

## Human Resource (HR) Practices - A Comprehensive Review

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### ABSTRACT

The Human Resource (HR) practices are critical cornerstone in contemporary organizational management. The field of HR has evolved significantly over the years, transitioning from a primarily administrative function to a strategic partner in achieving business objectives. Today, HR professionals are responsible for aligning HR practices with the organization's goals, ensuring that the right talent is in place, and creating a culture that supports high performance and employee well-being. Amidst the world of Technology, even HR is having its analytical wing and almost all function of HR is getting routed through the HR Analytics domain.

This comprehensive review, led by researchers, delves into the multifaceted landscape of HR practices, exploring their significance, evolution, and benefits on organizational success. With a focus on both theoretical frameworks and real-world applications, the researchers examine the spectrum of HR practices, ranging from recruitment and selection to performance management and employee development. Employing a Descriptive and Exploratory Research design, this study encompasses both Primary and Secondary data. Primary data takes the form of interviews with HR Heads from five companies, offering insights into the HR practices of organizations. The research aims to understand the essence and significance of HR practices, while also investigating the benefits these practices bring to organizations. This study provides valuable insights into HR practices and highlights their adaptive nature in various organizational contexts. The analysis presented in this paper serves as a resource for HR professionals, managers, and researchers seeking to enhance their understanding of HR practices that drive organizational excellence. By critically assessing best practices, challenges, and emerging trends, this research contributes to the broader discussion on HR practices' impact on organizational success.

**Keywords:** human resource practices, organizational management, performance management, talent acquisition, training and development, work-life balance, hr benefits

## I. INTRODUCTION

Human Resource (HR) practices are an integral part of an organization's management strategy that focuses on effectively managing the organization's workforce. HR practices encompass a wide range of activities, policies, and procedures that aim to attract, develop, motivate, and retain employees. These practices play a crucial role in creating a positive work environment, fostering employee engagement, and ultimately driving organizational success. Key HR practices include recruitment and selection, training and development, performance management, compensation and benefits, employee relations, workforce planning, diversity and inclusion, employee engagement, HR information systems, and compliance and ethics. Each practice serves a specific purpose in managing the employee lifecycle, from attracting top talent to supporting their growth and development within the organization.

Effective HR practices not only contribute to the overall success of the organization but also create an environment where employees feel valued, motivated, and empowered to perform at their best. By implementing robust HR practices, organizations can build a competitive advantage, retain top talent, enhance productivity, and adapt to changing market dynamics. In summary, HR practices are a set of strategies and activities that revolve around managing and maximizing the potential of an organization's workforce. With the right HR practices in place, organizations can build a strong foundation for growth, innovation, and success in today's dynamic business environment.

## **II. LITERATURE REVIEW**

### **Human Resource Management Practices**

This research paper is written by B. Swathi. In the contemporary business environment, effective Human Resource Management practices play a pivotal role in enhancing organizational performance and employee satisfaction. B. Swathi's research paper is an important contribution to the field of HRM, as it provides a comprehensive overview of various HRM practices and their implications on organizational outcomes. The paper explores a wide range of HRM practices, ranging from recruitment and selection to training and development, performance management, compensation, and employee relations. The paper highlights the importance of aligning recruitment and selection processes with organizational goals and values. Effective hiring practices positively impact employee retention, job satisfaction, and overall performance. Author emphasizes the significance of investing in employee training and development to enhance skills, knowledge, and competencies. Training programs positively influence employee productivity, job engagement, and career advancement. The study examines the role of performance management systems in providing feedback, setting performance goals, and recognizing employee achievements. A well-structured performance management system contributes to higher motivation and improved performance outcomes. The paper explores the relationship between compensation packages and employee motivation, job satisfaction, and organizational commitment. Equitable and competitive compensation practices are essential for attracting and retaining top talent. Author delves into the significance of fostering positive employee relations, employee engagement, and communication. Healthy employee relations led to a more harmonious work environment and better organizational outcome.

### **HRM Practices and Innovation: An Empirical Systematic Review**

This research paper is written by Nasser Fathi Easa and Haitham El Orra. The study focuses on the growing interest in Human Resource Management Practices (HRMP) and their impact on innovation in firms. Over the past two decades, there has been significant progress in researching Human Resource Management Systems (HRMS) and their relationship with innovation. Researchers have been exploring this area due to the continuous quest for gaining a competitive advantage in a highly turbulent business environment. The paper highlights that innovation can be facilitated through effective people management. Companies that intend to innovate consider HRMP as a valuable resource, and when human capital is leveraged, organizational expertise is developed, leading to the emergence of new products and services. The study aims to shed light on the relationship between HRM and innovation, which has been considered a "black box" by previous researchers. The authors seek to understand how HRM and innovation are linked and whether there is a need for a mediating or moderating mechanism to comprehend this relationship. The paper is organized into several sections. First, the methodology of selecting relevant papers is explained. Next, the papers are summarized based on how HRMP or human resource systems influence innovation. The study then explores the potential existence of mediators and moderators as explanatory mechanisms for this relationship. Finally, the paper presents practical implications, directions for future research, and conclusions drawn from the study. By investigating the connection between HRM and innovation, the research contributes to a better understanding of the factors that promote innovation within organizations in today's dynamic business landscape.

### **The Employee Perspective on HR Practices: A Systematic Literature Review, Integration and Outlook**

This research paper is written by Jeske Van Beurden, Karina Van De Voorde & Marc Van Veldhoven. This paper presents a systematic review aimed at understanding employee perceptions of Human Resource (HR) practices in the context of Strategic Human Resource Management (SHRM). The authors highlight the importance of examining employee perceptions of HR practices and their influence on employee behavior and organizational outcomes. The authors review how employee perceptions of HR practices have been studied, whether as an antecedent (a factor that precedes and influences an outcome), a mediator (a factor that explains the relationship between two variables), or an outcome (a result of certain HR practices). They emphasize the scattered nature of current approaches in this area of research. The paper explores various theoretical frameworks that advocate and support the employee perspective on HRM. It is noted that no single perspective seems sufficient to fully capture employee perceptions of HR practices, indicating the complexity and multi-faceted nature of this construct. The authors investigate the different ways in which employee perceptions of HR practices have been conceptualized and operationalized in previous research. The lack of transparency in these conceptualizations is highlighted, raising concerns about the potential impact on the relationship between HR practices and outcomes.

