



AN EMPRICAL STUDY, ANALYSIS AND IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES: - A CASE STUDIES OF INDIAN COMPANIES

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ABSTRACT

Associations are facing major challenges as a result of the very influential and questionable commercial environment, the need to satisfy buyers' demands and live up to their expectations, rapidly evolving innovation, and enhanced organizational structures. Associations are being compelled to use their abilities due to the constant pressure to support the opposition and get an advantage over others. However, it has become increasingly difficult for enterprises to retain the ability due to shifting expectations for its qualified representatives; the development of HRM strategies is the primary factor in this (Gupta, 2018). Despite the fact that the majority of firms have looked into various options regarding some advancements in their HRM strategies, such as implementing Supportable HRM (Miles and Snow, 1984; Andrade and Green HRM (Renwick, Redman, and Maguire, 2008; Mandip, 2012; Marshal and Schrader, 2011) or Lengnick-Corridor et al., 2009; Kramar, 2014), but more innovative HRM arrangements should be initiated to retain skilled labor force and achieve practical advantage. Therefore, the purpose of this study is to identify innovative HRM practices used by Indian companies and what else businesses should use to gain a competitive edge. To gather the vast amount of material needed for this investigation, the review evaluates previous writing and data available on relevant HR websites.

KEYWORDS: - HRM, CONWAY, HR, EMPRICAL

INTRODUCTION

Human Resources One of the most important and essential skills for business associations is HRM, or executive management. HR managers are not only trusted to apply skills that are relevant to the businesses, but also to ensure that they consistently provide positive outcomes for the advancement and success of hierarchies. They also work with the offices of preparation and advancement to assist the representatives' abilities and ask employees to provide feedback or suggestions for further improvement on current methods. However, two major challenges facing company directors are



ability steady decline and hierarchical supportability (Naim and Lenka, 2017; Lenka, Gupta, and Sahoo, 2016). As a result of the consistent inspection work, several scientists have suggested modifying outdated HRM methods and strategies and provided a range of creative and innovative HR tactics to improve hierarchical effectiveness. Imagination generates new and useful ideas or solutions for organizational problems, and progress facilitates the implementation of those ideas in authoritative contexts (Lenka, Gupta, and Sahoo, 2016; Gupta, 2018). Since employees are the directors' top priority when developing HR strategies, any creative and innovative HR plan must be completed when it includes government support from representatives. In any event, previous research indicates that there is little evidence to support the idea that development should concentrate on various aspects of organizations rather than concentrating on HR arrangements (Shipton, Sparrow, Budhwar, and Brown, 2017b). HRM research questions have essentially thought regarding the function of HRM systems or approaches in representative or hierarchical execution in a variety of global contexts, including all associations, whether small or large, public or private (Boxall and Purcell, 2011; Boxall and Purcell, 2016; Cavanagh et al., 2017; Cooke and Saini, 2010; Datta et al., 2005; Stanton et al., 2014). However, the focus of analysts shifted from authoritative execution to hierarchical workers with regard to responsibility, maintenance, commitment, and prosperity as a result of the new examination ideal models (Bamber et al., 2017; Boxall and Purcell, 2016; Visitor and Conway, 2011; Ulrich, 2016).

Through creative, virtual, or innovative work (research and development) groups, this study is in the early stages of linking the role of HRM arrangements in worker imagination and advancement motivating authoritative manageability. (Shipton et al., 2017a; Lenka and Gupta, 2019; Lenka, Gupta, and Sahoo, 2016). Therefore, it is essential to research this area and learn about the innovative and creative HRM arrangements that promote the growth and manageability of associations.

Generally, development is considered as a logical or mechanical technique or methodology to work on the items, cycle, or designs of the associations to accomplish hierarchical manageability (Gupta, 2018). Development is considered as a way to start and execute imaginative items and cycles in the association for hierarchical development and maintainability (Damanpour, 1991; Rogers, 1983). Creative HR rehearses are characterized as thoughts, arrangements, projects, or frameworks embraced by associations to improve their workers' presentation (Wolfe, 1995; Agarwala, 2003). By the by, advancement isn't presently restricted to items, process, or authoritative designs. Specialists, experts, and business **managers are now considering innovation into** HRM likewise to outline imaginative and creative HRM strategies for the improved efficiency and responsibility of representatives towards their association. Key HRM, Green HRM, E-HRM, are not many creative HRM approaches carried out in associations to further develop the current HR processes and to raise



representatives' natural mindfulness at their working environment at the same time (Collins, 2020; Mishra, Sarkar and Kiranmai, 2014; Renwick, Redman, and Maguire, 2008; Ruël, Bondarouk, and Looise, 2004; Shafaei, Nejati, and Yusoff, 2020). Business undertaking, where workers act like a business person for the item or thought they brought to the organization, is additionally an imaginative HR strategy started by associations to upgrade inventiveness and advancement for their development (Antoncic and Hisrich, 2001; Antoncic, 2007; Amado et al., 2009; Gupta, 2016; Parker, 2011).

