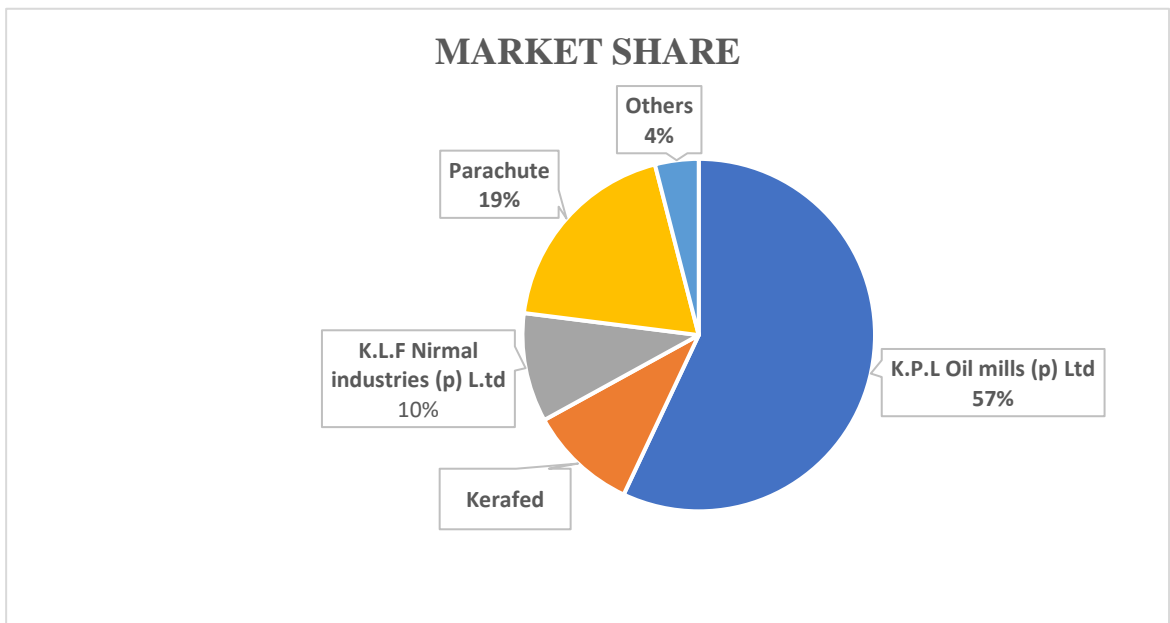


FIGURE NO 1.9.2 MARKET SHARE

COMPETITORS

The competitors are the strength of the company since competition mentally helps to produce quality products and make good with customers and suppliers. In the oil market, there is intense competition. The majority of people in Kerala and many other southern Indian states cook with coconut oil, which makes business rivalry quite fierce. However, the numerous marketing techniques used by the KPL oil industries assist them in capturing a sizable portion of the market. KPL Oil Industries' primary rivals include;

- KLF Nirmal
- Kera fed
- Parachute
- Thejas.

CAPITAL OF THE COMPANY

KPL was established by KP Lonappan in 1941. KPL is a private limited company and running according to the Companies Act 1956. The company is fully owned; there is no borrowed capital. The authorized capital of the company is Rs. 288 lakhs. Paid up capital is Rs. 72 lakhs and the general reserve of the concern is Rs. 125 lakhs.

DEPARTMENTS

In KPL there are mainly five departments:

- Financial department
- Production department
- Purchase department
- Marketing department
- HR department

Financial Department

Finance is the lifeblood of every organization. So it is one of the main departments of an organization. This department makes decisions regarding funds allocation generation. The success of a finance department is when they allocate funds at the right time and earn a maximum profit. The finance manager is the head of the Finance department. The management of the organization's cash flow, cash inflow and outflow, and compliance with financial rules and policies are all important responsibilities of the finance department. It is in charge of creating and evaluating financial documents, such as cash flow statements, income statements, and balance sheets, which give a quick overview of the company's financial situation and performance.

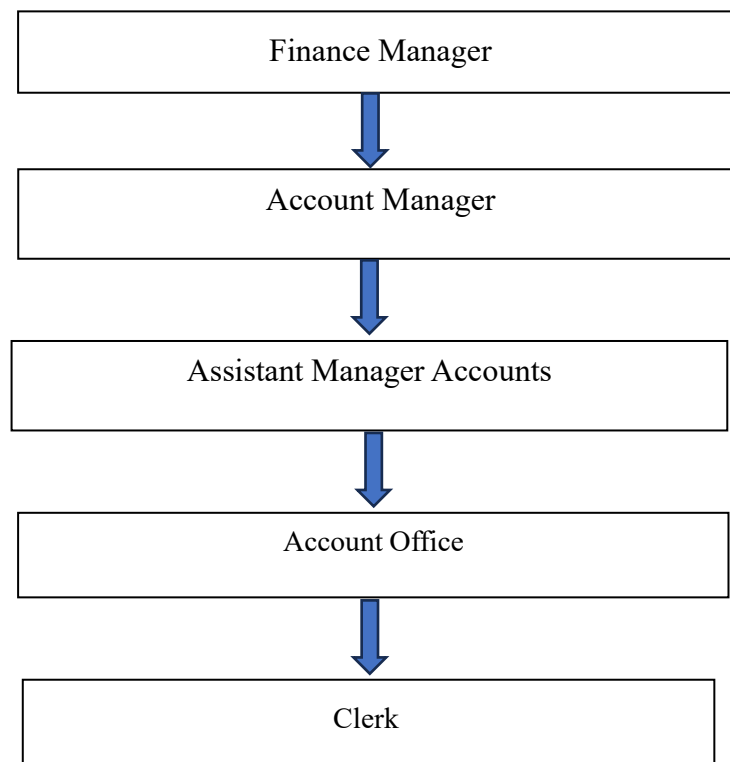


FIGURE 1.9.3 FINACIAL DEPAERTMENT

Production Departments

Every manufacturing process of the organization takes place in the production department. "Their main function is to make the production very efficient and produce the product with the available resources. If the production function is not carried out efficiently it affects the whole functioning of the organization. The planning, scheduling, coordination, and control of the production processes are just a few of the activities carried out within the production department.

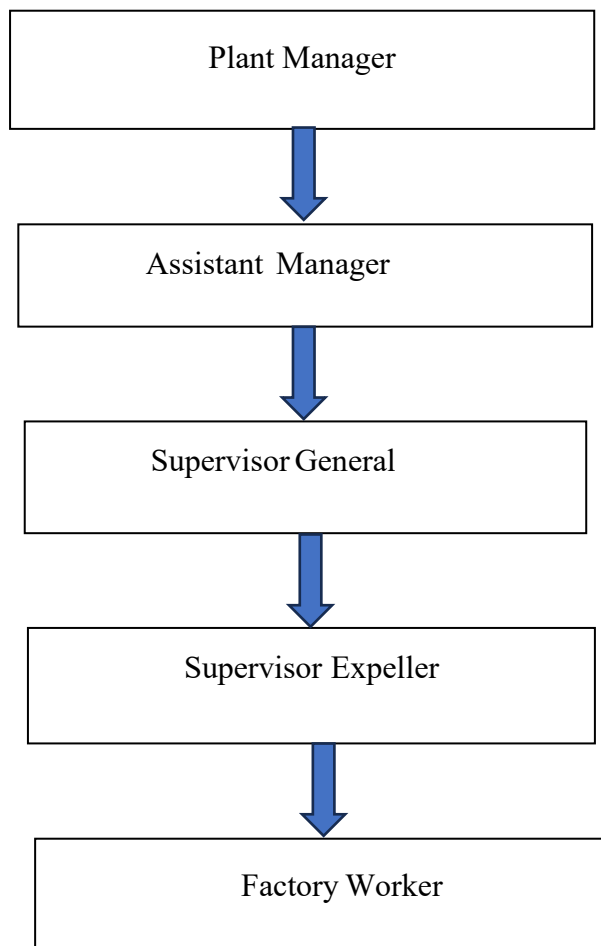


FIGURE 1.9.4 PRODUCTION DEPARTMENT

Purchase Departments

The purchase department purchases the raw materials that are needed for the production. If the purchase of the product is not done properly then it affects the production and in turn, affects the functioning of the organization the purchase manager looks after the purchase of the materials. A crucial role in businesses is played by the purchasing department, sometimes referred to as the procurement department or the purchasing department, which is in charge of purchasing the goods, services, and materials needed for the efficient running of the company. The department is in charge of managing the entire procurement process, including determining needs, choosing suppliers, negotiating contracts, and guaranteeing prompt delivery of goods or services.



FIGURE 1.9.5 PURCHASE DEPARTMENT

HR Departments

An organization's HR (Human Resources) department plays a key role in managing a variety of matters about the organization's human resources. The department in question is in charge of supervising and assisting with personnel management during their employment. To ensure that the company recruits, develops, inspires, and keeps a skilled and motivated staff, the HR department is essential. Its main goal is to match the organization's human resources with its strategic goals and objectives, boosting employee productivity and well-being while fostering a healthy workplace culture. In KPL Oil Mills PVT. Ltd, Salary is given as per the government gazette. The workers here are classified as permanent, confirmed, and apprentice.

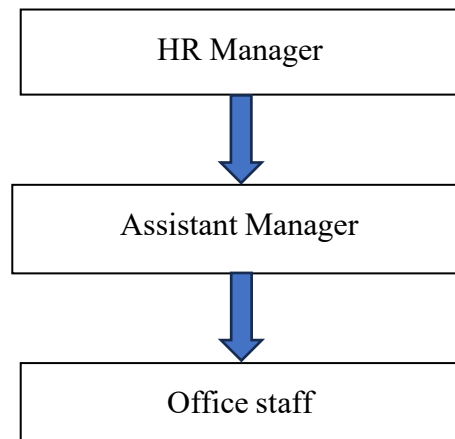


FIGURE 1.9.6 HUMAN RESOURCES DEPARTMENT

Marketing Department

An organization's marketing activities are planned, executed, and managed by the marketing department, a functional unit inside the company. A marketing department's main goal is to produce, convey, and provide clients with value to increase demand for the company's goods and services. KPL has having well-developed marketing department. However, they do not maintain direct relationships with customers. They maintain it through their representative, who market the product of the company.



FIGURE 1.9.7 MARKETING DEPARTMENT

SWOT Analysis

To identify the organization's strengths, weaknesses, opportunities, and threats, a SWOT analysis is conducted. This aids the organization in developing a comprehensive understanding of itself. This played a crucial part in the organization's development. Companies should identify when they begin working. It must figure out what its advantages and strengths are and try to use them skillfully and also should identify any weaknesses or hazards and make an effort to avoid them. Deficiencies and strengths are the internal forces that both add value and take it away. They may consist of resources, abilities, and skills relative to its rivals, a corporation has more resources at its disposal. They are amenable to internal evaluation of external benchmarking Opportunities and risks are things that are external to value and destroy value. SWOT analysis is done to ascertain the strengths, weaknesses, opportunities, and threats of the organization. But they emerge from either the competitive dynamics of the industry or from demographic, economic, social, legal, political, technical, and cultural factors

Strength

- ISO 9001-2004 certification has been achieved by the organization.
- Has a vast experience in the field of the oil industry.
- Employees are highly efficient, loyal, hardworking, and well-versed in their respective fields.
- The company has a good reputation among its customers and competitors which is an asset to the company.
- Has a healthy relationship with the customers.
- Have goodwill in the Indian market.
- VSIC (Vacuumised Steam Injection Cooking) technology adopted by the KPLOil company helps to get maximum oil from the coconut.

Weakness

- The company's distribution network might be limited to a few areas, which might prevent it from reaching new markets.
- Raw material is available in remote areas so a contingency plan of material is to be maintained.

Opportunities

- This industry is having a big market in India.
- They are among the leading coconut oil producers in India and have a good chance of expansion and growth in the coming future.
- Adopting new promotional strategies.
- The company has a wide scope inside and outside of Kerala

Threats

- Increase the number of competitors in the market. The major threat that the company faces in the future will be the tight competition from the competitors.
- Probable entries of big domestic companies or huge companies with foreign collaboration.
- Globalization has exposed the company to the other market. As a result, it has to adjust to the sudden change in the environment and live up to the expectations of its customers.
- The organization has to be innovative in its approach to meet the demands of its customers.

FIGURE NO 1.9.8 Organizational Structure

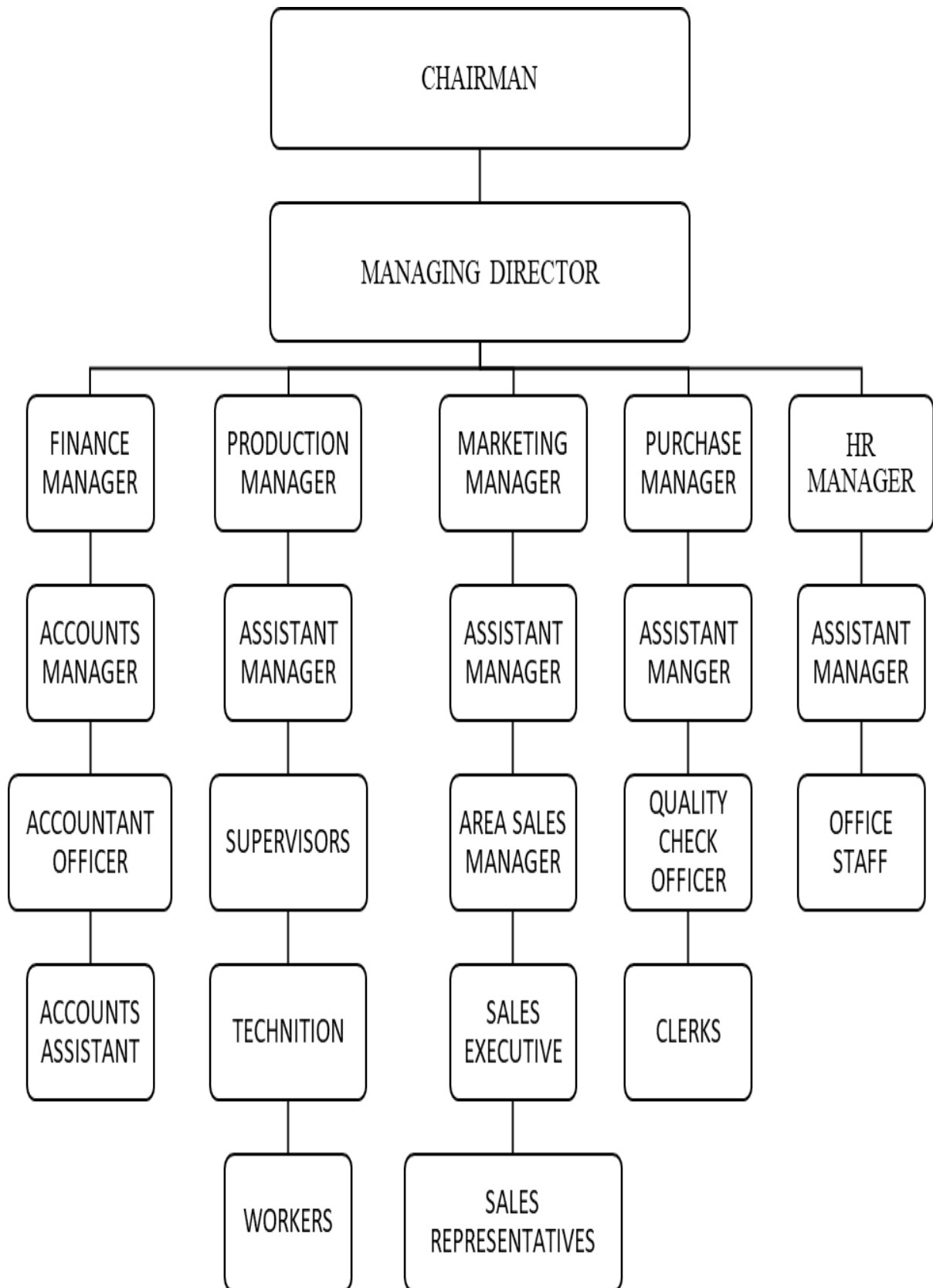


TABLE NO 1.9. 9 Board of Directors

Directors name	Designation	Date of appointment
Denny John	Director	16-04-1984
John Francis	Director	16-04-1984
Joshua Anto	Director	16-04-1984
Jose John	Managing Director	07-10-1992
Viju Anto	Director	09-08-1994
Pious Kandamkulathi Joseph	Whole-time Director	10-10-1995
Jojo Kandamkulathi Sebastian	Director	18-05-1999
Paul John	Director	30-04-2003
Tessy Raphael	Director	27-02-2004
Tony John	Director	07-09-2013
Nireesh Kandamkulathi Joseph	Director	24-12-2014
Sunny Francis	Director	22-03-2018