The review highlights the growing interest in considering employee perceptions of HR practices in SHRM research. Studies have demonstrated that employees' perceptions of HR practices play a crucial role in influencing their behavior and performance, rather than merely relying on manager-rated implemented HR practices. However, there remains a need for a more comprehensive understanding of how employee perceptions of HRM function in different roles (antecedent, mediator, or outcome) and how they are conceptualized in empirical research. The paper offers recommendations for future research to enhance the understanding of employee perceptions of HR practices. By utilizing the SHRM process model, researchers can

better explore the development, implementation, and perceptions of HR policies and practices from various stakeholders, including employees. Furthermore, it suggests that a deeper understanding of employee perceptions of HRM can contribute significantly to comprehending the impact of HR practices on both employees and organizations.

### **Human Resource Management Practices and Organizational Performance: An Indian Perspective**

This research paper is written by Sangeeta Trehan and Karan Setia. This paper aims to explore the relationship between Human Resource Management (HRM) practices and organizational performance, with a specific focus on the Indian context. The authors acknowledge that considerable research has been conducted on this topic in various societies, but there is limited literature available concerning India's unique socio-cultural context. Therefore, the authors propose to develop a framework to examine the linkage between HRM practices and organizational performance tailored to Indian conditions. The paper begins with a brief review of existing dominant perspectives on HRM practices and organizational performance, highlighting that most of the research has been conducted in societies other than India. This indicates the need for a specific understanding of HRM's impact on organizational performance in the Indian setting, considering the distinctive cultural, social, and economic factors present in the country.

The authors stress the importance of aligning HRM practices with an organization's strategic objectives, market orientation, and most importantly, its organizational culture, particularly in the Indian context. They emphasize the significance of exploring the mechanisms through which HR practices influence organizational performance. By adopting a multidisciplinary approach, the paper aims to delve into the complexities of this relationship and draw meaningful insights. In the subsequent section, the authors propose a framework specifically designed to investigate the link between HRM practices and organizational performance in the Indian context. This framework takes into account the country's unique socio-cultural aspects, and by doing so, aims to enhance the understanding of this relationship in an Indian organizational setting. The paper concludes by acknowledging certain limitations and highlights the need for future research to validate the proposed conceptualization in the Indian context. The authors hope that empirical research will be conducted to test the validity of their framework and propositions, ultimately contributing to a better understanding of the role of HRM practices in creating and sustaining organizational performance in India.

### **The Impact of HR Practices on the Performance of Business Units**

The article is written by Patrick M. Wright, Timothy M. Gardner and Lisa M. Moynihan. This article discusses the increasing recognition among firms of the potential for their people to become a source of competitive advantage. To create this advantage through people, firms need to focus on HR practices that can best leverage their human assets. While there is a growing body of academic research exploring the relationship between HR practices and firm performance, much of it has demonstrated statistically significant associations but provided limited insight into the underlying mechanisms. The study refers to the lack of understanding regarding the processes through which HR practices impact firm profitability. Previous research often used cross-sectional designs, which hindered causal inferences. To improve causal inferences, this study examines the relationship between HR practices and firm performance at the business unit level, using more proximal performance measures and employing a predictive research design.

The study's results provide a predictive model of HR's impact on profitability, supporting the hypothesis that well-managed HR practices lead to higher organizational commitment among employees. This commitment, in turn, drives proper role behavior, higher productivity, and lower operating expenses, ultimately contributing to higher profitability. The study's design maximizes experimental variance while minimizing error variance and systematic variance, allowing for specific insights into the relationships studied. However, the study also has limitations, such as potential general issues due to the controlled setting, and it does not directly assess the behavioral constructs hypothesized to link HR practices and performance. Additionally, the cross-sectional nature of the data restricts firm causal conclusions. Despite its limitations, the study's findings suggest that firms employing progressive HR practices can expect improved operational performance. The results have been utilized by the studied company's senior vice president of HR to influence business unit presidents to adopt effective HR practices and enhance their performance. Overall, future research should aim to provide more detailed and generalized findings to further explore how firms can leverage their human resources as a competitive

**Table 1:** Leading definitions related to the theme of the study

Definition Source	Definitions
Will Kenton	<b>HR</b> - Human resources (HR) is the division of a business that is charged with finding, recruiting, screening, and training job applicants. It also administers employee benefit programs.
Edwin B. Flippo	<b>HR Functions</b> - The basic functions of human resource management are planning, controlling, directing and organizing company activities, utilization of workforce, recruitment and staffing etc.
Edwin B. Flippo	<b>HR Practices</b> - HR Practices refer to organisational activities directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfillment of organisational goals.
Gallop	<b>Employee Engagement</b> - “the involvement and enthusiasm of employees in their work and workplace”
Megan McNamara.	<b>Employee Relations</b> - Employee relations refers to an organization's efforts to sustain positive, constructive relationships with its employees.