Aside from the above characterized advancements in HR, it has become vital for associations to execute new and creative HR strategies connected with characteristic prizes, work fulfillment, achieving hierarchical objectives, execution and advancements, support in conceptualizing and dynamic meetings, and preparing and improvement. A new examination work has been done on the HRM in Indian associations by leading a review on 252 HR chiefs which uncovered that, Vital HRM is having constraints in overcoming any barrier among expected and unique results of firm (Darwish et al., 2019). Indian associations are opening up to carry out imaginative HR rehearses however they need to keep up with foundational support areas of strength for and foundation prior to executing creative HR rehearses. A review directed on Indian inn industry by looking over 52 HR directors, 260 clients and that's what workers uncovered, development in HRM rehearses further develop lodging administration viability bringing about upgraded hierarchical execution (Chand, 2010). Likewise, IT, banking, car, assembling, administration, and medical services enterprises in India are additionally executing HPWS (Elite execution work frameworks) in their HR capabilities (Malik et al., 2017; Srinivasan and Chandwani, 2014; Kong, Chadee, and Raman, 2012; Mishra, Sarkar, and Kiranmai, 2014).

Lately, India has turned into the center of development and business which sped up India's monetary development by drawing in additional unfamiliar interests as joint endeavors and organization firms (Fan, 2011; Kulkarni, 2013). To keep up with this speed of development and to support in worldwide and homegrown business sectors, it has become significant for Indian associations to make and enhance by utilizing constantly the ability of their representatives. With the progressions in innovation and society, the assumptions for the representatives particularly Age Y should be met to hold them in the association. These Age Y representatives are the mechanical literates who have faith in keeping up with balance between serious and fun activities and search for significant assignments (Naim, 2014). They need to look for consideration and accomplishment for their errand alongside innovative progressions and free admittance to hierarchical assets. To satisfy their prerequisites and to draw in them to work for hierarchical imagination and advancement, it has become must for associations to eliminate their old and repetitive HR strategies and present creative HR approaches in



the association

MAIN FOCUS OF CHAPTER

Development has been less concentrated as a capability in HRM (Mishra et al., 2014; Darwish et al., 2019). Notwithstanding, its substance in hierarchical viability is critical (Agarwala, 2003; Rao, 1990; Ulrich, 1997; Yeung and Berman, 1997). Hence, the fundamental target to chip away at this part is to make sense of the developments happening in the field of HRM region to propel the work frameworks and urge representatives to participate in hierarchical exercises with excitement and inspiration which can bring about achieving feasible upper hand for associations. The part will talk about the creative HR approaches started in various areas of Indian economy.

METHODOLOGY

Since the examination in the field of development in HRM rehearses isn't novel, in this way, there is a tremendous measure of writing accessible. In excess of 100 examination papers which remembered investigations for development in HRM rehearses were pulled from different sources, for example, EBSCO, JSTOR, PROQUEST, Google researcher, scholastic data, BASE, Eric, Citeulike, chronicled research index, Infotopia, Refseek, the virtual LRC, Infomine, Microsoft scholarly hunt, and Seek. The concentration while doing the writing audit on advancement in HRM rehearses was on the new papers with the goal that the present status of the field could be recognized. While doing the writing survey on advancement in HRM rehearses, however there were umpteen written works accessible, just traditional and important papers have been utilized. The catchphrases decided to look through the articles/papers were imaginative HR approaches, HRM and development, and Advancement in HRM. Other than articles and papers, hardly any reviews and paper articles were additionally eluded.

