

IMPACT OF HUMAN RESOURCE DEVELOPMENT PRACTICES ON ORGANIZATIONAL PERFORMANCE IN MANUFACTURING COMPANIES OF CHENNAI – AN EMPIRICAL INVESTIGATION

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ABSTRACT

Human resource development is a relatively recent field of study and professional endeavour. This area of management development has experienced rapid growth because firms have taken a significant interest in managing human resources in the face of intense competition and changes in business environment over past 20 years. Despite the importance of HRD, there are not many empirical studies or researches that have looked precisely at how HRD practices in manufacturing affect organizational performance in practice. This research seeks to close that information gap. The main objective of this study is to examine the connections between organizational success and HRD (human resource development) techniques in the automobile manufacturing industry in Chennai. The survey method was used in this study to gather primary data. According to this study, organizational performance is positively and significantly impacted by HRD practices including training and development, career development, and team competency that result in a higher level of productivity from employees to the organizations.

Keywords: *HRD practices, organizational performance, manufacturing industry, training and development, human resources.*

BACKGROUND OF THE STUDY

Human resources are an organization's most valuable resource since they guarantee the accomplishment of its goals and objectives. Unfortunately, the majority of businesses have neglected to invest in and manage their most valuable resource which is human resources. Human resource management is the area of an organisation in charge of recruiting, supervising, and managing staff. It is a purposeful and comprehensive strategy for overseeing employees as well as the setting and culture of the workplace. Employees are able to contribute productively and successfully to the accomplishment of the organization's aims and goals through good

human resource management. Increased rivalry, market globalization, technical innovation, a diverse workforce, and satisfied informed customers all have an impact on today's organizations. As a result, these difficulties have an impact on India's manufacturing companies. The aforementioned issues are leading customer sentiment to become unstable in the highly competitive business environment, which firms must be ready to address. Employees are viewed as a source of competitive advantage because they are an organization's most valuable asset. The capability and abilities of an organization's employees have increasingly become crucial for its improved performance in order to meet these present problems. Therefore, research on human resource development strategies and their impact on organizational performance, particularly in the automotive industry, is necessary.

INTRODUCTION

Human capital is the term used to describe an individual's knowledge and abilities that they have acquired and grown via education, training, and experience. A company's human capital is in charge of both its current productivity and potential future advancements. It is described as the knowledge and abilities of specific managers and employees within a company, including their education, experience, judgement, intelligence, relationships, and insight. How a business invests in its human capital may determine how successfully it grows and performs. One of the biggest markets in the world is the automotive industry in India. Although it formerly had one of the fastest growth rates in the world, it now has flat or even declining growth rates. India's passenger automobile and commercial vehicle manufacturing sector ranked sixth in the world in 2011 with an annual output of more than 3.9 million units. The largest producer of vehicles is in Tamil Nadu. Three clusters in the west, south, north make up the bulk of India's auto manufacturing business. Greater than the northern and western clusters is the southern cluster, which includes Chennai.

High-performing firms have mastered the use of human resources (HR) techniques to strengthen competitive advantage in today's competitive climate. Recruiting employees who are better suited to the organization and meeting their needs and expectations are problems for human resources management. In order to strengthen the relationship between employees and employers and to develop thorough insight that can aid human managers in achieving better results and increased performance, there is a compelling need for better ideas and tactics. Employee skill development on the job, particularly in the area of interaction, has a positive effect on morale and raises loyalty to the company. The main goal of managing human

resources is to use the workforce to contribute human efforts to attain the organization's goals. These efforts should be made voluntarily, with a commitment to excellence, and with strong employee morale. To encourage individual and organizational success, the HR management in the company should foster a culture characterized by characteristics like open communication, trust, and respect for human resources.