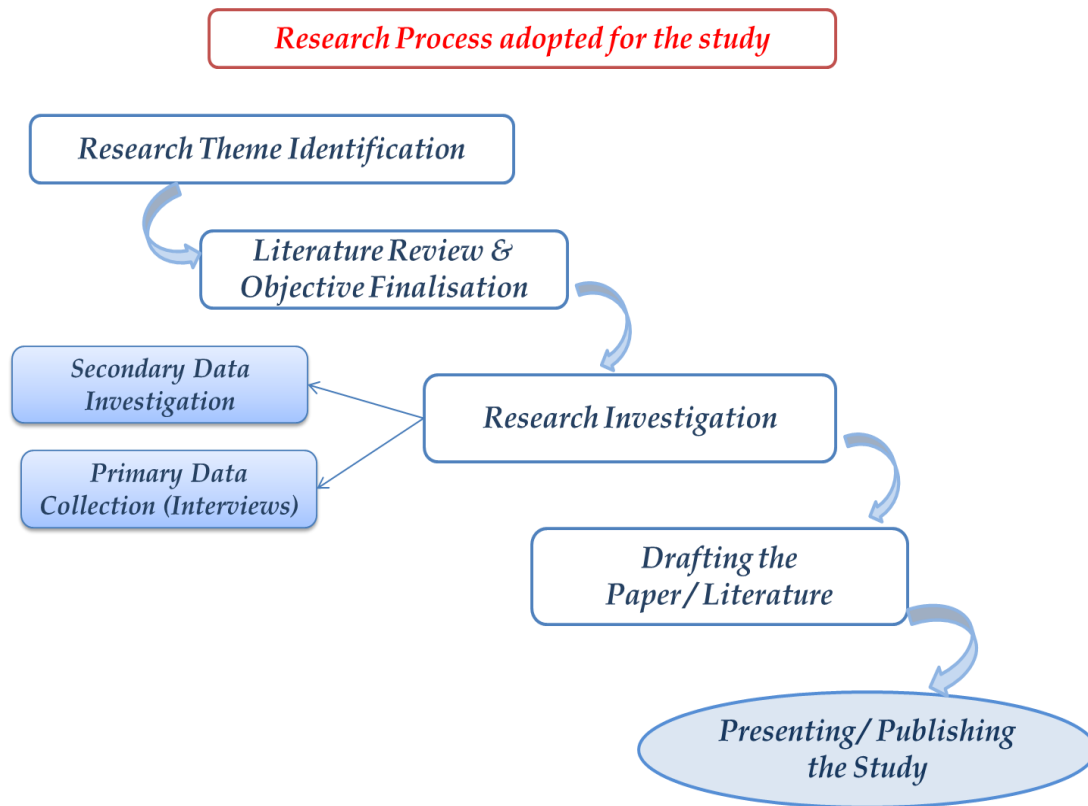
### III. OBJECTIVES OF THE STUDY

The Researchers have considered the following objectives for the study:

- ▶ To understand the essence & significance of HR Practices for Organisations.
- ▶ To conduct a literature review on the HR practices.
- ▶ To present the benefits of implementing effective HR Practices.
- ▶ To gather inferences from the Interviews of the HR representatives with respect to the HR practices in their respective companies.

### IV. RESEARCH METHODOLOGY & RESEARCH PROCESS

Human Resource (HR) Practices - A Comprehensive Review is an Exploratory & Descriptive Research. The Research is conducted with the help of both Primary and Secondary data. The primary data is in the form of Interviews at Five Companies with their HR Heads. The Researchers aim to understand the essence & significance of Human Resource (HR) Practices. The study further aims to study the benefits of HR Practice at Organisations. The Researchers have gathered the HR Practices followed in the different Organisation. The study encompasses the learning on HR Practice and understanding the benefits of same. The Researchers have experienced that the practices enlisted are more of regular HR Practices rather they haven't experienced more of recent developments in HR practices caused by rapidly change in technology. That is the limitation of the study and also the Research Gap identified through literature review vis-à-vis the primary data collection.



Research Process adopted for the study  
Source: Authors' Study

### Case 1: Interview of Shri. Debjyoti Das, HR Manager, Bluestar Ltd., Silvassa

**“HRM practices play a vital role in attracting, developing, and retaining talented employees.”**

-Debjyoti Das

Blue Star is a leading global provider of air conditioning and refrigeration solutions. This interview explores some of the key HRM practices implemented by Bluestar and their impact on employee engagement, talent management, and organizational performance. Shri Debjyoti Das, the HR Manager stated some of the practices that are followed in their organisation:

**1. Recruitment and Selection:** Blue Star has a comprehensive recruitment and selection process that aims to attract and hire the best talent. The company emphasizes a culture of diversity and inclusion, ensuring equal opportunities for all candidates. Blue Star conducts thorough interviews, assessments, and background checks to select candidates who align with the organization's values and have the necessary skills and qualifications.

**2. Employee On-Boarding:** Organisation adopts a well-structured on boarding process to ensure new employees feel welcomed, engaged, and prepared for their roles. It provides a detailed orientation program that introduces new hires to the company's culture, policies, and procedures. Each new employee is assigned a mentor who provides guidance and support during the initial months.

**3. Performance Management:** The company adopts a performance management system that includes goal setting, performance evaluations, and development planning. Regular performance discussions help identify strengths, areas for improvement, and career development opportunities.

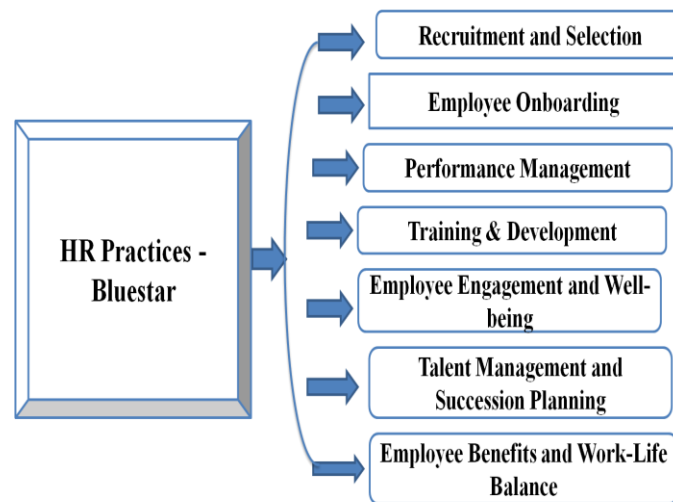
**4. Employee Training and Development:** Shri Das said that management team invests in continuous learning and development opportunities to enhance employee skills and competencies with a range of training programs, both classroom-based and online. Blue Star encourages employees to take ownership of their professional growth and provides resources for self-paced learning.