- ❖ Denny John, John Francis, and Joshu Anto were appointed as Directors on 16th April 1984.
- ❖ Jose John holds the position of Managing Director and was appointed on 7th October 1992.
- ❖ Viju Anto became a Director on 9th August 1994.
- ❖ Pious Kandamkulathi Joseph serves as the Whole-time Director and was appointed on 10th October 1995.
- ❖ Jojo Kandamkulathi Sebastian joined the Board as a Director on 18th May 1999.
- ❖ Paul John became a Director on 30th April 2003.
- ❖ Tessa Raphael joined the Board as a Director on 27th February 2004.
- ❖ Tony John became a Director on 7th September 2013.
- ❖ Nireesh Kandamkulath Joseph joined the Board as a Director on 24th December 2014.
- ❖ Sunny Francis became a Director on 22nd March 2018.

These Directors collectively make decisions and guide the company, playing a crucial role in shaping its strategic direction and ensuring its success. Each Director brings their expertise and experience to contribute to the company's growth and development. The specific responsibilities and roles of each Director may vary based on their designations and areas of expertise.

CHAPTER II
REVIEW OF LITERATURE & THEORETICAL FRAMEWORK

2.1 REVIEW OF LITERATURE

A literature review in research methodology is a comprehensive summary and analysis of the existing research and literature related to a specific topic or research question. It involves critically evaluating and synthesizing previous studies, theories, and findings to identify patterns, gaps, and areas of disagreement. This process helps to situate the current study within the broader context of existing knowledge, providing a foundation for understanding what has already been explored and what needs further investigation.

A well-conducted literature review demonstrates the researcher's familiarity with the field, highlights the significance of the research problem, and supports the justification for the new study. It also assists in refining the research questions, methodology, and theoretical framework, ensuring that the new research contributes meaningfully to the academic discourse. Ultimately, a literature review is an essential component of the research process, guiding and informing the direction and scope of the study.

Weam Tunsil, Pretty Bhalla, (2023) “The study of the impact of happiness at the workplace on work performance among the executives in IT sector” explores how workplace happiness influences performance, highlighting the growing recognition of the connection between employee well-being and organizational success. By examining 179 IT professionals from various organizations and using structured questionnaires for data collection, researchers found that happier employees demonstrate higher levels of engagement, creativity, productivity, and job satisfaction, while also experiencing lower turnover rates. The study also investigates factors such as company culture, leadership styles, and job characteristics that may moderate this relationship. It suggests that fostering supportive environments, offering skill development opportunities, and promoting work-life balance can enhance employee happiness, thereby improving job performance and organizational productivity. Ultimately, the research emphasizes the importance of prioritizing employee satisfaction to boost both individual and organizational performance.

Sailaja, V.N Vaishnavi, M., Sai Krishna T (2022) “A Study on the Impact of Human Resource Management Practices on Employee Performance” examines how human resource management practices (HRMP) influence employee performance and job

satisfaction. The study highlights that unless organizations provide optimal HRMP, employees are likely to experience stressful working conditions, resulting in poor performance and job dissatisfaction. Using a standardized questionnaire, researchers interviewed 229 volunteers from various organizations and analyzed the data using correlation and linear regression. The findings reveal that factors such as age, education, and current work experience significantly moderate the relationship between HRM practices and employee performance. Interestingly, when mediation is applied, job satisfaction is not directly related to HR management practices.

Kavyashree M.B, Sreedevi Kulenur, Pallaki Nagesh, Nanjundheshwara Swamy,(2022) “Relationship Between Human Resource Management Practices and Employee Engagement” investigates how HRM practices influence employee engagement, specifically among IT industry employees, including those in HR departments. Through surveys and advanced analytical techniques, the study found a positive correlation between effective HRM practices and higher levels of employee engagement and job performance. The findings emphasize the need to prioritize HRM practices to achieve long-term organizational success. Despite some limitations in sample size and methodology, the study provides valuable insights for business managers, highlighting the importance of implementing effective HRM strategies to foster employee commitment and engagement. Overall, this research contributes to a deeper understanding of the critical role HRM practices play in enhancing employee engagement in today's business environment.

Akanksha Jaiswal, C.Joe Arun, (2021) “Impact of Happiness-Enhancing Activities and Positive Practices on Employee Well-Being” explores how happiness-enhancing activities and positive practices (HAPP) influence employee well-being in an emerging information technology firm in India. The study utilized validated measures and designed an online survey completed by 54 employees. Over the past decades, psychology has shifted from focusing on negative to positive states of mind, sparking increased interest in understanding individual well-being. Organizational research has shown that employee well-being positively affects key business indicators. Drawing from positive psychology, this study examines how HAPP impacts employee well-being, contributing valuable insights to the field.

Rebecca R Kohea, Patrik M Wright, (2020) “The Impact of High-Performance Human Resource Practices on Employees’ Attitudes and Behaviors” examines how employees perceive HR practices in their workplace and how these perceptions influence absenteeism, retention, and discretionary efforts. Focusing on a large food service company, the study used advanced analytical techniques to gain deeper insights from the data. The findings indicate that when employees believe their company employs effective HR practices, they are more likely to remain with the company, demonstrate higher commitment, and go above and beyond their job requirements. Additionally, an emotional connection to the company further enhances these positive behaviors.

Xin Liu, Yilan Sha & Xuan Yu(2020) “Developmental HR Practices on Career Self-Management and Organizational Citizenship Behavior: A Moderated Mediation Model” aims to explore how developmental HR practices impact employees’ career self-management and organizational citizenship behavior (OCB). The study focuses on the mediating role of direct supervisors' transformational leadership and the moderating role of perceived organizational support. Data were gathered from 571 employees across various organizations in southwest China. The results reveal a positive impact of developmental HR practices on career self-management and OCB, partially mediated by transformational leadership from direct supervisors. Furthermore, perceived organizational support moderates the indirect relationship between developmental HR practices, career self-management, and OCB through supervisors' transformational leadership. The study highlights the importance of perceived organizational support, especially when transformational leaders implement developmental HR practices, and extends the relevance of developmental HR practices within leadership and career management literature.

Van Beurden, Karina Van Voorde, Marc Van Veldhoven, (2020) “The Employee Perspective on HR Practices: A Systematic Literature Review, Integration, and Outlook” investigates employee perceptions of HR practices, addressing the challenges within the field of Strategic Human Resource Management (SHRM) to track cumulative insights. This paper systematically reviews employee perceptions of HR practices by examining: 1) their role as antecedents, mediators, or outcomes, 2) the theoretical perspectives explaining this construct, and 3) the conceptualizations of employee perceptions of HRM in existing SHRM research. The findings reveal a

fragmented approach in current studies regarding how employee perceptions of HRM are examined. Multiple theoretical frameworks supporting the employee perspective on HRM have been employed, indicating the infeasibility of a single perspective. Additionally, various descriptive and evaluative conceptualizations have been used. The paper provides recommendations and future research directions to achieve a more comprehensive understanding of employee perceptions of HRM.

H.H.D Pooja & Jeyni Opatha, Ishani Uresha (2020) “HRM and Its Impact on Employee Happiness: An Empirical Study on Sri Lankan Employees” investigates the relationship between Human Resource Management (HRM) practices and employee happiness, addressing the gap in existing research and driven by the author's curiosity. The study aimed to evaluate the happiness levels of Sri Lankan employees, the HRM practices at their workplaces, and the influence of HRM on employee happiness. This analytical, cross-sectional study focused on individual employees and utilized a theoretical framework and two developed instruments to measure employee happiness and HRM practices. The reliability and validity of these instruments were confirmed. Using a survey method, data were collected from 110 respondents selected through convenient sampling. The study found high levels of both employee happiness and HRM practices, demonstrating that HRM has a significant and positive impact on the happiness of the Sri Lankan employees surveyed.

Hamzah Elrehail, Ibrahim Harazneh & Mohammad Abuhjeeleh, Amro Alzghoul, Sakher Alnajdawi, Hussein M. Hussein Ibrahim, (2020) “Employee Satisfaction, Human Resource Management Practices, and Competitive Advantage: The Case of Northern Cyprus” explores the impact of human resource (HR) management practices on achieving competitive advantage by examining the mediating role of employee satisfaction. This study focuses on five-star hotels in Northern Cyprus, aiming to understand how effective HR practices contribute to both employee satisfaction and the competitive edge of these establishments. By analyzing data from various HR initiatives and their effects on employee morale, the research highlights the crucial link between satisfied employees and enhanced organizational performance. The findings suggest that hotels with robust HRM practices not only boost employee satisfaction but also achieve superior market positioning. This study underscores the importance of

investing in employee-centric HR strategies to foster a motivated workforce and sustain competitive advantage in the hospitality industry of Northern Cyprus.

Sargam Garg, Kaifeng Jiang & David P. Lepak (2020) “HR Practice Salience: Explaining Variance in Employee Reactions to HR Practices” introduces the concept of human resource practice salience (HR salience) and examines its role as a moderator in the relationship between HR practices and employee outcomes. In Study 1, a policy-capturing approach was used to analyze how 118 graduate students reacted to three HR practices based on their salience. The results showed that individuals were more likely to be attracted to organizations offering performance-based pay and work flexibility when these practices were particularly salient to them. In Study 2, time-lag data from 451 employees was used to investigate how HR practices influence employee attitudinal outcomes. It was found that the relationship between performance-based pay and attitudinal outcomes was stronger for individuals who found this practice highly salient. Both studies indicated that HR practices with higher salience had a stronger impact on employee outcomes compared to less salient practices. This research contributes to strategic human resource management literature by explaining the variability in the effects of HR practices on employee outcomes and discussing practical implications for organizations.

Gulsen Kirpik (2020) “The Concept of Employee Happiness in Human Resources Management” focuses on the significance of employee happiness within HRM, drawing insights from a review of 48 articles published in the journal "Human Resource Management Review" from 1995 to 2020. The study identifies multiple factors influencing employee happiness, including job attitudes, sense of purpose, enjoyment at work, interpersonal relationships, perceived fairness, and organizational culture. Furthermore, it emphasizes how employee happiness correlates with outcomes such as loyalty, well-being, performance, and engagement. The research not only provides valuable insights for future studies but also suggests strategies for fostering employee happiness within organizational settings.

Ying Wang, Sunghoon, Kimalannah, Rafferty & Sanders (2019) "HR Practices through the Lens of Employee Perceptions: A Critical Review and Future Directions" explores the evolving field of employee perceptions regarding human resource (HR)

practices by analyzing 105 articles from leading HR management journals. The review identifies three key components—'what', 'how', and 'why'—that shape how employees interpret and respond to HR practices. The 'what' component examines the content of HR practices, the 'how' focuses on their framing and reception, and the 'why' delves into employees' assessments of organizational motives. By elucidating these components, the review provides insights into the theoretical underpinnings, methodological approaches, and practical implications of HR perception research. It underscores the importance of integrated studies across these dimensions and proposes future research directions, including exploration in cross-national contexts and theoretical advancements.

Lepak, D. P., & Snell, S. A. (2019) Lepak and Snell explore the differential investments in HR systems and their effects on employee satisfaction and organizational outcomes using data from multiple organizations. Their study reveals that strategic investments in HR systems significantly improve both employee satisfaction and organizational performance, emphasizing HR's role in fostering a supportive work environment. The research offers practical recommendations for HR managers, stressing the importance of a strategic HR management approach applicable across various industries. Using rigorous statistical methods, Lepak and Snell validate the link between HR practices and organizational performance, particularly highlighting their impact on employee retention and the crucial role of effective communication in HR management. Widely cited for its practical implications, their work encourages organizations to strategically invest in HR systems, providing comprehensive insights into how HR practices influence employee happiness and contribute to broader business success.

Way, S. A. (2019) Way's research underscores that small firms can significantly benefit from strategic HR practices, which enhance both employee happiness and firm performance. Using data from small firms, the study explores how strategic HR initiatives like selective hiring and comprehensive training contribute to improved employee satisfaction. It emphasizes HR's pivotal role in fostering a supportive work environment and offers practical recommendations for HR managers, stressing the importance of a strategic HR management approach applicable across diverse industries. Way's findings validate the link between HR practices and organizational

performance in small firms, supported by rigorous statistical methods. The research also discusses the impact of these practices on employee retention and underscores the critical role of effective communication in HR management. Widely recognized for its practical implications, Way's work encourages small firms to adopt strategic HR practices, providing a nuanced understanding of how these initiatives impact employee happiness and contribute to overall business success. This research enriches the broader HR literature by highlighting HR's strategic importance and offering actionable insights for enhancing HR management practices in small firms.

Guest, D. E. (2019) Guest's study delves into employees' perceptions of HR practices and their impact on job satisfaction, focusing on the psychological contract between employees and employers. The research underscores that positive HR practices significantly enhance employee happiness and organizational commitment. It examines a range of HR initiatives, including training, performance appraisal, and reward systems, drawing on survey data from multiple organizations. Guest's findings highlight that employees value transparency and fairness in HR practices, emphasizing how effective communication of HR policies builds trust and satisfaction among employees. The study stresses the importance of aligning HR practices with employee expectations to foster a supportive work environment. Guest advocates for continuous improvement in HR practices and provides actionable insights for HR managers, emphasizing the significance of incorporating employee feedback into HR policy development. The study's insights are applicable across various industries, demonstrating the clear correlation between HR practices and organizational performance. Combining qualitative and quantitative analyses, Guest's research is widely recognized for its practical implications, offering a nuanced understanding of employees' perspectives on HR practices. It encourages organizations to prioritize employee well-being and highlights HR's strategic role in achieving business success by emphasizing the human dimension of HR management.