HRD (HUMAN RESOURCE DEVELOPMENT)

The goal of HRD (human resource development) is to help individuals develop the skills and talents needed to carry out their responsibilities effectively and advance organizational objectives. People can continuously evolve through HRD, and this process will ultimately help the organization grow and develop. The HRD department has the primary responsibility for developing its workforce to the point where they are capable of handling managerial responsibilities and honing their present skills in this fast-paced environment. Although the HRD process had been around in India for some time, it wasn't until the 1970s that it gained a professional approach. The first business in India to create and operate a comprehensive HRD system was Larsen and Turbo. The development and growth of human resources are then given top priority in all innovative enterprises, and this is what the firms are most concerned with. In order to develop employees and get them ready for challenges, HRD is essential as both a process and an activity. It helps to uncover the workforce's hidden potential and polish their abilities, talents, and technical knowledge. For the sole purpose of achieving their fulfilment, it harmonizes the individual's and the organization's goals. The most important resource for any organization is its human resources, and with the changing market conditions, technological advancements, and dynamic management systems, it is important to acknowledge the importance of human resources development and to understand the importance of their advancement.

Human Resource Development (HRD) Practices

The phrase "HRD practices" refers to a variety of actions taken by a company to deal with its workforce and ensure that its objectives are met through the effective utilization of its human resources. Human resource (HR) refers to an organization's "people practices," which include the procedures, guidelines, and frameworks that have an impact on how well employees perform. HR has an impact on both the people who work for their company and how they work. If properly managed, human resources have the potential to be a source of long-term competitive advantage and support the core goals of the departments, including quality,

profitability, and customer satisfaction. The primary goal of HR is to make sure that there is always an adequate supply of labour for every position with the philosophy of placing the right person in the appropriate position. Employees should be fully informed of the HR policies and systems. The objective of strong HR practices is to align organizational goals with employee interests in order to maximize benefits for both parties. HR planning, recruiting and selection, remuneration, training, performance evaluation, and career planning and promotion are some of the HR practices outlined below:

- **Recruitment & Selection:** Finding a panel of potential candidates who meet the minimum qualification and experience requirements is known as recruitment. This process enables a company to choose the best candidate who is easily linked with the job needs.
- **Training practices:** Training is an educational intervention that is regularly delivered by the company to employees in order to enhance performance. It enables the company to give its current workers new and more important duties.
- **Promotion:** Methods When a worker is suggested for advancement to the next level in the organizational structure, they receive increased duties and financial benefits. An organization's employees perform better when it has an effective merit-based promotion mechanism in place. It has a direct connection to an employee's exceptional performance, which enables them to advance in their experience and performance. Promotion aids in the retention of top performers, and it can serve as a motivational tool provided it is implemented with clear and fair rewards.
- **Performance Appraisal:** Performance reviews are one of the key elements of HR procedures. Setting responsibility within organizations is one of the fundamental purposes of assessments. Employee productivity is measured by an appraisal system, which also affects how well they work overall. Organizations use a variety of appraisal processes to track the development and advancement of their staff members and to reward them appropriately. Every organization has standards by which to evaluate the performance of its employees.
- **Compensation Practices:** The term "compensation" is broad and encompasses remuneration, bonuses, performance incentives, medical benefits, and all other perks given to employees in exchange for their work on behalf of the company.
- **HR Planning:** HR planning is the process of forecasting future labour needs and allocating the workforce in accordance with those needs. Strategic alignment between corporate goals and human resource planning is required. The goal of HR planners is to identify the gap

between the current workforce and future requirements and to offer the firm workable options and solutions.

Functions of an Effective HRM (Human Resources Management)

Effective human resources management entails maintaining and enhancing all areas of an organization's practices that have an impact on an employee from the day of his or her hiring to the day of exit.

- ❖ **Hiring:** The HR (human resource) manager must come up with the most effective and economical strategies for recruiting and advertising open positions inside the firm. To choose the best applicants, the human resource management staff must design and carry out the selection processes.
- ❖ **Dismissal:** The human resource manager is responsible for ensuring consistency in dismissal procedures. He must also follow the necessary steps to prevent the company from being sued for unfair dismissal.
- ❖ **Welfare:** The HR manager is responsible for ensuring that they are usually content while working for the company. They are responsible for informing employees of the most recent safety and health regulations, benefit payments and processing payroll maintaining the security of any valid policies.
- ❖ **Legal:** It is up to the HR department to keep up with any changes to employment laws and make any necessary changes to the company's policies. Along with the firm's legal team, the HR management team is responsible for ensuring that the company complies with all applicable laws on maternity leave and pay, equal opportunity, discriminatory practices, and the potential to challenge a dismissal.
- ❖ **Review:** A thorough review procedure that is applicable to every employee will be developed and managed by the HRM (human resource management) team. This procedure will offer a venue for management and to evaluate employees' performance and for the employee to voice any queries or concerns that she may have. The outcome of the review process may include additional training, a review of pay or bonuses, or infrequently, disciplinary action.