**5. Employee Engagement and Well-Being:** Blue Star believes satisfied employees are more productive and loyal. The company fosters a positive work environment through various initiatives. Regular employee engagement surveys are conducted to gather feedback and address concerns. Blue Star organizes team-building activities, wellness - programs, and recognizes outstanding performance through awards and appreciation events.

**6. Talent Management and Succession Planning:** Organisation believes in nurturing talent from within the organization. The company identifies high-potential employees and provides them with growth opportunities through mentoring, job rotations, and special projects. Blue Star also maintains a succession planning process to ensure a pipeline of future leaders. Employees are encouraged to develop their skills and competencies to prepare for future roles and responsibilities.

**7. Employee Benefits and Work-Life Balance:** The management offers a comprehensive benefits package to attract and retain talented employees. This includes competitive salaries, performance-based incentives, health insurance, retirement plans, and flexible work arrangements. The company promotes work-life balance by encouraging employees to take time off, providing family-friendly policies, and promoting wellness programs.

Shri. Das concludes that the HRM practices play a vital role in attracting, developing, and retaining talented employees. By focusing on recruitment, onboarding, performance management, training, engagement, talent management, and employee well-being, Blue Star creates a positive work environment that contributes to organizational success.



Source: Based on Personal Interview

Source: Interview with Shri Debjyoti Das, HR Manager, Blue Star Ltd., Silvassa on 12th June, 2023

## V. HR PRACTICES: ESSENCE & SIGNIFICANCE

**“HR Management helps to bridge the gap between employees’ performance and the organisation’s strategic objectives.”**

Human Resources (HR) practices refer to the various strategies, policies, and procedures implemented by an organization to effectively manage its workforce and create a positive work environment. These practices are essential for the success and growth of any business and have significant impacts on the overall performance and well-being of employees.

## Essence of HR Practices

- 1. Talent Acquisition:** HR practices involve finding, attracting, and recruiting the right talent for the organization. This includes developing job descriptions, conducting interviews, and on-boarding new employees.
- 2. Training and Development:** HR practices aim to enhance the skills and knowledge of employees through training programs and professional development opportunities. This helps in improving job performance and employee satisfaction.
- 3. Performance Management:** HR practices include setting performance expectations, conducting regular evaluations, and providing feedback to employees to ensure their efforts align with organizational goals.
- 4. Employee Engagement:** HR practices focus on creating a positive work environment that fosters employee engagement and commitment to the organization. Engaged employees are more productive and loyal.
- 5. Compensation and Benefits:** HR practices encompass designing competitive salary structures and offering attractive benefits packages to attract and retain talented individuals.
- 6. Workplace Policies:** HR practices involve creating and implementing policies related to workplace conduct, ethics, safety, and compliance with employment laws.
- 7. Conflict Resolution:** HR plays a crucial role in resolving conflicts and disputes among employees, maintaining a harmonious work atmosphere.
- 8. Succession Planning:** HR practices include identifying and grooming employees for future leadership positions within the organization, ensuring a smooth transition of responsibilities.

## Significance of HR Practices

- 1. Employee Satisfaction and Retention:** Effective HR practices contribute to higher job satisfaction among employees, leading to improved employee retention rates. This reduces the cost and effort involved in hiring and training new staff.
- 2. Improved Performance:** HR practices, such as performance management and training, help in enhancing the skills and capabilities of employees, resulting in improved overall performance of the organization.
- 3. Enhanced Organizational Culture:** A well-structured HR function helps in building a positive and inclusive organizational culture, where employees feel valued and motivated to contribute their best.
- 4. Compliance and Risk Management:** HR practices ensure that the organization complies with employment laws and regulations, reducing the risk of legal issues and penalties.
- 5. Adaptability to Change:** HR practices facilitate the adaptation of employees to organizational changes, such as restructuring, mergers, or technological advancements.
- 6. Conflict Resolution and Employee Relations:** By handling conflicts promptly and fairly, HR practices promote healthy employee relations and prevent workplace disruptions.
- 7. Talent Development:** HR practices focus on identifying and nurturing talent within the organization, paving the way for future leaders and reducing the dependency on external hiring.
- 8. Competitive Advantage:** A skilled and motivated workforce, fostered by effective HR practices, can become a source of sustainable competitive advantage for the organization.

HR practices are essential for attracting, developing, and retaining a competent and motivated workforce. They contribute significantly to an organization's success, growth, and ability to adapt to changing business environments. Effective HR practices can create a positive work culture, boost employee morale, and ultimately lead to improved overall performance and success.

**Case 2: Interview of Shri. Abhishek Rane, HR Manager, Axtel Industries Ltd., Vadodara**

**“The superior and subordinate relations at workplace must be friendly, and not just professional.”**

**-Abhishek Rane**

Axtel Industries Ltd., is a specialist in engineering process systems. They are recognized for their expertise in Turnkey Systems, Product Development and exemplary Customer Service. Axtel brings in more than 25 years of experience in offering customized solutions for the Food Processing Industry. The design, engineering and manufacturing capabilities are focused towards delivering solutions that maximize your profitability, ensure sustainability and improve reliability.

**1. Talent Acquisition:** At Axtel Industries they focus on attracting and recruiting talented individuals with the necessary technical skills and expertise. They adopt various recruitment methods, including job postings, campus placements, and partnerships with technical Institutes. But along with technical skills they give focus on the cultural factor. The person who is culturally fit can be flexible and can work in any, given work environment.