Pfeffer, J. (2018) Pfeffer identifies seven critical HR practices including employment security, selective hiring, and extensive training that significantly contribute to organizational success and employee happiness by fostering a high-commitment workforce. His research underscores the economic benefits of these practices, demonstrating that well-trained employees are not only more productive but also more

satisfied, thereby emphasizing HR's role in cultivating a positive organizational culture. Pfeffer provides practical recommendations for HR managers to comprehensively invest in employee development, using case studies to illustrate how these practices impact organizational outcomes and stressing the importance of leadership in aligning HR strategies with business objectives. Widely cited for its comprehensive analysis, Pfeffer's work encourages organizations to adopt a strategic approach to HR management, highlighting the direct link between HR practices and employee well-being, thus enhancing understanding of HR's critical role in organizational success and offering actionable insights for improving HR management practices.

Arthur, J. B. (2019) Arthur's study investigates the impact of integrated HR systems on manufacturing performance and turnover, focusing on practices that enhance employee involvement and teamwork to reduce turnover rates and boost job satisfaction. Drawing on data from manufacturing firms, the research underscores how HR initiatives promoting teamwork contribute to higher employee morale and emphasize HR's role in fostering a supportive work environment through increased employee participation in decision-making. Highlighting the economic benefits of reduced turnover, Arthur's findings provide practical recommendations for HR managers to adopt a strategic approach that aligns HR practices with organizational goals across industries. Using rigorous statistical methods, the study validates the link between HR practices and organizational performance, particularly in enhancing productivity, and emphasizes the crucial role of effective communication in HR management. Widely recognized for its practical implications, Arthur's research encourages organizations to prioritize employee involvement and offers insights into how HR systems impact employee happiness, contributing significantly to the broader understanding of HR's strategic role in achieving business success and providing actionable recommendations for enhancing HR management practices.

Mac Duffie, J. P. (2018) MacDuffie's study examines the synergistic effects of integrated HR practices on employee attitudes and productivity, demonstrating that these practices significantly enhance job satisfaction and organizational performance across manufacturing firms. Emphasizing the importance of a holistic approach to HR management, the research underscores the positive impact of practices such as teamwork and continuous training on employee morale. MacDuffie's findings offer

practical recommendations for HR managers, stressing the necessity of strategic HR management aligned with organizational goals across diverse industries. Using rigorous statistical methods, the study validates the correlation between effective HR practices and organizational success, including their impact on employee retention and the pivotal role of communication in HR management. Widely acclaimed for its practical implications, MacDuffie's research advocates for organizations to adopt comprehensive HR strategies that prioritize employee happiness, thereby enhancing understanding of HR's strategic significance in achieving business success and providing actionable insights for improving HR management practices.

Becker, B. E., & Huselid, M. A. (2018) Becker and Huselid's study delves into HR architecture and its pivotal role in creating a competitive advantage through enhancing employee satisfaction and organizational performance, drawing on data from multiple organizations to explore these dynamics. Their research underscores that a well-designed HR architecture significantly fosters a supportive work environment and provides practical recommendations for HR managers to adopt a strategic approach in HR management across diverse industries. Demonstrating a robust link between effective HR practices and organizational success, Becker and Huselid employ rigorous statistical methods to validate their findings, emphasizing the impact on employee retention and the criticality of effective communication in HR strategies. Widely acclaimed for its practical insights, their work advocates for organizations to implement a strategic HR architecture that prioritizes employee happiness, enriching the broader HR literature by highlighting HR's strategic role in achieving business success and offering actionable strategies for enhancing HR management practices.

David Guest & Neil Conway(2018) This paper investigates the impact of HR practices, HR effectiveness, and a 'strong HR system' on organizational outcomes from a stakeholder perspective. It posits that the effectiveness of HR practices, particularly as rated by senior line managers, plays a crucial role in explaining the relationship between HR management and organizational performance. The study contrasts the perceptions of HR effectiveness between senior line managers and HR managers, finding that ratings by senior line managers tend to have a stronger correlation with performance outcomes. Drawing on Bowen and Ostroff's concept of consensus within a 'strong' HR system, the paper hypothesizes that shared perceptions of high

effectiveness among stakeholders will lead to better performance outcomes. However, the analysis reveals low levels of agreement between HR and line managers on HR effectiveness, and where consensus exists, it does not necessarily correlate with superior outcomes. Thus, while the study underscores the significance of HR effectiveness in driving organizational outcomes, it does not find supporting evidence for the impact of consensus among stakeholders in achieving superior performance.

Kalleberg, A. L., & Moody, J. W. (2015) Kalleberg and Moody's review examines the relationship between HR practices and employee attitudes, emphasizing their significant impact on job satisfaction and organizational commitment across various organizations. Their study, drawing on data from multiple sources, underscores that positive HR practices, including fair performance appraisals and robust training programs, are instrumental in enhancing employee satisfaction and fostering a supportive work environment. Providing practical recommendations for HR managers, the research advocates for a strategic approach to HR management that aligns practices with organizational goals across different industries. Kalleberg and Moody validate these insights using rigorous statistical methods, demonstrating a clear link between effective HR practices and improved organizational performance, as well as their impact on employee retention and the critical role of effective communication in HR strategies. Widely recognized for its practical implications, their work encourages organizations to adopt fair and transparent HR practices, offering detailed insights into how these practices contribute to employee happiness and underscore HR's strategic importance in achieving business success. This research continues to influence HR literature by providing actionable strategies for enhancing HR management practices.

Van De Voorde & Beijer, (2015) The study "The Role Of Employee HR Practices In The Relationship Between High-Performance Work Systems And Employee Outcomes" investigates how high-performance work systems (HPWS) influence employee outcomes through the meanings employees attribute to these systems. While existing research links HPWS with employee outcomes, understanding the specific attributions employees make and their impact on happiness and health-related outcomes remains limited. Using multilevel data from 1,065 employees nested within 150 work units, collected from both line managers and employees, the study finds that the extent of HPWS implementation is positively associated with HR well-being and HR

performance attributions. Moreover, attributions of HR well-being correlate with higher commitment and lower job strain, whereas HR performance attributions correlate with higher job strain levels. These findings underscore the significance of employees' interpretations of HPWS in predicting their outcomes, highlighting the need for nuanced understanding in organizational settings. The scale of the study, involving multiple work units, suggests its potential applicability to larger, multi-site investigations.

Birdi, K., et al. (2008) Birdi and colleagues' analysis focuses on the beneficial effects of employee training, empowerment, and teamwork on both employee morale and company productivity, drawing on data from diverse organizations to explore these relationships. Their study reveals that employees who receive ongoing training and are empowered to make decisions tend to exhibit higher levels of satisfaction and productivity. Emphasizing the pivotal role of teamwork in enhancing job satisfaction, the research offers practical recommendations for HR managers, advocating for a comprehensive approach to HR management that aligns practices with organizational objectives across various industries. Birdi et al. empirically demonstrate the correlation between effective HR practices and improved organizational performance, using rigorous statistical methods to validate their findings and highlighting the impact of these practices on employee retention and the importance of effective communication in HR strategies. Widely recognized for its practical implications, their work encourages organizations to prioritize initiatives like employee training and empowerment, providing a nuanced understanding of how these practices contribute to employee happiness and emphasizing HR's strategic role in achieving business success. Birdi et al.'s research continues to influence HR literature by offering actionable insights for enhancing HR management practices in diverse organizational contexts.

Batt, R., & Valcour, P. M. (2007) Batt and Valcour's analysis examines the beneficial effects of work-life balance initiatives on employee satisfaction and retention across multiple organizations. Their study reveals that these initiatives significantly enhance employee satisfaction and reduce turnover rates. Emphasizing the crucial role of HR in fostering a supportive work environment, the research offers practical recommendations for HR managers, stressing the importance of adopting a strategic approach to HR management applicable across diverse industries. Batt and Valcour

empirically demonstrate the correlation between effective HR practices and improved organizational performance, using rigorous statistical methods to validate their findings and discussing the impact of these practices on enhancing employee retention. They underscore the role of effective communication in HR management. Widely cited for its practical implications, their work encourages organizations to implement and prioritize work-life balance initiatives, providing a comprehensive understanding of how such practices contribute to employee happiness. Batt and Valcour's research contributes significantly to HR literature by highlighting HR's strategic importance in achieving business success and offering actionable insights for optimizing HR management practices.

Purcell, J., et al. (2007) Purcell and colleagues underscore the pivotal role of the HR function in cultivating positive employee attitudes and behaviors, drawing on data from diverse organizations to explore these dynamics. Their study reveals that effective HR practices significantly enhance both employee satisfaction and organizational performance. Highlighting HR's crucial role in fostering a supportive work environment, the research offers practical recommendations for HR managers, emphasizing the importance of adopting a strategic approach to HR management applicable across various industries. Purcell et al. empirically demonstrate the correlation between well-executed HR practices and improved organizational outcomes, employing rigorous statistical methods to validate their findings and discussing how these practices impact employee retention and the necessity of effective communication in HR strategies. Widely recognized for its practical implications, their work encourages organizations to prioritize the HR function and provides a comprehensive understanding of how HR practices contribute to employee happiness. Purcell et al.'s research significantly contributes to HR literature by highlighting HR's strategic importance in achieving business success and offering actionable insights for enhancing HR management practices.

Takeuchi, R., et al. (2006) Takeuchi and colleagues delve into the mediating role of social exchange in the relationship between HR practices and employee happiness, utilizing data from multiple organizations to explore these dynamics. Their findings indicate that social exchange significantly mediates how HR practices impact employee happiness, underscoring HR's pivotal role in cultivating a supportive work

environment. The study offers practical recommendations for HR managers, emphasizing the strategic importance of HR management across industries. Demonstrating a robust link between effective HR practices and organizational performance, Takeuchi et al. employ rigorous statistical methods to validate their findings and discuss implications for employee retention and the crucial role of communication in HR strategies. Widely recognized for its practical insights, their research advocates for fostering social exchange within workplaces and provides a comprehensive understanding of how HR initiatives influence employee happiness. Contributing significantly to HR literature, Takeuchi et al.'s work highlights HR's strategic impact on achieving business success and offers actionable strategies for enhancing HR management practices.

Collins, C. J., & Smith, K. G. (2006) Collins and Smith investigate how HR practices contribute to building social capital within organizations and enhancing employee happiness, drawing on data from multiple organizations to explore these dynamics. Their research reveals that HR initiatives focused on fostering social capital significantly enhance both employee satisfaction and organizational performance, highlighting HR's pivotal role in shaping supportive work environments. The study offers practical recommendations for HR managers, stressing the importance of a strategic approach to HR management applicable across diverse industries. By employing rigorous statistical methods, Collins and Smith demonstrate a robust link between effective HR practices and organizational outcomes, addressing implications for employee retention and emphasizing the critical role of communication in HR strategies. Widely recognized for its practical insights, their work advocates for organizations to prioritize building social capital through HR initiatives, providing a comprehensive understanding of how these practices impact employee happiness. Contributing significantly to HR literature, Collins and Smith underscore HR's strategic significance in achieving business success and offer actionable strategies for enhancing HR management practices.

Batt, R. (2002) Batt's study illustrates how high-involvement work practices, such as employee training and participation in decision-making, contribute to increased employee satisfaction and reduced turnover rates within the customer service sector. By analyzing data from this industry, Batt demonstrates that well-trained and

empowered employees are more likely to be satisfied with their roles and less inclined to leave their organizations. The research underscores the economic benefits associated with lower turnover. Batt offers practical recommendations for HR managers, emphasizing the necessity of a strategic HR management approach applicable across various industries. Through rigorous statistical methods, the study substantiates the correlation between effective HR practices and enhanced organizational performance, including productivity improvements. It also underscores the pivotal role of effective communication in HR management strategies. Widely recognized for its practical insights, Batt's work advocates for organizations to implement high-involvement work practices to foster employee satisfaction and organizational success. The study contributes significantly to HR literature by providing a comprehensive understanding of how these practices influence employee happiness and reinforcing HR's strategic importance in achieving business goals.

2.2 THEORETICAL FRAMEWORK

The theoretical framework for examining the role of HR practices and their impact on employee happiness provides a structured approach to understanding how specific HR activities influence employees' well-being and job satisfaction. It integrates various theories and models from psychology, management, and organizational behavior to explain the underlying mechanisms through which HR practices affect employee happiness. This comprehensive approach is crucial for identifying the factors that contribute to a positive and productive work environment. By applying this framework, organizations can design and implement HR strategies that promote employee happiness and organizational success. The framework underscores the importance of aligning HR practices with employees' needs and expectations to foster a supportive workplace. Understanding these dynamics helps in creating policies that enhance job satisfaction and employee engagement. Additionally, the framework emphasizes the role of organizational culture and leadership in shaping HR practices that impact employee happiness. By considering multiple theoretical perspectives, this framework provides a holistic view of the factors influencing employee well-being. Moreover, it highlights the significance of continuous feedback and adaptation in HR practices to meet evolving employee needs. This approach ensures that HR strategies remain relevant and effective in promoting employee happiness. Ultimately, the

framework serves as a guide for organizations aiming to improve employee well-being through strategic HR management. It provides a basis for developing targeted interventions that address specific aspects of the work environment affecting employee happiness. Through this framework, organizations can systematically evaluate and refine their HR practices to enhance overall employee satisfaction. It also encourages ongoing research and development in HR practices to keep pace with changing workplace dynamics. By focusing on evidence-based practices, organizations can ensure that their HR strategies are grounded in proven theories and models. This comprehensive approach not only improves employee happiness but also contributes to organizational resilience and competitiveness. Therefore, adopting this theoretical framework is essential for organizations committed to fostering a positive work environment and enhancing employee well-being.

Key Theories and Concepts

Motivation Theories

Maslow's Hierarchy of Needs: Maslow's theory proposes that human needs are arranged in a hierarchy, starting with basic physiological needs such as food and shelter and moving up to higher-level needs like self-actualization, which involves achieving one's full potential. HR practices should address these various levels of needs by providing a safe working environment, opportunities for social interaction, and avenues for personal growth. This approach ensures that employees' fundamental and advanced needs are met, leading to enhanced happiness and job satisfaction. Moreover, organizations that understand and implement strategies to fulfill these needs can foster a more engaged and motivated workforce. By recognizing the importance of each level of need, HR can create a supportive environment that promotes employee well-being. This theory underscores the necessity of a holistic approach to employee care, ensuring that both physical and psychological needs are addressed. Furthermore, it provides a framework for designing HR policies that cater to diverse employee needs, thereby enhancing overall workplace satisfaction. In addition to meeting basic needs, HR practices that focus on higher-level needs such as self-esteem and self-actualization can drive long-term engagement and loyalty. This comprehensive approach helps in building a resilient and adaptive workforce. By integrating Maslow's hierarchy into HR practices, organizations can create a balanced and fulfilling work environment.

This not only boosts employee happiness but also contributes to organizational success. In summary, addressing the full spectrum of employee needs through thoughtful HR practices is essential for fostering a supportive and productive workplace.