Benefits of HRD

Some of the most significant benefits of HRD are that, as new skills, knowledge, and attitudes are developed among employees in any organization, HRD increases that

organization's capacity to accomplish its goals and ensures greater employee engagement. As a result, HRD ensures more competent personnel. Each employee's job duties are clearly defined by HRD and connected to the organization's goals and objectives. Effective HRD methods improve the organization's ability to absorb change, increase the fairness between compensation and employee responsibility levels, and improve the problem-solving skills of employees. An efficient HRD system can assist an organization to foster a culture of trust and respect by facilitating higher levels of performance and the effective utilization of employees' skills and expertise. An effective HRD program increases an organization's capacity to manage change.

Organizational Performance

The process by which an organization improves both its efficacy and the well-being of its members is known as organizational performance. When there is a focus on enhancing organizational learning with the goal of later affecting organizational performance, this is one of the three essential elements of organizational growth that will lead to organizational performance. The term "organizational performance" refers to an organization's actual output or results as compared to its intended outputs, goals, and objective. Organizational performance measures how well a business is doing in relation to its goals and objectives. Achieving the organization's objectives, goals, and missions as well as its strategic aspirations is the essence of organizational performance. The effectiveness of an organization is impacted by change management. The performance of the organization is degraded as a result of individual employee discontent at work, which lowers productivity. So when evaluating organizations, organizational performance is a crucial factor. In a similar line, how well employees perform for their employer has a significant impact on organizational performance.

Relationship between Organizational Performance and Human Resource Development

The relationship between organizational success and HR practices is compelling, and it is backed up by theoretical justifications from several academic fields. According to the microeconomic human capital theory, people have abilities, skills, and information that are valuable to businesses. Since an organization invests in enhancing employee capabilities to bear opportunity and out-of-pocket costs, these investments are only appropriate if they result

in higher productivity in the long run. Therefore, the greater the potential for employee contribution inside an organization, the more likely it is that the company would invest in human capital (through activities such as human resource management), which will increase individual productivity and organizational performance. The accomplishment of the overall HRD objectives is aided by each of the HRD mechanisms. The extensive training and development programmes boost employee productivity, quality, efficiency, and profitability. Additionally, training supports the growth and utilization of abilities, knowledge, and skills, as well as the improvement of interpersonal ties, teamwork, and collaboration, all of which improve organizational performance. Performance reviews evaluate an individual's or a team's performance and assist the person in growing in their current position. It provides employees with a clear grasp of expectations and what must be done to meet them. The employees' morale is raised as a result increases employee contributions, work happiness, and productivity.

Overview of the Automobile Industry

The automobile sector is acknowledged as a crucial element and significant economic engine on a global scale. By providing value to the global and local users, the automotive sector has a huge opportunity to generate new income. The auto sector has the chance to support the fair distribution of the wealth that results from this. As a result, the industry has created a new paradigm for employment.

Automobile Industry of Chennai

Chennai's automobile industry is sometimes referred to as the Detroit of India and has been strongly supported by state and federal government programmes. For instance, the Global Automotive Research Centre, which has the most modern infrastructure for testing and homologation of automobiles, was established in Chennai. With the help of this institution, Tamil Nadu can lead the world in automotive research and development. Seven of Tamil Nadu's eight officially recognized automakers have facilities in Chennai. The auto-ancillaries in Chennai also showed the success and advancements of the automotive sector.

REVIEW OF LITERATURE

Shady Shayegan et.al (2022) stated that in the Iranian power business, it was looked into how applying human resources techniques could enhance organizational performance in relation to the mediating role of transformational leadership. The goal of the current study was to conduct practical research, and its methodology was a descriptive-survey study. To gather

information for the study, a questionnaire was used. Middle and Senior managers of businesses under the Ministry of Energy that were involved in the Iranian electrical industry made up the statistical population of the current study. The results showed that human resource development methods had a substantial and positive influence on the organisational performance of the firms under consideration.