**2. Technical Assessments:** The Company utilizes technical assessments / interviews to evaluate the technical competency of candidates, ensuring they have the required skills and knowledge for the specific roles.

**3. Training and Development:** The Company invests in training and development programs to enhance the technical skills of their employees. This may include technical workshops, industry certifications, and opportunities for professional growth.

**4. Performance Management:** Regarding the Performance evaluations, the goal-setting is essential. They have performance management systems to assess employee performance, provide feedback, and establish career development plans.

**5. Employee Engagement:** The Company recognizes the importance of employee engagement to foster a positive work environment. HR practices may include employee surveys, feedback mechanisms, team-building activities, and recognition programs.

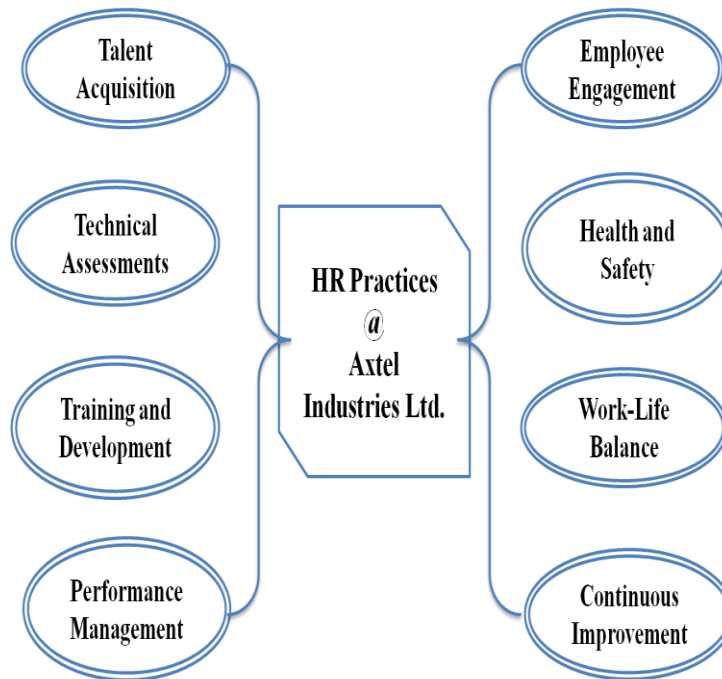
**6. Health and Safety:** The Company prioritize employee health and safety by implementing safety protocols, provide necessary safety training, and comply with occupational health & safety regulations.

**7. Work-Life Balance:** Balancing between demanding project deadlines and employee well-being is crucial. HR practices may include flexible work arrangements, time-off policies, and promoting work-life balance to ensure employee satisfaction.

**8. Continuous Improvement:** HR practices in engineering solution companies often emphasize continuous improvement and innovation. They encourage employees to contribute ideas, participate in process improvement initiatives, and foster a culture of learning.

The Interview concluded with the thought that the superior and subordinate relations at workplace must be friendly, and not just professional. An informal relation helps a lot at workplace. The fun activities are must for employee to boost up the confidence & interpersonal relations.





Source: Based on Personal Interview

Source: Interview with Mr. Abhishek Rane, HR Manager, Axtel Industries, Vadodara, on 1<sup>st</sup> July 2023

## VI. BENEFITS OF IMPLEMENTING EFFECTIVE HR PRACTICES

Implementing effective HR practices brings a wide array of benefits that create a positive ripple effect throughout the organization. By prioritizing the well-being and development of employees, these practices foster a culture of excellence and propel the organization towards greater success. One of the key advantages of effective HR practices is the improvement in employee satisfaction and morale. When employees feel valued, supported, and recognized for their contributions, they become more engaged and committed to their roles. This heightened job satisfaction leads to reduced turnover rates, saving the organization valuable time and resources on recruitment and training. With a focus on employee development, HR practices contribute to a highly skilled and capable workforce. Regular training and upskilling opportunities enhance employee competencies, translating into improved job performance and increased productivity. These empowered employees take ownership of their roles, driving efficiency and contributing to the organization's growth. Inclusive HR practices that prioritize diversity and equal opportunities foster a rich tapestry of perspectives and ideas. A diverse workforce brings fresh insights and creativity to problem-solving, leading to innovative solutions and a competitive edge in the market.

Effective HR practices also play a critical role in maintaining a safe and compliant work environment. By adhering to employment laws and regulations, the organization mitigates legal risks and ensures ethical conduct, safeguarding its reputation and avoiding potential lawsuits.

Furthermore, these practices lay the foundation for effective talent management. Succession planning ensures that the organization has a steady pipeline of skilled individuals ready to step into leadership positions. Nurturing internal talent not only saves costs but also boosts employee motivation and loyalty, knowing there are growth opportunities within the company. By promoting open communication and conflict resolution, HR practices foster a positive work culture where employees feel comfortable sharing their concerns and ideas. This transparent and supportive environment encourages teamwork, collaboration, and trust, leading to higher employee engagement and better working relationships. Effective HR practices are also instrumental in aligning individual goals with organizational objectives. By setting clear performance expectations and providing regular feedback, employees understand how their efforts contribute to the broader mission, resulting in a more unified and motivated workforce.

Organizations that invest in HR practices that promote work-life balance and employee well-being experience improved employee health and reduced burnout rates. This contributes to increased job satisfaction and overall employee happiness, further enhancing productivity and reducing absenteeism. The effective HR practices offer a myriad of benefits that

encompass improved employee satisfaction, talent development, compliance, innovation, and a positive work culture. Organizations that prioritize and invest in their HR practices position themselves for long-term success, as their people become their greatest asset and driving force for growth.