Herzberg's Two-Factor Theory: Herzberg's theory distinguishes between hygiene factors, such as salary, company policies, and work conditions, that prevent dissatisfaction, and motivators, such as recognition, responsibility, and opportunities for advancement, that actively promote job satisfaction. Effective HR practices should ensure that hygiene factors are adequately addressed to prevent dissatisfaction and that motivators are present to enhance job satisfaction and happiness. This dual approach helps in creating a balanced and motivating work environment. By focusing on both hygiene factors and motivators, organizations can address the various dimensions of employee satisfaction. Moreover, this theory provides a practical framework for designing HR policies that enhance both immediate and long-term employee happiness. Ensuring that basic job aspects are well-managed prevents dissatisfaction and creates a stable foundation for introducing motivators. Additionally, recognizing and rewarding employees' efforts through motivators fosters a culture of appreciation and growth. This approach not only enhances job satisfaction but also drives higher levels of engagement and productivity. By applying Herzberg's theory, organizations can systematically identify and address factors that influence employee morale. This leads to a more motivated and content workforce. In conclusion, integrating both hygiene factors and motivators into HR practices is crucial for sustaining employee happiness and organizational success.

Job Characteristics Model (JCM)

The Job Characteristics Model, proposed by Hackman and Oldham, identifies five core job characteristics: skill variety, task identity, task significance, autonomy, and feedback. These characteristics influence three critical psychological states: experienced meaningfulness of the work, experienced responsibility for outcomes, and knowledge of results. When these psychological states are positive, they lead to higher job satisfaction, intrinsic motivation, and ultimately greater employee happiness. HR practices that design jobs to enhance these characteristics can significantly improve employee happiness. By incorporating these elements into job design, organizations

can create roles that are both challenging and fulfilling. This approach ensures that employees find their work meaningful and engaging. Moreover, providing autonomy and clear feedback helps employees feel a sense of control and accomplishment. This contributes to a positive work environment where employees are motivated to perform at their best. Additionally, recognizing the importance of these job characteristics can help HR professionals develop targeted strategies to enhance employee satisfaction. This model provides a framework for creating jobs that not only meet organizational needs but also foster employee growth and happiness. By focusing on these core job characteristics, organizations can enhance overall job satisfaction and reduce turnover. This leads to a more stable and engaged workforce. In conclusion, the Job Characteristics Model is a valuable tool for designing jobs that promote employee happiness and organizational success.

Social Exchange Theory

Social Exchange Theory suggests that the relationship between employees and their organization is based on reciprocal exchanges. When employees perceive that the organization values them and provides supportive HR practices, such as fair treatment, recognition, and career development opportunities, they are more likely to reciprocate with positive attitudes and behaviors, including increased happiness, loyalty, and engagement. This theory emphasizes the importance of mutual benefits and trust in the employer-employee relationship. By fostering a culture of reciprocity, organizations can build strong and positive relationships with their employees. This approach helps in creating a supportive and motivating work environment. Moreover, recognizing and rewarding employees' contributions reinforces their commitment and engagement. This theory underscores the significance of creating a balanced exchange where both parties feel valued and appreciated. By applying Social Exchange Theory, organizations can enhance employee satisfaction and loyalty. This leads to a more engaged and productive workforce. In conclusion, fostering reciprocal relationships through supportive HR practices is crucial for sustaining employee happiness and organizational success.

Positive Psychology

Positive psychology focuses on studying what makes life worth living, emphasizing the importance of positive emotions, engagement, relationships, meaning, and accomplishments (summarized as the PERMA model). HR practices that foster these elements—such as recognizing employee achievements, promoting teamwork and social connections, providing meaningful work, and supporting personal and professional growth—can significantly contribute to employee happiness. By promoting a positive and fulfilling work environment, organizations can enhance employees' overall well-being. This approach ensures that employees feel valued and motivated. Moreover, focusing on positive psychology helps in creating a supportive and inclusive work culture. This not only boosts employee happiness but also drives higher levels of engagement and productivity. By integrating positive psychology principles into HR practices, organizations can create a balanced and fulfilling work environment. This leads to a more motivated and content workforce. In conclusion, applying positive psychology principles in HR practices is essential for fostering employee happiness and organizational success.

HR Practices and Their Impact on Employee Happiness

a. Recruitment and Selection

Effective recruitment and selection practices ensure a good fit between the employee and the job/organization. This alignment is crucial for job satisfaction, as employees who feel they are well-suited to their roles are more likely to be engaged and happy at work. HR practices that focus on hiring individuals whose values, skills, and personalities match the organizational culture and job requirements can enhance employee happiness and reduce turnover. By ensuring a good fit, organizations can create a more cohesive and productive work environment. Moreover, targeted recruitment strategies help in attracting and retaining top talent. This approach ensures that the organization benefits from a skilled and motivated workforce. Additionally, effective selection processes help in identifying candidates who are not only qualified but also aligned with the organization's values and goals. This leads to a more engaged and committed workforce. By focusing on recruitment and selection, organizations can enhance overall job satisfaction and performance. This contributes to a more stable and

successful organization. In conclusion, effective recruitment and selection practices are essential for fostering employee happiness and organizational success.

b. Training and Development

Opportunities for continuous learning and career development are essential for maintaining and enhancing employees' skills and knowledge. HR practices that help training and development programs employees feel valued and invested, leading to increased job satisfaction and happiness. When employees see that their employer is committed to their growth and career advancement, they are more likely to feel motivated, engaged, and happy in their roles. This approach ensures that employees have the skills and confidence needed to perform their jobs effectively. Moreover, continuous learning opportunities help in keeping employees up-to-date with industry trends and advancements. This not only enhances their performance but also contributes to organizational success. By investing in training and development, organizations can build a skilled and adaptable workforce. This leads to higher levels of employee satisfaction and retention. In conclusion, providing opportunities for training and development is crucial for fostering employee happiness and organizational success.

c. Performance Management

A fair and transparent performance appraisal system is critical for employee happiness. When employees receive constructive feedback, recognition for their achievements, and clear goals for improvement, they are more likely to feel valued and motivated. HR practices that ensure regular and fair performance evaluations, coupled with rewards and recognition programs, can boost employee morale and happiness by making employees feel appreciated and supported. For example, setting clear and achievable performance goals ensures that employees know what is expected of them. Regular check-ins and feedback sessions provide ongoing support and guidance. Recognizing and rewarding employees for their achievements enhances motivation and job satisfaction. Providing opportunities for employees to discuss their career aspirations and development needs ensures that they feel heard and valued. Performance evaluations that are fair and unbiased foster a sense of trust and respect. Transparent processes and criteria for evaluations and promotions enhance perceived

fairness. Providing training for managers on effective performance management practices ensures consistency and fairness. Incorporating employee input in the evaluation process enhances engagement and buy-in. Using a variety of assessment methods, such as self-assessments, peer reviews, and 360-degree feedback, provides a comprehensive view of performance. These practices create a positive and supportive performance management system. They also enhance employee engagement and motivation. Employees who feel valued and supported are more likely to perform well and stay with the organization. Ultimately, effective performance management practices contribute to higher levels of employee happiness and organizational success

Compensation and Benefits

Competitive and equitable compensation, along with comprehensive benefits, play a significant role in employee happiness. Adequate compensation addresses employees' financial needs and contributes to their sense of fairness and job satisfaction. Benefits such as health insurance, retirement plans, and wellness programs further support employees' well-being and reduce stress. HR practices that ensure fair pay and benefits contribute to a positive work environment and enhance employee happiness. For example, conducting regular market analyses ensures that compensation remains competitive. Providing a range of benefits that address different aspects of employees' lives enhances their overall well-being. Health insurance, wellness programs, and mental health support provide essential health benefits. Retirement plans and financial planning services support long-term financial security. Flexible work arrangements and leave policies support work-life balance. Providing benefits that support families, such as childcare and parental leave, enhances employee happiness. Recognizing and rewarding employees for their contributions through bonuses and incentives enhances motivation and job satisfaction. Ensuring transparency in compensation policies fosters trust and fairness. Regularly reviewing and adjusting compensation and benefits based on employee feedback ensures they remain relevant and effective. Providing employees with options to customize their benefits enhances their satisfaction. These practices create a supportive and inclusive work environment. They also enhance employee retention and loyalty. Employees who feel fairly compensated and well-supported are more likely to be engaged and committed. Ultimately, HR

practices that focus on fair compensation and comprehensive benefits significantly contribute to employee happiness and organizational success.

d. Work-Life Balance

HR practices that promote work-life balance, such as flexible working hours, remote work options, and adequate vacation policies, help employees manage their personal and professional lives more effectively. When employees feel they have the flexibility to balance their work and personal responsibilities, they experience lower stress levels and greater overall happiness. Organizations that support work-life balance create a more positive and supportive work environment, leading to happier employees. For example, offering flexible working hours allows employees to adjust their schedules to better fit their personal needs. Remote work options provide flexibility and reduce commuting stress. Adequate vacation policies ensure that employees can take time off to rest and recharge. Encouraging employees to take their full vacation entitlement prevents burnout and promotes well-being. Providing support for parents, such as parental leave and childcare options, helps employees balance work and family responsibilities. Offering wellness programs that promote physical and mental health enhances overall well-being. Creating a culture that respects and values work-life balance fosters a positive work environment. Providing resources and support for stress management and mental health reduces stress and enhances happiness. Encouraging employees to set boundaries and maintain a healthy work-life balance prevents overwork and burnout. Recognizing and rewarding employees for maintaining a healthy work-life balance reinforces its importance. These practices create a supportive and inclusive work environment. They also enhance employee retention and loyalty. Employees who feel supported in balancing their work and personal lives are more likely to be engaged and committed. Ultimately, HR practices that promote work-life balance significantly contribute to employee happiness and organizational success.

e. Employee Engagement and Participation

Practices that encourage employee involvement in decision-making processes and foster a sense of belonging and ownership can significantly enhance job satisfaction and happiness. When employees feel their opinions are valued and they have a say in how their work is done, they are more likely to be engaged and committed to the

organization. HR practices that promote open communication, teamwork, and participative management contribute to a positive work culture and increase employee happiness. For example, involving employees in decision-making processes enhances their sense of ownership and commitment. Encouraging open communication and feedback ensures that employees feel heard and valued. Providing opportunities for teamwork and collaboration fosters strong relationships and a sense of community. Participative management practices, such as involving employees in goal-setting and problem-solving, enhance engagement and motivation. Recognizing and rewarding employees for their contributions reinforces their value. Providing opportunities for employees to share their ideas and suggestions enhances innovation and engagement. Creating a culture of trust and respect fosters a positive work environment. Providing training and development opportunities for employees to enhance their skills and knowledge supports their growth and development. Encouraging employees to take on new challenges and responsibilities enhances their sense of accomplishment and job satisfaction. Providing opportunities for career advancement and growth enhances engagement and retention. These practices create a supportive and inclusive work environment. They also enhance employee retention and loyalty. Employees who feel valued and supported are more likely to be engaged and committed. Ultimately, HR practices that promote employee engagement and participation significantly contribute to employee happiness and organizational success.

f. Organizational Culture and Climate

A positive organizational culture that values respect, trust, and support is crucial for employee happiness. HR practices that promote a supportive and inclusive work environment, where employees feel safe and valued, lead to higher job satisfaction and well-being. Organizational culture and climate set the tone for the overall work experience, and HR practices that nurture a positive culture can significantly enhance employee happiness and retention. For example, creating a culture of respect and trust ensures that employees feel valued and supported. Promoting diversity and inclusion enhances a sense of belonging and fairness. Providing opportunities for social interaction and teamwork fosters strong relationships and a sense of community. Recognizing and celebrating employees' achievements enhances motivation and job satisfaction. Providing support for employees' well-being, such as wellness programs

and mental health resources, enhances overall well-being. Encouraging open communication and feedback ensures that employees feel heard and valued. Providing opportunities for career development and growth enhances engagement and retention. Creating a culture of continuous improvement and learning fosters innovation and growth. Providing support for work-life balance enhances overall well-being. Recognizing and rewarding employees for their contributions reinforces their value. These practices create a supportive and inclusive work environment. They also enhance employee retention and loyalty. Employees who feel valued and supported are more likely to be engaged and committed. Ultimately, HR practices that promote a positive organizational culture and climate significantly contribute to employee happiness and organizational success.

Impact on Employee Happiness

a. Job Satisfaction

HR practices that align with employees' needs and expectations contribute to higher job satisfaction, which is a key component of overall happiness at work. When employees feel that their job meets their personal and professional needs, they are more likely to be satisfied and happy in their roles. Job satisfaction leads to greater engagement, productivity, and retention. For example, providing fair compensation and benefits ensures that employees' financial needs are met. Offering opportunities for career development and growth supports employees' professional needs. Creating a positive and supportive work environment enhances overall well-being. Providing recognition and rewards for employees' contributions enhances motivation and job satisfaction. Encouraging open communication and feedback ensures that employees feel heard and valued. Providing support for work-life balance enhances overall well-being. Recognizing and celebrating employees' achievements enhances motivation and job satisfaction. Providing support for employees' well-being, such as wellness programs and mental health resources, enhances overall well-being. Encouraging open communication and feedback ensures that employees feel heard and valued. Providing opportunities for career development and growth enhances engagement and retention. These practices create a supportive and inclusive work environment. They also enhance employee retention and loyalty. Employees who feel valued and supported are more likely to be engaged and committed. Ultimately, HR practices that align with

employees' needs and expectations contribute to higher job satisfaction and organizational success.

b. Well-being

Holistic HR practices that consider employees' physical, mental, and emotional well-being promote overall happiness. Programs that support mental health, provide wellness resources, and create a supportive work environment help employees feel cared for and valued. This holistic approach reduces stress, prevents burnout, and enhances overall well-being, leading to happier employees. For example, providing mental health support, such as counseling services and stress management programs, enhances overall well-being. Offering wellness programs that promote physical health, such as fitness classes and healthy eating options, supports employees' physical well-being. Creating a supportive work environment that values respect, trust, and support enhances overall well-being. Encouraging work-life balance, such as flexible working hours and remote work options, reduces stress and enhances overall well-being. Providing support for employees' personal and professional growth, such as training and development opportunities, enhances overall well-being. Recognizing and celebrating employees' achievements enhances motivation and job satisfaction. Providing support for employees' well-being, such as wellness programs and mental health resources, enhances overall well-being. Encouraging open communication and feedback ensures that employees feel heard and valued. Providing opportunities for career development and growth enhances engagement and retention. These practices create a supportive and inclusive work environment. They also enhance employee retention and loyalty. Employees who feel valued and supported are more likely to be engaged and committed. Ultimately, HR practices that promote overall well-being significantly contribute to employee happiness and organizational success.

c. Employee Engagement

Engaged employees are more likely to be happy and satisfied with their jobs. HR practices that foster engagement, such as providing meaningful work, opportunities for development, and a positive work environment, lead to higher levels of happiness. Engaged employees are more productive, committed, and likely to stay with the organization. For example, providing meaningful work ensures that employees find purpose in their roles. Offering opportunities for career development and growth

supports employees' professional needs. Creating a positive and supportive work environment enhances overall well-being. Providing recognition and rewards for employees' contributions enhances motivation and job satisfaction. Encouraging open communication and feedback ensures that employees feel heard and valued. Providing support for work-life balance enhances overall well-being. Recognizing and celebrating employees' achievements enhances motivation and job satisfaction. Providing support for employees' well-being, such as wellness programs and mental health resources, enhances overall well-being. Encouraging open communication and feedback ensures that employees feel heard and valued. Providing opportunities for career development and growth enhances engagement and retention. These practices create a supportive and inclusive work environment. They also enhance employee retention and loyalty. Employees who feel valued and supported are more likely to be engaged and committed. Ultimately, HR practices that foster engagement significantly contribute to employee happiness and organizational success.

d. Retention

Happy employees are more likely to stay with their organization, reducing turnover and associated costs. HR practices that enhance job satisfaction, well-being, and engagement contribute to higher retention rates. By creating a positive work environment and addressing employees' needs, organizations can retain top talent and maintain a stable workforce. For example, providing fair compensation and benefits ensures that employees' financial needs are met. Offering opportunities for career development and growth supports employees' professional needs. Creating a positive and supportive work environment enhances overall well-being. Providing recognition and rewards for employees' contributions enhances motivation and job satisfaction. Encouraging open communication and feedback ensures that employees feel heard and valued. Providing support for work-life balance enhances overall well-being. Recognizing and celebrating employees' achievements enhances motivation and job satisfaction. Providing support for employees' well-being, such as wellness programs and mental health resources, enhances overall well-being. Encouraging open communication and feedback ensures that employees feel heard and valued. Providing opportunities for career development and growth enhances engagement and retention. These practices create a supportive and inclusive work environment. They also enhance employee retention and loyalty. Employees who feel valued and supported are

more likely to be engaged and committed. Ultimately, HR practices that enhance job satisfaction, well-being, and engagement contribute to higher retention rates and organizational success.