Saunah Zainon et al (2020) analyzed the effect of organisational performance on HRM (human resource management) techniques. This study used a descriptive approach to collect, analyze, interpret, and present the data. The descriptive research approach made it possible to determine how strongly HRM (human resource management) practices are related to organizational performance. Employees of the Jakel Trading Company in Johor, Malaysia, received questionnaires. Multiple regression analysis revealed that employee recognition, performance reviews, and rewards are all important aspects of human resource management (HRM) practices that influence organizational performance. Additionally, it was discovered that employee recognition and training do impact company performance overall. Employers can use this study's recommendations to encourage and reward their employees' improved performance.

Otoo et al. (2019) explored how employee performance played a mediating role in the relationship between human resource development (HRD) practices and organizational performance. By merging key elements from the collection of recent literature were combined to form an integrated research model. Data were gathered from 700 employees of the chosen pharmaceutical firms using questionnaires. The findings show that various HRD strategies have an influence on employee performance, which in turn influences organizational performance. The study also showed that the relationship between HRD practices and organizational performance is mediated by employee performance.

Dewantara et al. (2019) examined all aspects of HRM practices, including job security, pay, job autonomy, and supervisory support for organizational performance. In order to determine the findings of the analysis of correlations between variables, this study, which is an explanatory study, examines each variable in turn. Several group enterprises in South Sulawesi participated in this study. The study's methodology is survey research. 4,784 organic employees made up the study's population, and 369 individuals were selected for samples using the Solving method. A questionnaire is used to collect the main data. Multiple linear regression analysis is used in the analytical method. The findings demonstrated the impact of HRM

strategies across all dimensions (job security, pay, work autonomy, and supervisory support) on organizational performance.

Research Gap

The existing studies on the current topic, have investigated the connection between HRD and organizational performance in India and overseas. However, the majority of research, particularly those conducted in India, include one or more flaws. In India, there is very few prior research examining the connection between and effects of HRD and Organizational Performance. Most studies that are now available have participants who are senior management, such as Chief Executives and HR Heads of organizations, fill out questionnaires and participate in conversations. The majority of research studies examine a variety of businesses, including the manufacturing and service sectors; however, there is very little research on the automobile manufacturing industry. Hence, the current study has advanced to include HR managers and employees to fill the gap in the existing literature.

STATEMENT OF THE PROBLEM

The study may have several flaws that prevent the organizations from operating effectively and create barriers. HR professionals play a significant part in this. As we develop our strategies and create HR solutions, we expect to address these shortcomings. Through the creation and use of learning-based interventions, it is the practice of strengthening the enabling ability of individuals, groups, and organizations with the goal of maximizing employees' as well as organizations' growth and development. Therefore, this study addresses the concerns of HR practices and determines the factors that can contribute to the increased performance of the organization.

NEED FOR THE STUDY

Every organization that wants to experience stability and progress with the dynamic activity that might come from corporate leadership and effectiveness in competitive advantage needs HRD. There are no adequate empirical studies, especially at the organizational level, despite the frequent reference to these employee-related activities as the mediating mechanisms between HR practices and performance. The purpose of the current study is to investigate the association between HRD practices and the performance of an organization as a result.

RESEARCH OBJECTIVES

- To study the human resource development practices prevailing in the manufacturing industry
- To identify the determinants of human resource development practices that impact the organizational performance
- To evaluate the impact of human resource development practices among select automobile manufacturing organizations

SCOPE OF THE STUDY

Stakeholders, policymakers, academicians, automobile manufacturers, and the general public will all find value in this study. The study's conclusions will assist stakeholders and manufacturers in adopting appropriate and well-articulated human resource development techniques that will enhance employees' knowledge and abilities and help assess the efficacy of organizational performance. This study will also act as a roadmap and source of inspiration for future investigations into academic fields relevant to human resource development. The study will also advance knowledge by adding to the scarce number of prior research on the significance of employee skills in the literature on the links between organizational performance and human resource development in the manufacturing sector.