**Case 3: Interview of Mrs. Indu Nair, HR Partner – Bayer Cropscience R&D & Biotechnology, Bayer Group, Vapi**

**“A Company must be committed to operate in an ethical and compliant manner.”**

**- Indu Nair**

Bayer is a Life Science company with a more than 150-year history and core competencies in the areas of health care and agriculture. Bayer's HR practices are designed to attract, retain, and develop the best talent in the world. The company is committed to creating a workplace where employees can feel valued, respected, and supported. Indu Nair, stated some of the practices that are followed in their organisation and here they are mentioned below:

**1. Employee Well-Being:** As mentioned by Indu Nair, Bayer understands that the health and well-being of its employees is essential to its success. The company offers a comprehensive benefits package that includes health insurance, retirement savings plans, and wellness programs. Also focus on a better work as well as better life balance.

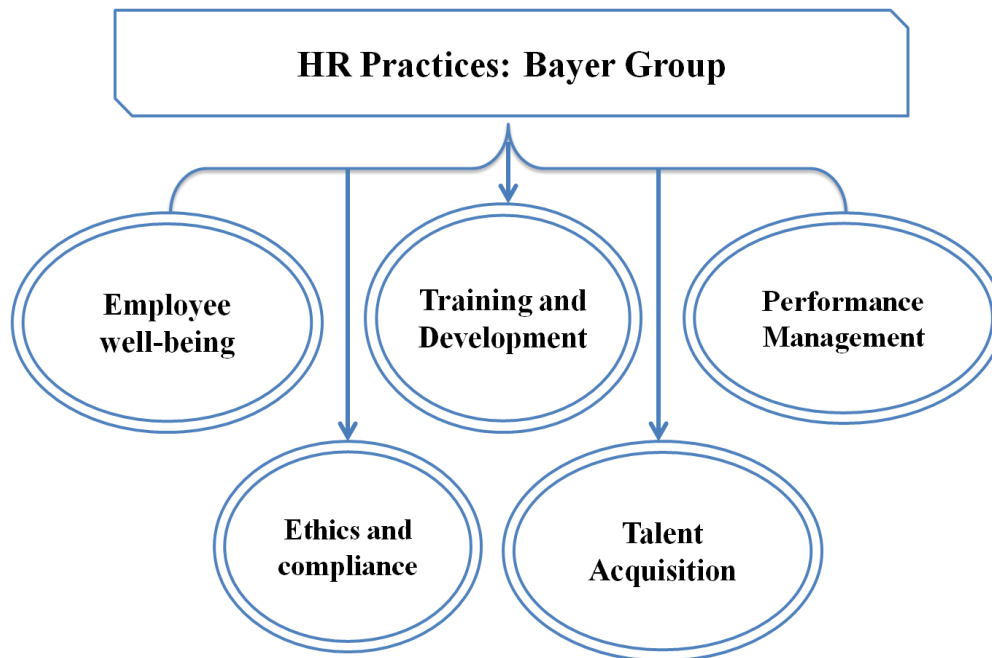
**2. Employee Training and Development:** She added that Bayer invests in the professional development of its employees. They give more training and development opportunities to the women employees as it emphasizes, motivate the empowerment. With respect to training and development the organisation follow 80-20 principle in which the 20% focus is given on on-the-job training - Management activities, Coaching and 80% focuses on the implementation of the same by the employee while performing the job role. These cover a wide range of topics, including technical skills, leadership skills, and soft skills.

**3. Conflict Management, Ethics and Compliance:** Bayer is committed to operating in an ethical and compliant manner. The company has a number of policies and procedures in place to ensure that its employees act in accordance with the law and the company's values. These policies and procedures cover a wide range of topics, including workplace safety, data privacy, and anti-corruption. Bayer believe that Integrity is important while gathering data or handling any grievance in the organisation.

**4. Talent Acquisition:** The company has well-structured talent acquisition and recruitment processes. This might involve using various channels to attract top talent, conducting interviews and assessments, and ensuring fair and transparent selection procedures. recruitment is done to acquire such skills or manpower that are essential for company's overall growth.

**5. Performance Management:** She highlights that performance is directly or indirectly linked with incentives, compensation and benefits The company follows a performance management system to evaluate employee performance, provide feedback, and set performance goals. Regular performance reviews might be conducted to assess progress and identify areas for improvement

Indu Nair states that not only Bayer but any organisation and its Human Resource department face the challenges like changing the mindset of leaders, identifying the potential in Employee, at present context the Artificial Intelligence. She suggested some solutions for the same that changing mindset and potential identification offer career advancement opportunities within the organization, allowing employees to explore new roles and responsibilities both locally and globally and regarding AI the Bayer Group is also looking forward for having the combination of manpower along with AI so that it turns out beneficial also productivity enhances. Indu Nair concludes that HR Practices support the momentum of the Organisation and the same attracts strategic decision making.



**Source:** Virtual Interview with Mrs. Indu Nair, HR Partner – Bayer Cropscience R&D & Biotechnology, Bayer Group, Vapi on 28th July, 2023

**Case 4: Interview of Miss. Urvi Radadiya, Asst. Manager - HR, Owens Corning, Silvassa**

**“A workplace is where employees feel valued, supported, and challenged”**

- **Urvi Radadiya**

Owens Corning is a leading global producer of building materials and fiberglass composites, including insulation, roofing shingles, and more. With 1800 employees the HR practices are highly focused on and commonly associated with increasing the organisation growth as they have a team of HR professionals who are responsible for all aspects of employee relations, including recruitment, training, compensation, and benefits. Urvi Radadiya, stated some of the HR practices that are followed in their organisation and here they are mentioned below:

**1. Employee-Focused Culture:** She mentioned that Owens Corning is committed to creating an employee-focused culture where employees feel valued and appreciated. They offer a variety of benefits and programs to support employees' well-being, including health insurance, retirement savings plans, and reimbursement.