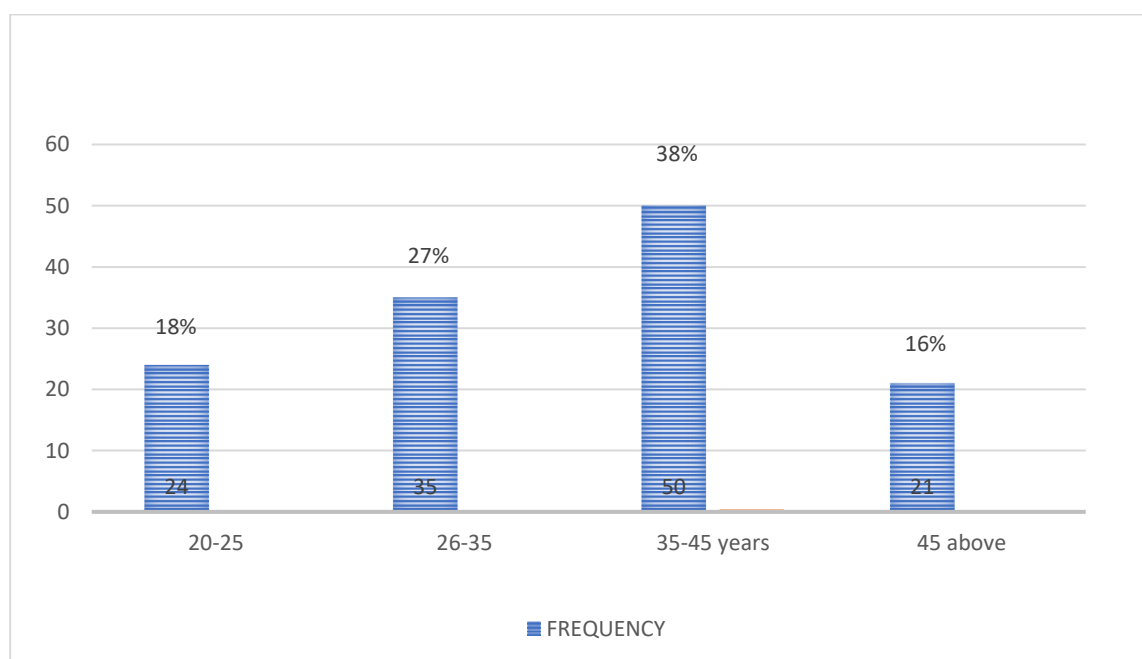
CHAPTER III
DATA ANALYSIS & INTERPRETATION

Table 3.1: Age distribution of respondents

AGE	FREQUENCY	PERCENTAGE
20-25	24	18%
26-35	35	27%
35-45 Years	50	38%
45 Above	21	16%
Total	130	100%

(Source: Primary data)

Figure 3.1: Age distribution of respondents



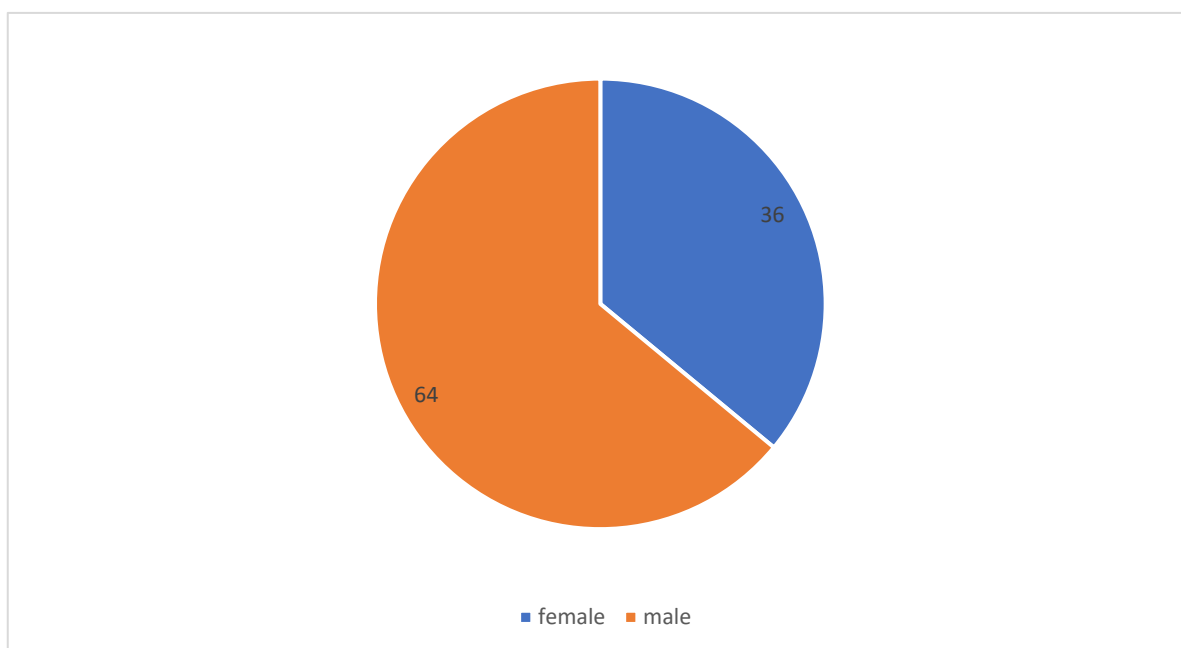
Interpretation: The above table shows that 38% of the respondents are between the age group of 35-45y years, 27% of the respondents are between the age group of 26-35, 18% of the respondents are between the age group of 20-25, 16% of the respondents are between the age group of 45 and above.

Table 3.2: Gender of the respondents

GENDER	FREQUENCY	PERCENTAGE
Female	47	36%
Male	83	64%
Total	130	100%

(Source: Primary data)

Figure 3.2: Gender of the respondents



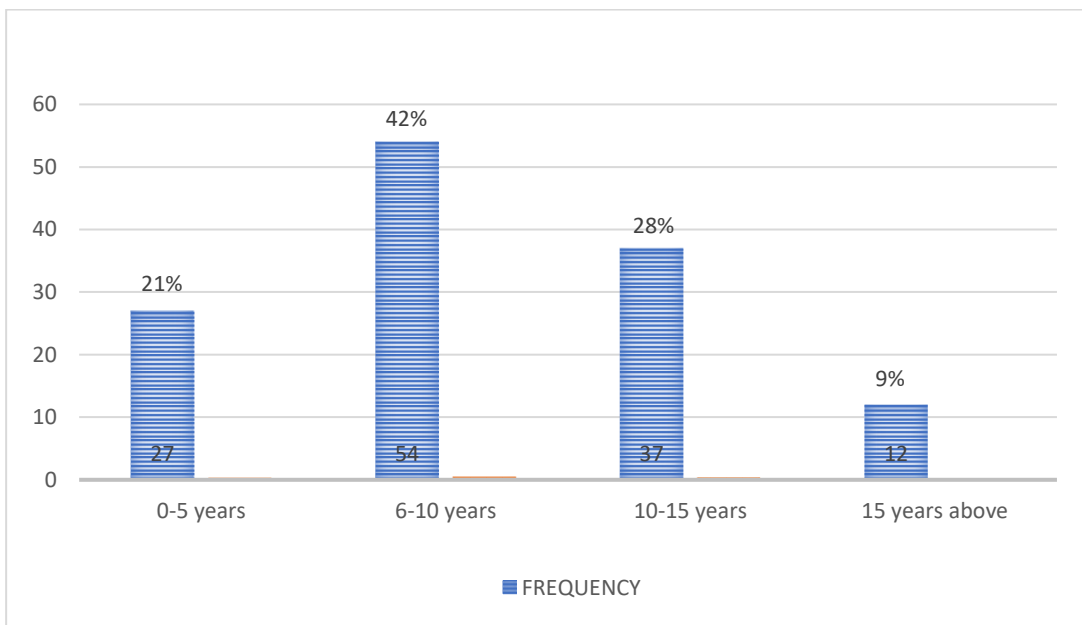
Interpretation: The findings indicate that out of the total 130 respondents, (64%) of the respondents are male, and (36%) of the respondents are female.

Table 3.3: Work Experience

EXPERIENCE	FREQUENCY	PERCENTAGE
0-5 Years	27	21%
6-10 Years	54	42%
10-15 Years	37	28%
15 Years Above	12	9%
Total	130	100%

(Source: Primary data)

Figure 3.3: Work Experience



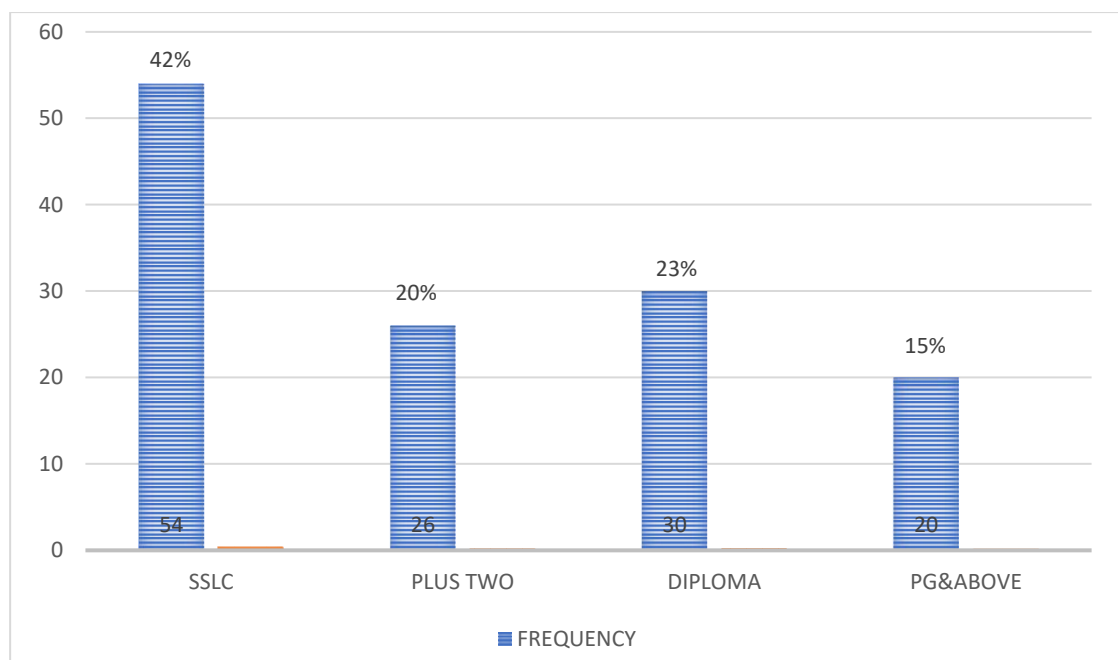
Interpretation: The above table shows that 42% of the respondents have between 6-10 years of experience, 28% of the respondents have above 10-15 years, 21% of the respondents have between 0- 5 years, and 9% of respondents are between 15 years above of working experience.

Table 3.4: Education Qualification

QUALIFICATION	FREQUENCY	PERCENTAGE
Sslc	54	42%
Plus Two	26	20%
Diploma	30	23%
Pg&Above	20	15%
Total	130	100%

(Source: Primary data)

FIGURE 3.4: Education Qualification



Interpretation: The above table shows that 42% of respondents have completed SSLC. About 20% had +2 qualifications, 23 % had a Diploma, and 15% had PG & above qualifications.

Table 3.5 Compensation & Benefits with Employee Happiness

Table 3.5.1 Descriptive statistics

	Mean	Std. Deviation	N
A1	3.6421	0.83837	130
D1	3.3724	0.82543	130

(A1: Employee Happiness, D1: Compensation& Benefits)

Table 3.5.2 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.463 ^a	0.215	0.209	0.74559	0.215	39.070	1	143	0.000

Table 3.5.3 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.719	1	21.719	39.070	.000 ^b
	Residual	79.494	143	0.556		
	Total	101.213	144			

Table 3.5.4 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.055	0.261		7.866	0.000	1.539	2.572
	D1	0.470	0.075	0.463	6.251	0.000	0.322	0.619

Interpretation: Based on the statistical analysis Compensation & Benefits tend to report higher levels of happiness at work, as indicated by their average happiness rating of 3.64 out of 5 compared to a Compensation & Benefits rating of 3.37. We accept the Null Hypothesis. This moderate positive correlation (0.46) between the two factors suggests that improvements in Compensation & Benefits are associated with increased

employee happiness. The statistical analysis reinforces this relationship with a significant p-value ($p < 0.005$), indicating that this association is unlikely to occur by chance. About 21.5% of the variability in employee happiness can be explained by differences in Compensation & Benefits, underscoring its substantial impact. For every unit increase in Compensation & Benefits, happiness is expected to rise by 0.47 points, highlighting the potential for enhancing employee satisfaction through improved compensation packages. Organizations looking to foster a happier workplace environment should prioritize investments in Compensation & Benefits as part of a comprehensive strategy to enhance overall employee well-being.