INNOVATIONS IN HRM IN INDIAN ORGANIZATIONS

HRM in Indian associations has achieved a huge situation from changing its situation as compensation circulation division to a completely fledged working division dealing with enrollment, choice, preparing, improvement, execution assessment, advancement, pay, and other critical capabilities. With the flood of IT upheaval in India and unfamiliar interests in various areas of Indian economy HRM has likewise worked on itself from a capability to a huge and expanded region to be explored and upgraded. HRM developments are the consequence of carrying out new and high level HR arrangements instead of repetitive ones. Numerous areas of Indian economy has started these creative HR approaches including IT, Banking, Medical services, Neighborliness, Consultancy, The travel industry, Food and Diversion, and a lot more are in the line. To introduce a portion of the

instances of Creative HRM rehearses in Indian organizations a table has been given underneath referencing the Imaginative HR strategies and their result on organization's exhibition. It will help in grasping the effect and substance of advancement in the field of HRM for Indian associations.

Table 1. Innovative HRM practices or policies in Indian organizations.

No.	Innovation	Company/Industry	Description	Outcome
1	GOLD (Godrej Organization for Learning and Development)	Godrej Industries Ltd. (Real estate, consumer products, appliances, furniture, etc).	Company initiated web-based learning in collaboration with UK – based NetG to distribute e-learning modules among the workforce. The company gives equal importance to soft skill training.	This learning creates a leadership pipeline
2	Recruitment of HR Professionals, Free flow of internal communication,	Maruti Udyog Ltd (Automobiles)	Company innovate its HRM functions to improve internal efficiency of the firm.	Company was able to reduce production costs and increase efficiency of the employees with smooth flow of communication and enhanced HR practices.
3	BPR (Business Process Re-engineering), Flat structures, Outsourcing workforce	Mahindra & Mahindra (Automobile)	Company initiated these schemes to reinvent business processes, encourage teamwork, knowledge sharing and learning from each other, and attain skilled workforce for advanced and non-core activities.	Company was able to attain steady and increased profits, and gradually manufacturing productivity increased.
4	Infosys Toastmasters Club, INSTEP (Leadership internship)	Infosys (IT)	To provide support to the employees. To develop leadership skills among employees	Company attained skilled and visionary workforce to handle uncertainties of global markets.
5	ESOP (Employee stock option programme)	Wipro (Consumer goods, IT)	To share the organizational membership within employees	Employees feel like members of family and dedicate themselves for accomplishing organizational goals.



6	The PEP (The Performance Ethic Program), Performance Management System	TISCO	It encourages young professionals to grow up the corporate ladder rapidly instead of following traditional promotion ways.	Company succeeded in attaining employees' confidence and trust in them.
7	Cross border learning programs	Ranbaxy (Pharmaceuticals)	It encouraged knowledge exchange facility for its employees so that they can learn about the advanced techniques from them and gain the knowledge about global markets.	Company was able to improvise its R&D facilities and invented new drugs for various significant diseases.
8	Redeployment and retraining of employees, revamped performance appraisal system	BPCL (Bharat Petroleum Corporation Ltd.1)/ Petroleum	Company regarded HRM as an important support service in employee engagement	Company was able to retain its customers and maintain profitability.
9	Introduced VRS (Voluntary Retirement Scheme)	SBI (State Bank of India)/ Bank	Company segmented HR by empowering employees to fulfil their duties and introduced VRS to manage	Company reduced its workforce at rationalized costs and also compete with foreign banks.
			strategic changes like automation.	
10	CLAP (CLARIANT Participation to improve Profitability through Performance of People)	Clariant Ltd./ Chemicals	Company introduced CLAP program to change the mindset of employees through communication and goal settings	Company attained a transition from Sandoz to Clariant.



11	Innovative recruitment, compensation, and training procedures	Arvind Mills/Textiles	Company initiated innovative ways of recruiting, training and compensating its employees along with bridging the gap between different levels of management	Company succeeded in adapting change of fashion industry and increased demand of the products at global level.
12	Turnaround HR strategies, 'HAI DUM', Work Life Balance	Motorola India	Company focussed on innovating HR practices in learning and development, rewards, performance appraisal, recruitment and facilitating employee oriented work culture.	A continuous process of learning-unlearning and relearning was successfully implemented in the company.
13	Redefined organizational structure and optimally utilized HR resources	Mehta Group/ Cement	Company redefined organizational structure and able to implement HR policies to leverage its HR resources in an effective manner.	Developed synergy in the form of structure, manpower, and resources along with curtailing the competition among different companies of same group.
14	Gyan Jyoti (E-learning), HELLO (Helping	Tata Steel	Company introduced manager assimilation program along with e-	Tata has become one of the favourite employer brand of the
	employees launch and learn in the organization), NEST (Nurturing engagement with satisfaction and trust)		learning initiatives to improve employees' skills, initiated induction and orientation programs to introduce new employees about the organization and nurturing their talent and skills for their personal and professional growth.	aspiring and existing employees