**2. Training and Development:** Urvi added that Owens Corning is known for investing in the professional development of its employees. They offer various training programs and workshops to enhance the skills and knowledge of their workforce. Also with the help of Training and Educational Pillar (TEP) they do the investment on training of employee and constantly keep them updated with the organisation change which is beneficial for workforce as well. Company has a program of Project Prashikshan that looks after the class room training which include both behavioural and technical skills learning.

**3. Diversity and Inclusion:** Urvi stated that Owens Corning is committed to fostering a diverse and inclusive work environment. They promote diversity and equal opportunities for all employees and aim to create an inclusive workplace culture.

**4. Recruitment and Selection:** The job posting, reference check, Resume screening are done but along with that the internal job posting is majorly done as the organisation believe in giving equal opportunity to every employee and every departments.

**5. Conflict Management:** She added that they give insight on Open Communication, Mediation, Conflict Resolution Training, Clear Policies and Procedures, Conflict Analysis, Regular Feedback and Evaluation these are the some essential elements for

effective conflict management within an organization like Owens Corning. By implementing these strategies, companies can work to resolve conflicts constructively and maintain a positive and productive work environment.

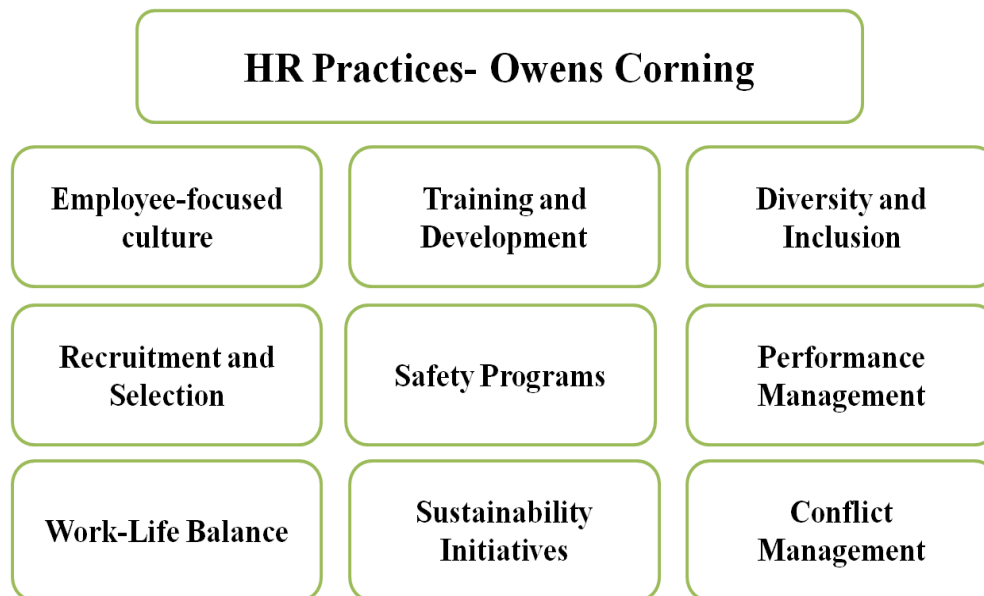
**6. Safety Programs:** As Owens Corning operates in the manufacturing sector, safety is a critical focus area. The company usually implements robust safety programs and initiatives to ensure the well-being of its employees.

**7. Performance Management:** The company typically follows a performance-driven culture and uses performance management systems to assess employee performance, provide feedback, and set development goals.

**8. Work-Life Balance:** Owens Corning recognizes the importance of work-life balance for employee satisfaction and productivity. They offer flexible work arrangements when feasible.

**9. Sustainability Initiatives:** The company emphasizes on sustainability and environmental responsibility in its HR practices and corporate policies.

Urvi concluded that Owens Corning is committed to creating a workplace where employees feel valued, supported, and challenged.



**Source:** Interview with Miss. Urvi Radadiya, Asst. Manager- HR, Owens Corning, Silvassa on 30th July, 2023

#### Case 5: Interview of Miss. Preeti Raj, HR Executive, Alpla India Pvt. Ltd., Silvassa

**A successful company strives to create a workplace that encourages innovation and collaboration.**

- **Preeti Raj**

Alpla India Pvt Ltd is a leading packaging solutions provider with a strong global presence. In terms of HR practices, Alpla India emphasizes a people-centric approach, focusing on employee engagement, professional development, and fostering a positive work environment. The company values diversity & inclusion and strives to create a workplace that encourages innovation and collaboration.

**1. Employee Motivation:** Alpla India has a robust commitment to fostering a motivated workforce. They understand that motivated employees are more likely to be productive, innovative, and dedicated to the company's success. They prioritize on Talent Review Talk - open communication, ensuring that employees' voices are heard and their ideas are valued. Alpla India is a firm believer in recognizing and celebrating achievements. Their formula for Employee Motivation:

$$\text{Engagement of Employees} + \text{New Work/ Skills Development} = \text{Employee Motivation}$$

**2. Training and Development (T&D):** T&D is termed as Learning Centre at Alpla which broadly include Gurukul and Saksham. These Learnings program gives opportunity to employees for developing high level skill that helps to perform at organisation. The Company has set up Individual Development Plan (IDP) through which no employee is deprived of training opportunities.

**3. Employee Relations and Conflict Management:** Fostering positive employee relations is a cornerstone of the organizational ethos. The company places a premium on open communication, nurturing a work environment where employees feel valued and engaged. Alpla India adopts a proactive and solution-oriented approach to meet any conflicts. By investing in conflict resolution skills development and maintaining transparent records, the company ensures that conflicts are addressed constructively and contribute to a harmonious workplace.

**4. Talent Acquisition and Recruitment:** The Company takes a strategic and holistic approach to talent acquisition and recruitment. Recognizing that the right talent is essential for its growth, the company employs a meticulous selection process that aligns with its values and goals. At Alpla India, the recruitment process emphasizes transparency, fairness, and inclusivity.