Table 3.6: Work Environment & Policies with Employee Happiness

Table 3.6.1 Descriptive statistics

	Mean	Std. Deviation	N
A1	3.6421	0.83837	145
D2	3.4571	0.59657	145

(A1: Employee Happiness, D2: Work Environment & Policies)

Table 3.6.2 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.297 ^a	0.088	0.082	0.80342	0.088	13.803	1	143	0.000

Table 3.6.3 ANNOVA

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.910	1	8.910	13.803	.000 ^b
	Residual	92.304	143	0.645		
	Total	101.213	144			

Table 3.6.4 Coefficients

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.201	0.394		5.590	0.000	1.422	2.979
	D2	0.417	0.112	0.297	3.715	0.000	0.195	0.639

Interpretation: Based on the statistical analysis and the criteria for hypothesis testing (typically with a significance level of 0.05), we reject the null hypothesis (H_0) that there is no relationship between Compensation & Benefits with Employee Happiness. The evidence supports the alternative hypothesis (H_1) that improvements in Compensation & Benefits are associated with higher levels of Employee Happiness. Therefore, organizations that enhance their Compensation & Benefits packages are likely to see increased employee satisfaction and happiness, as indicated by the statistical findings. This conclusion is crucial for organizations aiming to understand and improve employee well-being through strategic enhancements in compensation and benefits programs.

Table 3.7 Career Development & Growth with Employee Happiness

Table 3.7.1 Descriptive Statistics

	Mean	Std. Deviation	N
A1	3.6421	0.83837	130
D3	3.5259	0.87783	130

(A1: Employee Happiness, D3: Career Development & Growth)

Table 3.7.2 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.520 ^a	0.270	0.265	0.71869	0.270	52.956	1	143	0.000

Table 3.7.3 ANOVA

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.352	1	27.352	52.956	.000 ^b
	Residual	73.861	143	0.517		
	Total	101.213	144			

Table 3.7.4 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.892	0.248		7.632	0.000
	D3	0.496	0.068	0.520	7.277	0.000

Interpretation: The statistical analysis reveals that there is a significant and positive relationship between Development Opportunities (D3) with Employee Happiness (A1). Employees who perceive better development opportunities tend to report higher levels of happiness at work. On average, happiness is rated at 3.6421, while development opportunities are rated slightly lower at 3.5259. The correlation of 0.520 indicates a

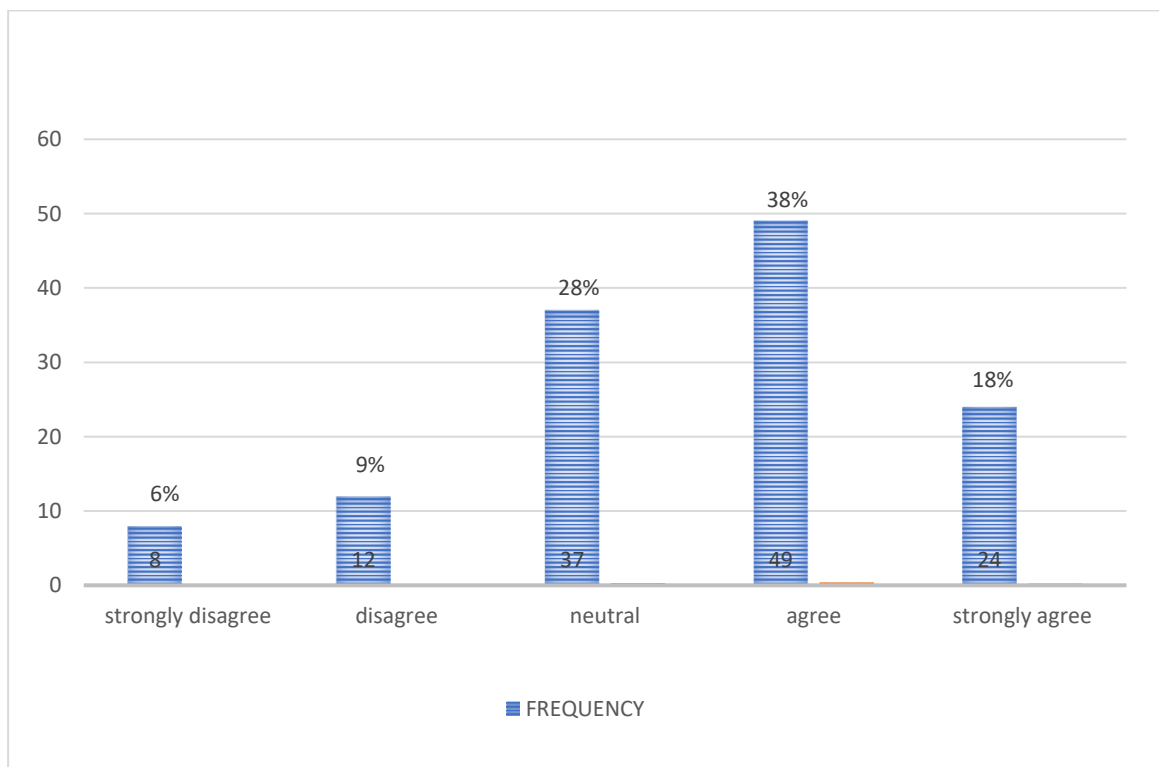
moderately strong positive relationship between these two variables. The regression model shows that about 27% of the variability in Employee Happiness can be explained by Development Opportunities, which is a significant portion. The F statistic confirms that this relationship is statistically significant ($p < 0.001$). The coefficient for D3 (0.496) suggests that improvements in development opportunities could lead to substantial increases in employee happiness. This finding implies that organizations looking to enhance employee happiness should focus on improving development opportunities, as these have a meaningful and positive impact on how happy employees feel at work.

Table 3.8: Satisfaction with current role

PARTICULARS	FREQUENCY	PERCENTAGE
Strongly Disagree	8	6%
Disagree	12	9%
Neutral	37	28%
Agree	49	38%
Strongly Agree	24	18%
Total	130	100%

(Source: Primary data)

Figure 3.8: Satisfaction with current role



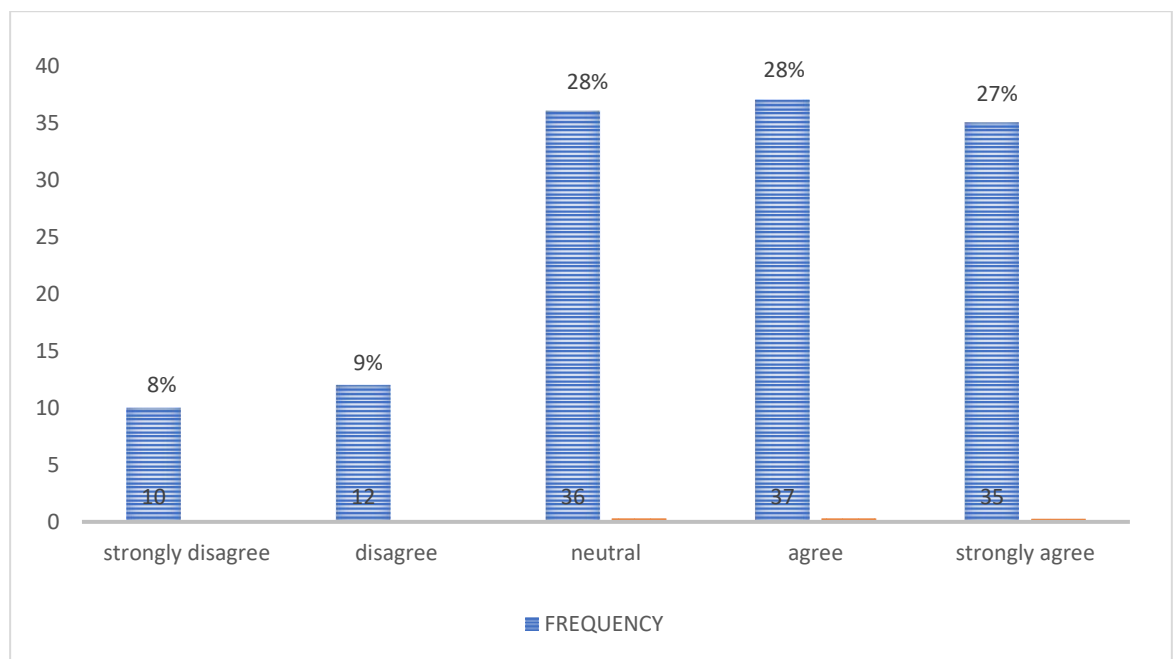
Interpretation: The findings indicate that 38% of respondents agreed with their current role and responsibilities at the organization, 28% of respondents are neutral, 18% strongly agree, 9% disagree and 6% respondents strongly disagree.

Table 3.9: Feel valued and appreciated at work

PARTICULARS	FREQUENCY	PERCENTAGE
Strongly Disagree	10	8%
Disagree	12	9%
Neutral	36	28%
Agree	37	28%
Strongly Agree	35	27%
Total	130	100%

(Source: Primary data)

Figure 3.9: Feel valued and appreciated at work



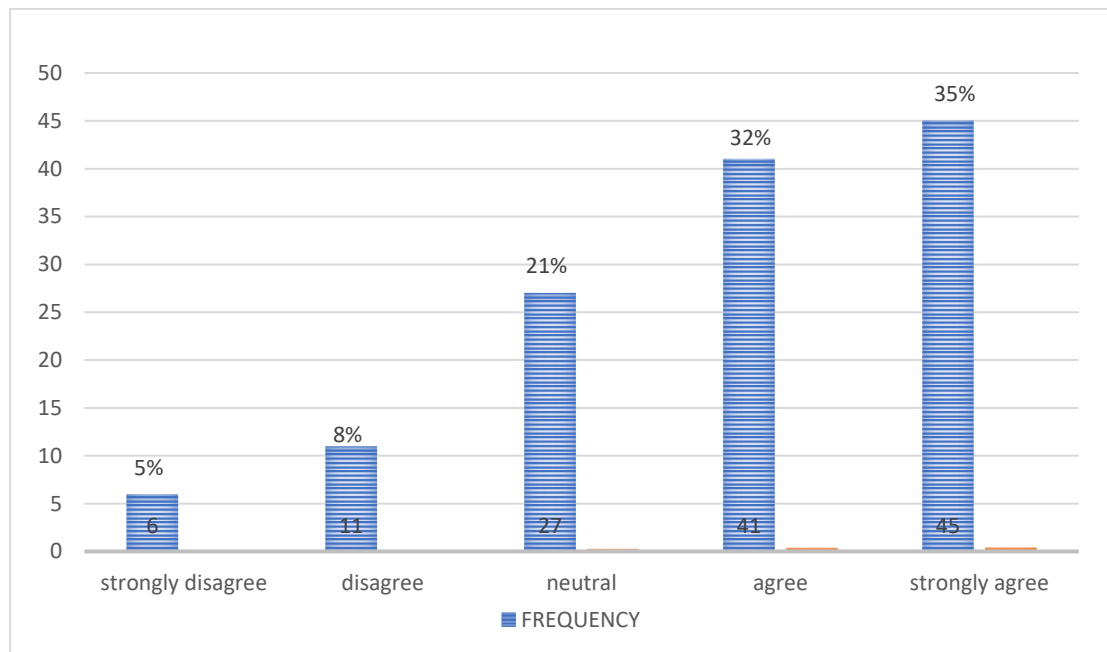
Interpretation: The findings indicate that 28% of respondents agree with their task and project worked on, 28% of respondents are neutrally satisfied, 27% strongly agree, 9% disagree, and 8% respondents strongly disagree with the statement.

Table 3.10: Good work-life balance

PARTICULARS	FREQUENCY	PERCENTAGE
Strongly Disagree	6	5%
Disagree	11	8%
Neutral	27	21%
Agree	41	32%
Strongly Agree	45	35%
Total	130	100%

(Source: Primary data)

Figure 3.10: Good work-life balance



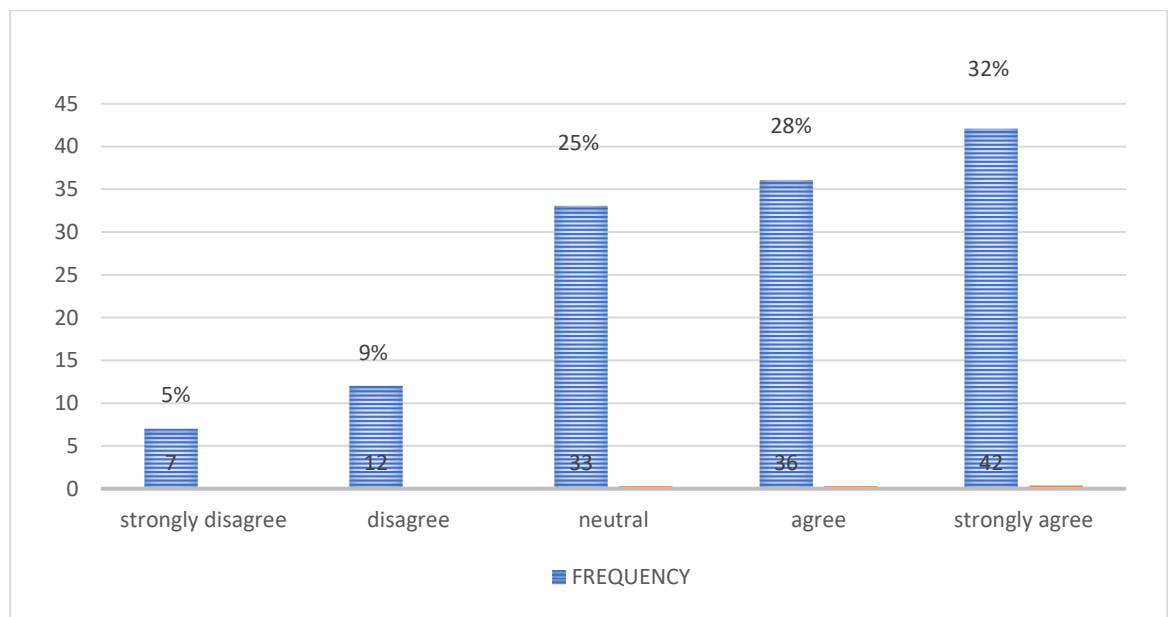
Interpretation: The figure indicates that 35% of respondents strongly agree with a good work-life balance, 32% agree, 21% are neutral, 8% disagree, and 5% strongly disagree with the work-life balance of the organization.