15	360 Degree Performance Appraisal, Talent Identification and Development strategy	Hindustan Unilever Ltd. (HUL)	Company initiated performance appraisal technique to develop the employees and engage them in their organizational duties.	Company attained reduced attrition levels and increase in productivity and quality service from employees.
16	Strategic alignment of HR policies with organizational goals and objectives	SAIL (Steel Authority of India)	Company invested in various HR practices to nurture and develop the employees and facilitated them with conducive workplace where employees' creativity and innovation enhanced	Company attained success in attaining support of labour associations, in creating a peaceful and harmonious organizational climate.
17	Green HRM (GHRM)	BHEL(Bharat Heavy Electricals Ltd)	Company invested heavy amounts to attain sustainable business outcomes.	Company attained employee support and commitment with specific reference to corporate social responsibility.
18	HRIS (Human Resource Information System)	NALCO (National Aluminium	Company implemented HRIS to maintain record of its employees for	An enhanced module helps in sufficing HRD facilities to
		Company Ltd)	supporting HRD activities like knowledge enhancement, skill development, and attitude building.	organizational employees leading to organizational growth and sustainability.
19	Gyan Drishti (Learning Management System)	Jindal Steel	Company initiates this practice to encourage employees towards learning and knowledge sharing through a self learning platform.	Employees engage more in their activities, do brain storming sessions to solve issues and bring creative ideas for organizational sustainability.

20	Humanistic Attitude	Aditya Birla Group	Company reaped back the benefits for the growth and welfare of underprivileged sections of society.	Gained more humanistic attitude among employees with a sense of fulfilling corporate social responsibility and maintaining environmental sustainability.
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Source: Durani, H. A., Trivedi, K. U., & Durani, A. A. (2015). Innovative HR Strategic Practices of Indian and Foreign MNCs. *Journal of Management Research and Analysis*, 2(3), 173-176. Dietz, G., Van der Wiele, T., Van Iwaarden, J., & Brosseau, J. (2006). HRM inside UK e-commerce firms: Innovations in the 'new' economy and continuities with the 'old'. *International Small Business Journal*, 24(5), 443-470.

FINDINGS OF THE STUDY

Above introduced table of HR advancements in various areas of economy expresses that, by executing imaginative HR rehearses, organizations will actually want to support change and questionable business climate. Past examination work additionally expressed that, creative HR rehearses consistently influence emphatically towards authoritative responsibility of representatives (Paul and Anantharaman, 2004). Rehearses like inventive and open workplace, offices for profession improvement, development arranged learning and preparing programs followed by a successful examination framework are applicable for measuring up to the assumptions of representatives. Organizations gain upper hand over their rivals by executing imaginative HR rehearses in the space of enrollment and determination, preparing and improvement, learning and different offices (Srivastava and Bhatnagar, 2008). Nonetheless, carrying out imaginative administrations require acknowledgment from hierarchical workers and a solid initiative any other way it tends to be handily changed into unfortunate results.

FUTURE RESEARCH DIRECTIONS

With the dubious business climate and continually changing client requests, it has become completely significant for organizations to change their systems from old school of considerations to extremist ones to contend locally as well as. In Indian economy enormous organizations as well as little and medium measured ventures (SMEs) are likewise upgrading the Gross domestic product development rate in this way alongside huge corporate houses, they additionally need to release their ability and increment the efficiency. Notwithstanding, the guideline applies to all similarly which says that like large modern associations, SMEs additionally need to enhance their HR strategies. Till now the exploration zeroed in on distinguishing the effect of creative HR rehearses on hierarchical execution



in enormous business houses however future examination work lead a similar examination on SMEs. Likewise separated from quantitative, subjective examinations can likewise be done to recognize the advancement carried out in HR rehearses and their effect on workers' hierarchical responsibility or authoritative maintainability. In addition, exploration can likewise find reply to the greatest test looked by HR pioneers that is How to connect with and hold workers through imaginative HR rehearses? Exploration can likewise be started to investigate the effect of Green HRM or E-HRM on representative responsibility or hierarchical execution.

CONCLUSION

The impact of innovative HR practices on organizational growth and sustainability in Indian firms has been considered in this study. A table illustrating the creative HRM techniques used in various Indian organizations and their effects has been created based on the literature review (Som, 2006). One of the study's main limitations is that it is descriptive in nature and is based on a literature review. To broaden the scope of research in the area of innovative HRM practices, a qualitative or quantitative study may be carried out in the near future.

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