**5. Performance Management:** Alpla employs a robust and comprehensive performance management system that is instrumental in aligning individual efforts with organizational objectives. The system is built on a foundation of clear communication, goal clarity, and continuous improvement. Alpla's commitment to its performance management system reflects its dedication to nurturing a high-performing workforce and contributing to the organization's continued success.

Alpla understands that HR must navigate the complexities of diversity and inclusion, striving to ensure that every employee feels valued and respected regardless of their background. Also, adapting to technological advancements and remote work trends requires HR to find innovative ways to maintain a sense of connection among employees and uphold a positive atmosphere. Furthermore, promoting work-life balance and managing stress levels are ongoing challenges that demand HR's attention. Overall, Ms. Preeti feels that HR professionals must demonstrate resilience and adaptability as they work towards cultivating a positive work environment that enhances employee engagement, satisfaction, and leads to organizational success.

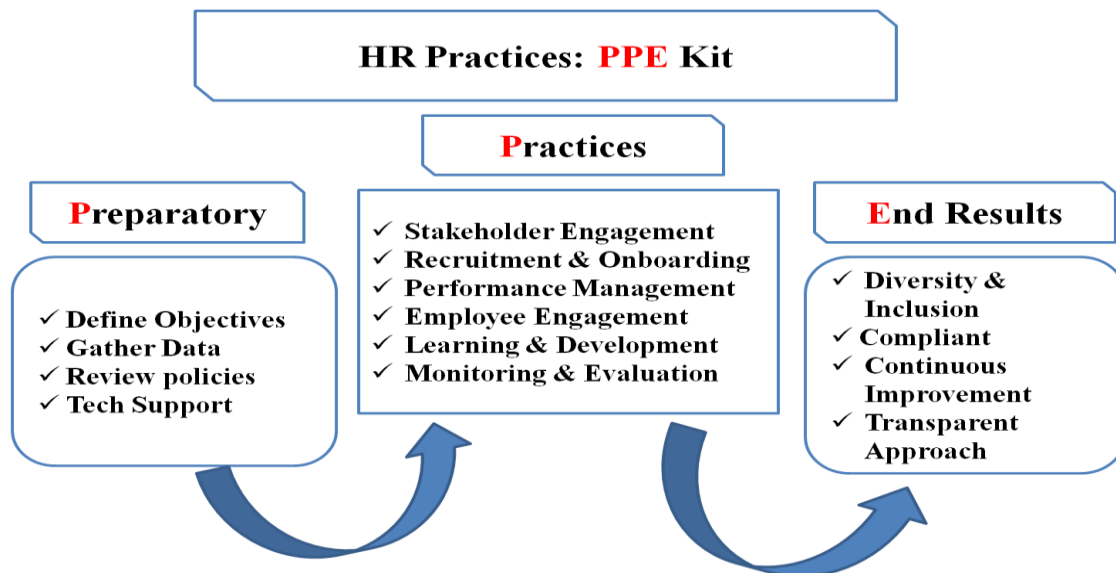


Source: Based on personal interview

Source: Interview with, Miss. Preeti Raj, HR Executive, Alpla India Pvt. Ltd., Silvassa, 18<sup>th</sup> August 2023

## VII. RECOMMENDATION ON HR PRACTICES

The Authors have come up with the contribution in the form of selected few HR practices as recommendations:



Recommendary model on HR Practices – PPE Kit  
 Source: Authors’ Study

### VIII. CONCLUSION

The Authors conclude that the HR practices enable Organisations to build a motivated workforce that is committed to achieving the company's goals and maintaining a competitive edge in the market. HR practices play pivotal role in shaping organizational success. The Study reflects various facts of HR practices, unraveling their multifaceted impacts on recruitment, training, performance management, compensation, and overall employee engagement. The inferences from the study underscore the intricate connection between effective HR practices and the attainment of organizational goals. The authors have Interviewed the 5 Industry Representative and the inferences gathered shall benefit the readers. The study of HR practices extends beyond individual functions, emphasizing the need for a holistic and strategic approach. By integrating these practices into a coherent framework, organizations can create a dynamic ecosystem that empowers employees and drives organizational success. It becomes evident that HR practices are not just isolated processes but interconnected threads that weave the fabric of a successful organization. HR Practices impact echo across all levels, influencing employee satisfaction, organizational performance, and overall competitiveness. In an era of rapid change, where human capital plays an increasingly vital role, organizations are urged to leverage these insights to refine and optimize their HR strategies. By embracing the multifaceted nature of HR practices, organizations can pave the way for a brighter future, characterized by sustained excellence and prosperity.

### FUTURE SCOPE OF THE STUDY

The current study is focusing on generating literature for future studies and the Primary data in the form of Interviews is helping to create a perspective towards HR Practices. The future scope of such studies could be knowing more Different HR Practices followed in different organization also in the form of massive Primary data collection through surveys with more Companies. Along with that knowing the Upgradation in Human Resource that has been taking place. Also, region wise or Industry wise study on the theme of HR Practices may further have implications.

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### SUMMARY OF INTERVIEWS

<b>11. NAME OF THE INDUSTRY REPRESENTATIVE</b>	<b>12. COMPANY NAME</b>
<b>13. Mr. Debjyoti Das</b>	<b>14. Blue Star Ltd., Silvassa</b>
<b>15. Mr. Abhishek Rane</b>	<b>16. Axtel Industries, Vadodara</b>
<b>17. Mrs. Indu Nair</b>	<b>18. Bayer Crop science R&amp;D &amp; Biotechnology, Bayer Group, Vapi</b>
<b>19. Miss. Urvi Radadiya</b>	<b>20. Owens Corning, Silvassa</b>
<b>21. Miss. Preeti Raj</b>	<b>22. Alpla India Pvt. Ltd., Silvassa</b>