Table 3.11: Opportunities for career growth

PARTICULARS	FREQUENCY	PERCENTAGE
Strongly Disagree	7	5%
Disagree	12	9%
Neutral	33	25%
Agree	36	28%
Strongly Agree	42	32%
Total	130	100%

(Source: Primary data)

Figure 3.11: Opportunities for career growth



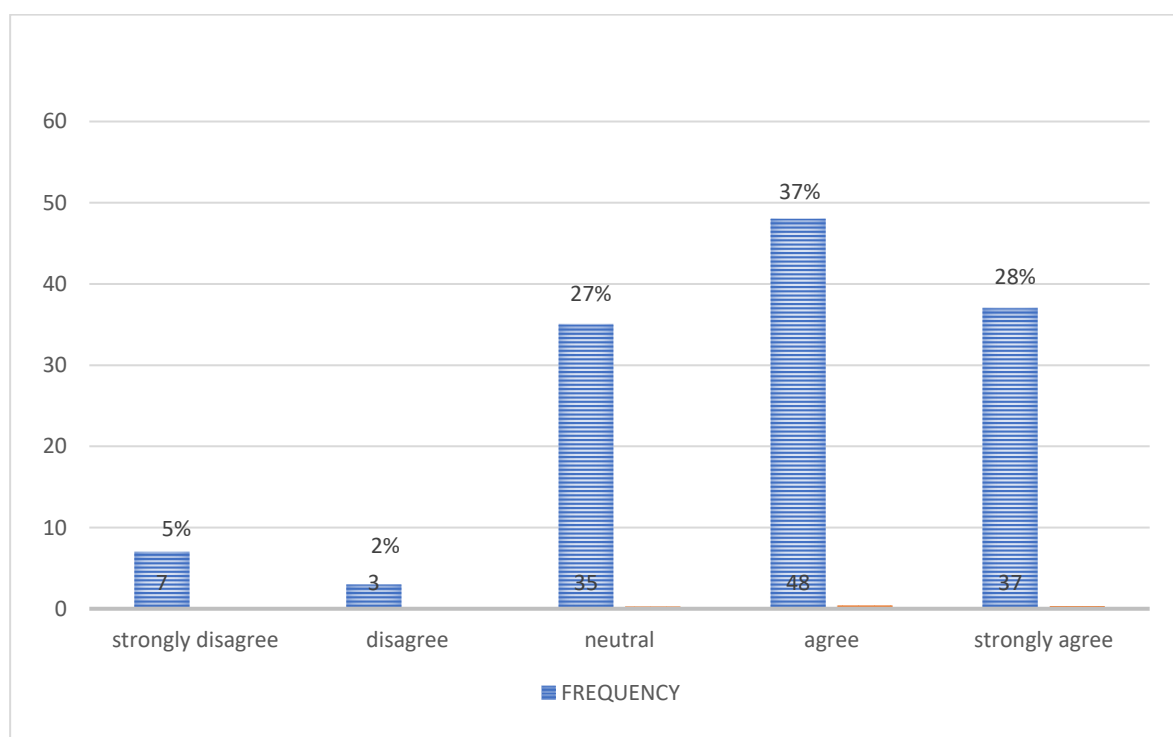
Interpretation: It indicates that 32% of respondents strongly agree with the flexibility in the work schedule, 28% agree, 25% are neutral, 9% disagree, and 5% strongly disagree with the flexibility of the work schedule in the organization.

Table 3.12: Supportive Work Environment

PARTICULARS	FREQUENCY	PERCENTAGE
Strongly Disagree	7	5%
Disagree	3	2%
Neutral	35	27%
Agree	48	37%
Strongly Agree	37	28%
Total	130	100%

(Source: Primary data)

Figure 3.12: Supportive Work Environment



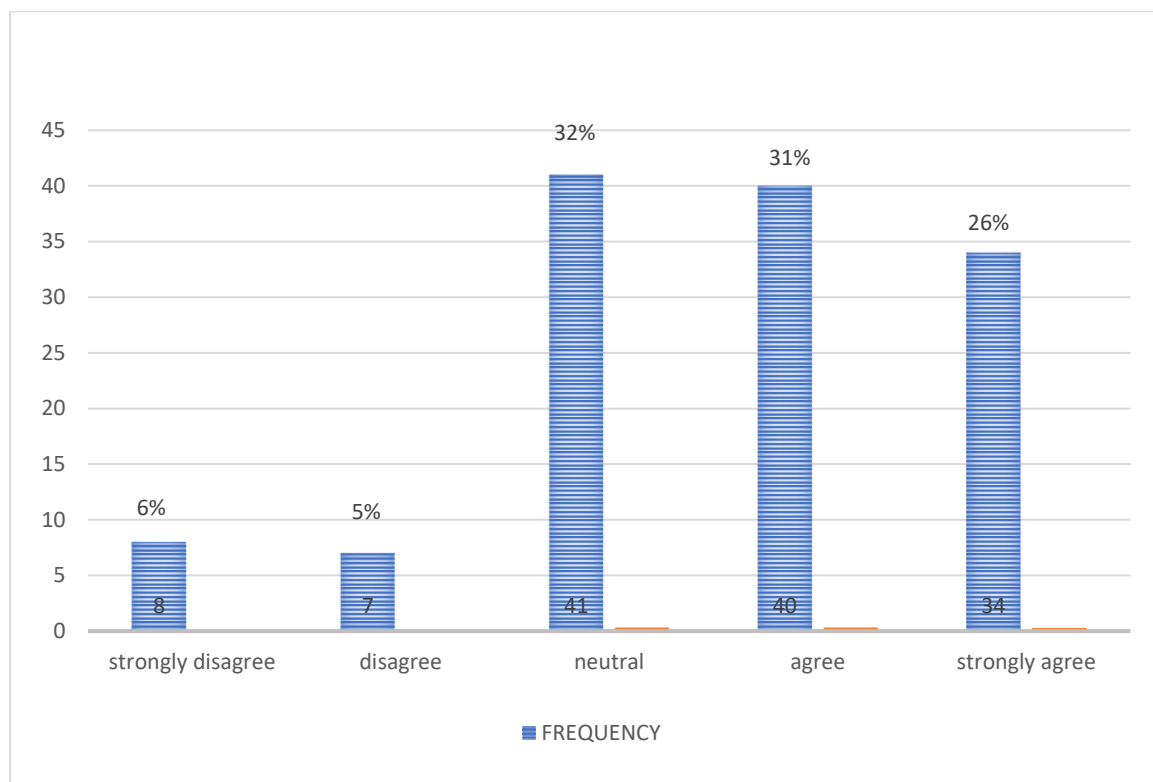
Interpretation: It indicates that 37% of respondents agree with a supportive work environment, 28% strongly agree, 27% are neutral, 5% strongly disagree, and 2% disagree with the work environment of the organization.

Table 3.13: Communication within the team and company

PARTICULARS	FREQUENCY	PERCENTAGE
Strongly Disagree	8	6%
Disagree	7	5%
Neutral	41	32%
Agree	40	31%
Strongly Agree	34	26%
Total	130	100%

(Source: Primary data)

Figure 3.13: Communication within the team and company



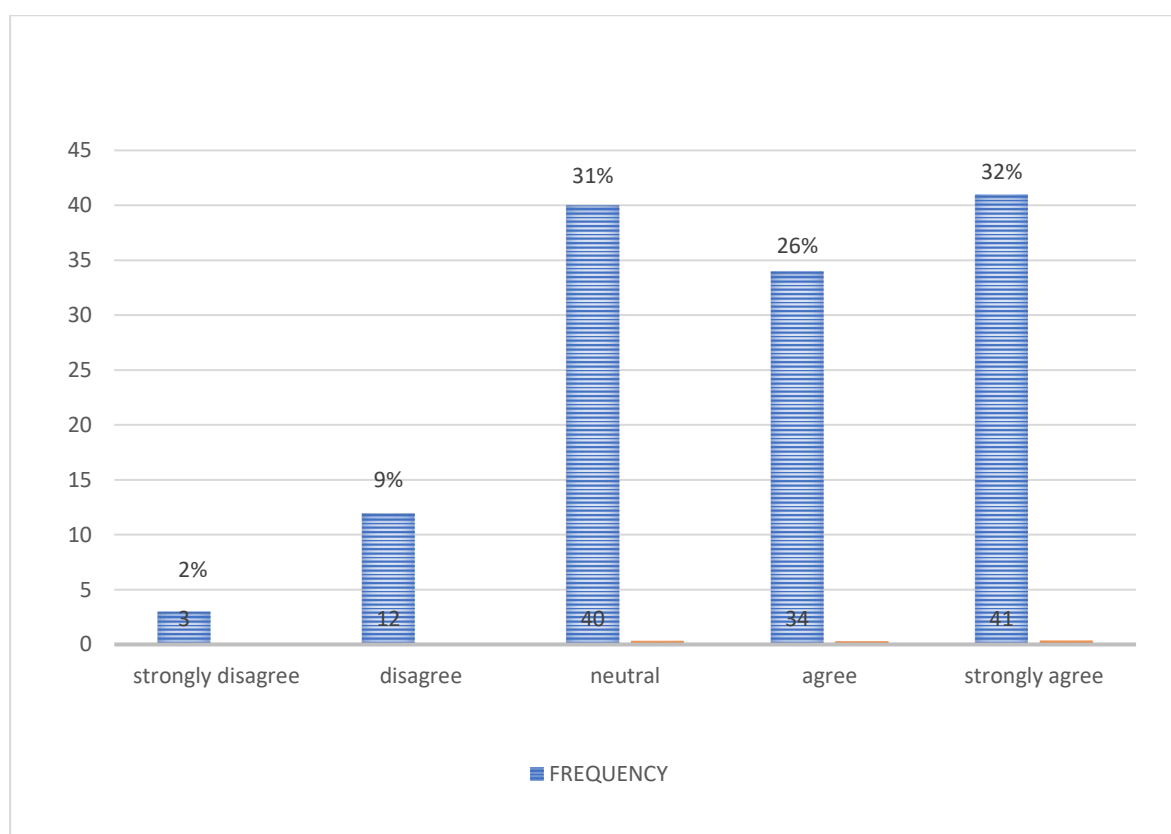
Interpretation: The figure indicates that 32% of respondents neutrally feel valued and recognized, 31% of respondents agree, 26% of respondents strongly agree, 6% strongly disagree, and 5% disagree.

Table 3.14: Meaningful work and fulfilling

PARTICULARS	FREQUENCY	PERCENTAGE
Strongly Disagree	3	2%
Disagree	12	9%
Neutral	40	31%
Agree	34	26%
Strongly Agree	41	32%
Total	130	100%

(Source: Primary data)

Figure 3.14: Meaningful work and fulfilling



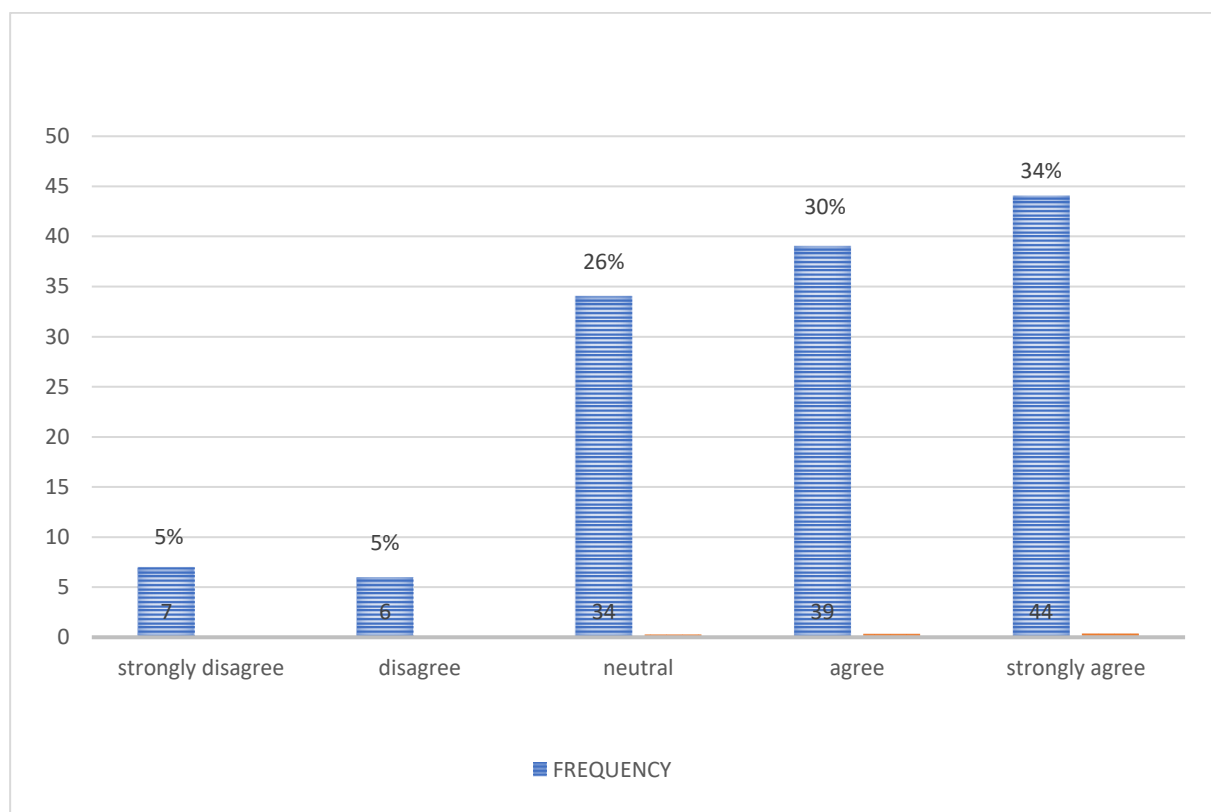
Interpretation: The figure indicates that 32% of respondents strongly agreed with adequate opportunities for professional growth & development, 31% of respondents are neutral, 26% of respondents agree, 9% disagree, and 2 % strongly disagree.

Table 3.15: Adequate support from manager

PARTICULARS	FREQUENCY	PERCENTAGE
Strongly Disagree	7	5%
Disagree	6	5%
Neutral	34	26%
Agree	39	30%
Strongly Agree	44	34%
Total	130	100%

(Source: Primary data)

Figure 3.15: Adequate support from manager



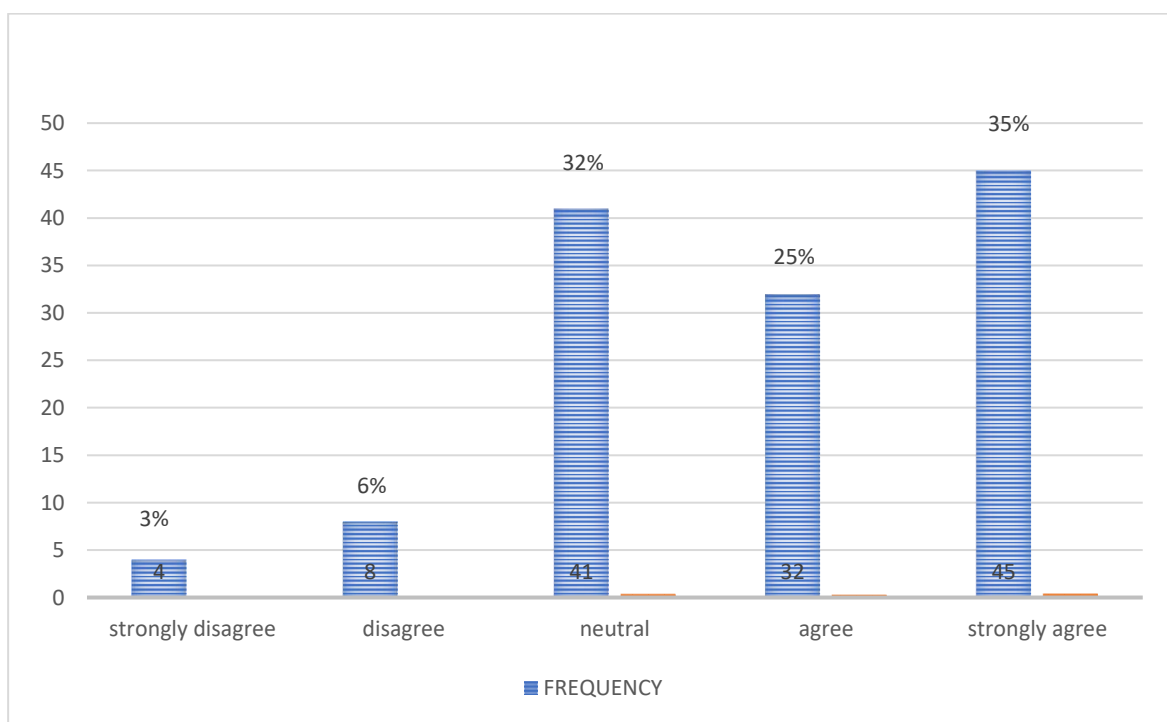
Interpretation: It indicates that 34% of respondents strongly agreed with training and development opportunities provided by the company, 30% of respondents agree, 26% are neutral, 5% strongly disagree, and 5% disagree.

Table 3.16: Company culture promotes employee well-being

PARTICULARS	FREQUENCY	PERCENTAGE
Strongly Disagree	4	3%
Disagree	8	6%
Neutral	41	32%
Agree	32	25%
Strongly Agree	45	35%
Total	130	100%

(Source: Primary data)

Figure 3.16: Company culture promotes employee well-being



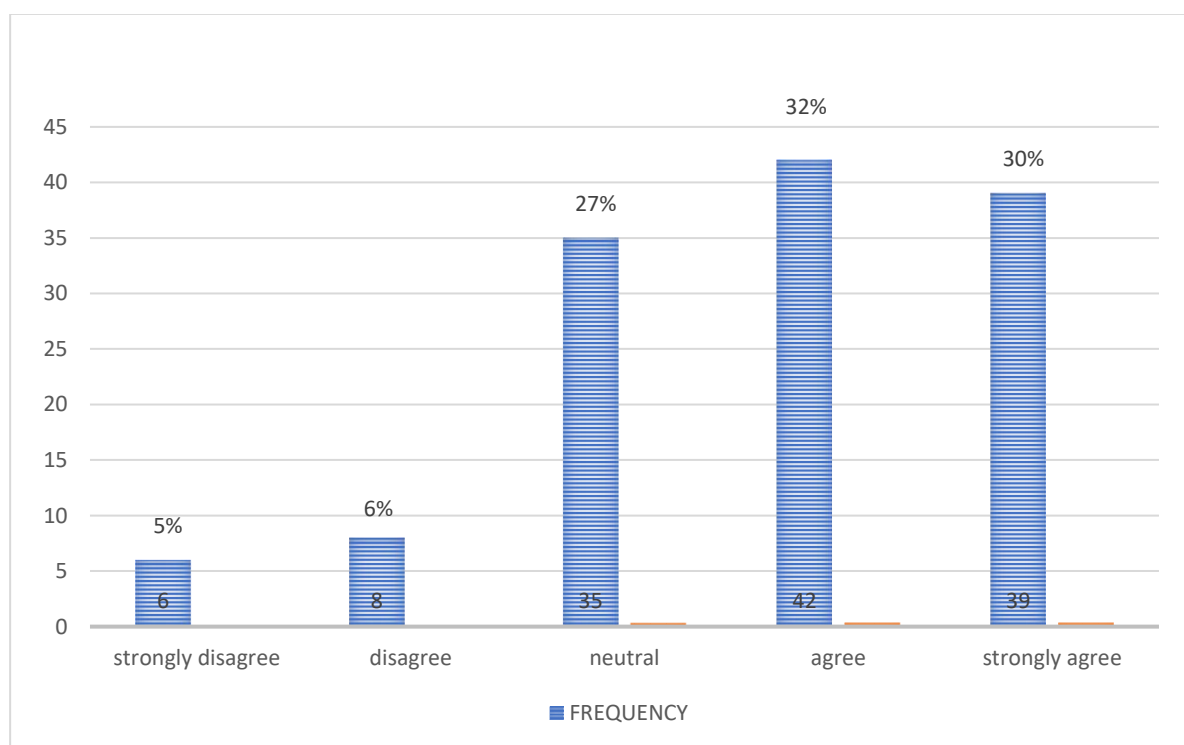
Interpretation: The figure indicates that 35 % of respondents strongly agreed with the company’s culture, 32% are neutral, 25% agree, 6% disagree, and 4% strongly disagree.

Table 3.17: Necessary tools and resources

PARTICULARS	FREQUENCY	PERCENTAGE
Strongly Disagree	6	5%
Disagree	8	6%
Neutral	35	27%
Agree	42	32%
Strongly Agree	39	30%
Total	130	100%

(Source: Primary data)

Figure 3.17: Necessary tools and resources



Interpretation: The figure indicates that 32% of respondents agree with the company's value, 30% strongly agree, 27% are neutral, 6% disagree, and 5% respondents strongly disagree.

CHAPTER IV
FINDINGS, RECOMMENDATIONS & SUMMARY

4.1 FINDINGS

- ❖ The majority of respondents are males (64%).
- ❖ The largest age group among the respondents is 35-45 years (38%).
- ❖ The majority of respondents have SSLC as their highest educational qualification (42%), while the least represented qualification is postgraduate and above (15%).
- ❖ The respondents have 6-10 years of work experience.
- ❖ The findings indicate a moderate positive relationship between salary increments and employee happiness ($R = 0.383$, $R^2 = 0.146$).
- ❖ There is a very weak positive relationship between career development opportunities and employee happiness ($R = 0.103$, $R^2 = 0.011$).
- ❖ The majority of respondents agree that the company provides adequate medical benefits ($R = 0.225$, $R^2 = 0.051$).
- ❖ The relationship between safety and security measures and employee happiness is very weak ($R = 0.109$, $R^2 = 0.012$).
- ❖ There is a moderate positive relationship between the leave policy and employee happiness ($R = 0.335$, $R^2 = 0.112$, $p < 0.001$).
- ❖ The majority of respondents agree that the working hours positively impact their happiness ($R = 0.404$, $R^2 = 0.164$, $p < 0.001$).
- ❖ Training and development opportunities show a moderate positive relationship with employee happiness ($R = 0.503$, $R^2 = 0.253$, $p < 0.001$).
- ❖ There is a moderate positive relationship between grievance process satisfaction and employee happiness ($R = 0.516$, $R^2 = 0.267$, $p < 0.001$).
- ❖ The fairness of performance appraisals has a moderate positive relationship with employee happiness ($R = 0.424$, $R^2 = 0.179$).
- ❖ A significant negative relationship exists between a positive work environment and employee happiness ($R = 0.362$, $R^2 = 0.131$).
- ❖ There is a moderate positive relationship between personal growth and development opportunities and employee happiness ($R = 0.488$, $R^2 = 0.239$, $p < 0.001$).
- ❖ The relationship between retirement benefits satisfaction and employee happiness is weak to moderate ($R = 0.346$, $R^2 = 0.120$, $p < 0.05$).

- ❖ There is no significant relationship between feeling valued and appreciated and employee happiness ($R = 0.086$, $R^2 = 0.007$, $p = 0.305$).
- ❖ The likelihood of leaving the organization within 12 months shows a moderate positive relationship with employee happiness ($R = 0.450$, $R^2 = 0.202$, $p < 0.05$).
- ❖ Satisfaction with Current Role: 56% of respondents are satisfied (38% agree, 18% strongly agree), 28% are neutral, 9% disagree, and 6% strongly disagree.
- ❖ culture promotes well-being (25% agree, 35% strongly agree), 32% are neutral, Feeling Valued and Appreciated: 55% feel valued (28% agree, 27% strongly agree), 28% are neutral, 9% disagree, and 8% strongly disagree.
- ❖ Work-Life Balance: 67% have a good work-life balance (32% agree, 35% strongly agree), 21% are neutral, 8% disagree, and 5% strongly disagree.
- ❖ Opportunities for Career Growth: 60% see ample growth opportunities (28% agree, 32% strongly agree), 25% are neutral, 9% disagree, and 5% strongly disagree.
- ❖ Supportive Work Environment: 65% feel supported (37% agree, 28% strongly agree), 27% are neutral, 5% strongly disagree, and 2% disagree.
- ❖ Effective Communication: 57% find communication effective (31% agree, 26% strongly agree), 32% are neutral, 5% disagree, and 6% strongly disagree.
- ❖ Meaningful and Fulfilling Work: 58% find their work meaningful (26% agree, 32% strongly agree), 31% are neutral, 9% disagree, and 2% strongly disagree.
- ❖ Support from Manager: 64% feel supported by their manager (30% agree, 34% strongly agree), 26% are neutral, 5% disagree, and 5% strongly disagree.
- ❖ Company Culture Promoting Well-being: 60% feel the company 6% disagree, and 3% strongly disagree.
- ❖ Necessary Tools and Resources: 62% feel equipped with necessary tools (32% agree, 30% strongly agree), 27% are neutral, 6% disagree, and 5% strongly disagree.

4.2 RECOMMENDATIONS

- ❖ Increase opportunities for career growth, mentorship, and skill training to boost employee satisfaction.
- ❖ Strengthen workplace safety protocols and security measures to ensure employee well-being.
- ❖ Make performance evaluations more transparent, fair, and feedback-oriented.
- ❖ Foster a supportive culture, recognize achievements, and manage conflicts effectively.
- ❖ Expand accessible training opportunities aligned with career development.
- ❖ Implement structured recognition programs to acknowledge employee contributions.
- ❖ Support flexible work arrangements and initiatives that promote work-life balance.
- ❖ Regularly assess and adjust compensation and benefits to align with market standards.
- ❖ Conduct regular surveys to track satisfaction levels and address emerging issues promptly.
- ❖ Implement initiatives to support diversity, inclusion, and equal opportunity in the workplace.
- ❖ Offer financial wellness programs to support employees' financial health.
- ❖ Implement technology solutions to streamline HR processes and improve efficiency.
- ❖ Foster a culture of continuous learning and development through workshops and seminars

4.3 SUMMARY

The study conducted at KPL Oil Mills Pvt. Ltd. underscores the significant impact of effective HR practices on employee happiness and organizational success. Key findings reveal that HR practices such as competitive salary increments, supportive leave policies, and reasonable working hours correlate positively with employee happiness, highlighting their role in enhancing job satisfaction, engagement, and retention. The study also identifies strengths in comprehensive training and development programs, fair performance appraisals, and effective grievance-handling processes, which contribute positively to employee morale and well-being.

This study focuses on KPL Oil Mills Pvt Ltd, aiming to understand the perceptions of HR practices implemented within the company, identify the specific roles these practices play in shaping employee happiness, and assess the overall level of employee happiness. The study will gather data from a diverse group of employees, considering different demographics such as age, gender, education level, and job tenure. Data collection will primarily be done through surveys and possibly supplemented by interviews to provide deeper insights. The study will analyze various HR practices including training and development, performance management, compensation and benefits, work-life balance, career advancement opportunities, employee recognition, job security, and organizational culture. The data will be collected and analyzed using statistical methods to determine the relationships between HR practices and employee happiness. The findings reveal that the majority of respondents are males (64%), predominantly in the age group of 35-45 years (38%), with SSLC as their highest educational qualification (42%) and 6-10 years of work experience (42%). There is a moderate positive relationship between salary increments and employee happiness ($R = 0.383$, $R^2 = 0.146$), a very weak positive relationship between career development opportunities and employee happiness ($R = 0.103$, $R^2 = 0.011$), and a moderate positive relationship between the leave policy and employee happiness ($R = 0.335$, $R^2 = 0.112$, $p < 0.001$). Training and development opportunities show a moderate positive relationship with employee happiness ($R = 0.503$, $R^2 = 0.253$, $p < 0.001$), while grievance process satisfaction ($R = 0.516$, $R^2 = 0.267$, $p < 0.001$) and the fairness of performance appraisals ($R = 0.424$, $R^2 = 0.179$) also contribute positively. Personal

growth and development opportunities have a moderate positive relationship with employee happiness ($R = 0.488$, $R^2 = 0.239$, $p < 0.001$), and there is a moderate positive relationship between the likelihood of leaving the organization within 12 months and employee happiness ($R = 0.450$, $R^2 = 0.202$, $p < 0.05$). The majority of respondents agree that the company provides adequate medical benefits, that working hours positively impact their happiness, and that the company culture promotes well-being. Satisfaction with the current role is reported by 56% of respondents, with 67% reporting a good work-life balance, 60% seeing ample growth opportunities, and 65% feeling supported by their work environment. Based on these findings, the study recommends increasing opportunities for career growth, mentorship, and skill training, strengthening workplace safety protocols and security measures, making performance evaluations more transparent, fostering a supportive culture, expanding training opportunities, implementing structured recognition programs, supporting flexible work arrangements, regularly assessing compensation and benefits, conducting regular surveys, supporting diversity and inclusion, offering financial wellness programs, implementing technology solutions, and fostering a culture of continuous learning and development through workshops and seminars. By addressing these areas, KPL Oil Mills Pvt Ltd can significantly enhance employee happiness, leading to a more productive and successful organization.

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APPENDIX

QUESTIONNAIRE

Dear respondents,

I'm Athulya Augustin, an MBA student at Naipunnya Business School, Pongam. I kindly request your participation in a questionnaire to assess your perception of HR practices & Employee happiness survey. Please answer the following questions in honestly by selecting the appropriate choice. your responses will be kept confidential and used solely for academic purpose.

1. Demographic characteristics of participants

Age	20-25 years	
	26-35 years	
	35 -45 years	
	45 above	
Gender	Male	
	Female	
Experience	0-5 years	
	6-10 years	
	10-15 years	
	15 years above	
Qualification	SSLC	
	Plus two	
	Diploma	
	PG & above	

Please select (✓) the most appropriate number using the following scale when choosing your answer:

1= strongly disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

2. Employee perception towards HR practices survey

Compensation & Benefits

Please rate how much you agree with these statements	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
Are you satisfied with salary increments & benefits					
Are you satisfied with the Medical benefits provided by the organization for the employees & their family members					
Are you satisfied with the Retirement benefits					

Work Environment & Policies

Please rate how much you agree with these statements	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
Are you satisfied with Safety and security measures in the organization					
Are you satisfied with Leave policy of the organization					
Are you satisfied with the Working hours of the organization					

Are you satisfied with the Grievance process of the organization					
Are you satisfied with the Positive work environment					
Are you Feel valued and appreciated					
How likely are you leave your current organization in the 12 months?					

Career Development & Growth

Please rate how much you agree with these statements	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
Are you satisfied with Carrer development opportunities					
Are you satisfied with the Adequate and relevant knowledge and skills are acquired through training program					
Are you satisfied with the Performance appraisal fairness					
Are you satisfied with your Personal growth & development					

3. Employee happiness survey

Please rate how much you agree with these statements	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
I am satisfied with my current role.					
I feel valued and appreciated at work.					
I have a good work-life balance					
There are ample opportunities for career growth.					
I have supportive work environment					
Communication within the team and company is effective.					
My work is meaningful and fulfilling					
I receive adequate support from my manager.					
The company culture promotes employee well-being					
I have the necessary tools and resources to do my job effectively.					