FORMULATED NULL HYPOTHESIS

H₀₁: There is no significant relationship between service quality and customer Retention

H₀₂: There is no significant relationship between team competency and career development and H₀₃: There is no significant relationship between higher Productivity and HRD practices.

RESEARCH METHODOLOGY

Both analytical and descriptive types of methodology are used to conduct the investigation. The key sources for the study are primary and secondary data.

Study Area: The survey is carried out among Chennai-area automobile manufacturing firms. The study is practical and significant because Chennai is home to several automobile makers. The Detroit of South Asia is Chennai, so the saying goes. Being a major metropolis, Chennai

accurately portrays workers from all social classes. The researcher in Chennai selected the following automobile manufacturing companies - Mahindra, Hyundai, and Ashok Leyland.

Data collection: Both primary and secondary data were used in this investigation. **Primary data:** In order to collect primary data, a survey was carried out among HRD managers and staff members working in a few automobile manufacturing facilities in Chennai using a self-structured questionnaire that the researcher had created. Respondents were asked to rate several issues on a 5-point Likert scale, with 1 signifying strong disagreement and 5 denoting strong agreement. The questionnaire asked questions about organizational performance and techniques for developing human resources. **Secondary data:** Secondary data was gathered from books, newspapers, periodicals, working papers, research papers, websites, journals, and other sources. All research ethics regulations were followed by the researcher.

Questionnaire Design: The main information is gathered through questionnaire surveys. The respondents are questioned about their thoughts on critical HRD Practices. Demographic characteristics and optional questions make up the first section of the questionnaire. With a Likert scale of 1 to 5, the second section contains statements about HRD Objectives, Needs, and Practices.

Sampling Approach: To gather the primary data, the Simple Random Sampling method is used. For the purpose of the survey, the employees from the selected organizations were chosen randomly and their responses are gathered using the random sampling approach.

Sample size: For the current study, a simple random sample procedure was used to disseminate the questionnaire to 151 people (HR managers and employees) at three chosen automobile manufacturing facilities in Chennai: Ashok Leyland, Mahindra, and Hyundai.

Sample population: The HR managers and staff of chosen car manufacturing plants in Chennai City (Ashok Leyland, Mahindra, and Hyundai) make up the sample population for the current study.

DATA ANALYSIS

The primary data acquired are reviewed using computer software known as SPSS (Statistical Package for Social Sciences). Correlation and descriptive statistics are the statistical techniques utilized to acquire the results.

Demographic Profile of the Respondents

From the below table, the demographic profile of the respondents can be inferred. From the collected sample, men make up 71.3% of replies, while women make up 28.7%. 22.3% are below 30 yrs, 64.9% are between 31 - 40 yrs and 12.7% of them are above 41 yrs. 19.1% of the respondents of them are Undergraduates, 68.1% of them are Post Graduates and 12.7% of the respondents are professionals. The majority (58.6%) of the employees have work experience between 6 and 10 years.

Table – 1: Demographic Profile

Factors	Frequency	Percentage
Gender		
Male	108	71.3
Female	43	28.7
Age		
Below 30 Years	36	22.3
31 – 40 Years	103	64.9
Above 41 Years	12	12.7
Education		
Under Graduate	28	19.1
Post Graduate	108	68.1
Professionals	14	12.7
Work Experience		
Below 5 years	14	25.5
6 – 10 Years	116	58.6
Above 10 years	21	15.9
Total	151	100.0

Source: Computed by the researcher-SPSS Output

Correlation Test

Table -2: Correlation between Training & development and HRD practices

		Training & development	HRD practices
Training & development	Correlation	1	0.559**
	Sig. (2-tailed)		.000
	N	151	151
HRD practices	Correlation	0.559**	1
	Sig. (2-tailed)	.000	
	N	151	151

Source: Computed by the researcher @1% level

H₀₁: There is no significant relationship between Service Quality and Customer Retention Table 2 demonstrates that there is a 0.559 coefficient of association between training and development and HRD practices. It shows a positive correlation between the two variables. At a 1% level of significance, the resulting coefficient of correlation is determined to be significant. As a result, the null hypothesis is disproved. Additionally, the variables chosen for the study had a strong positive association with one another. It is evident that training and development and HRD practices have a strong link.

Correlation Test

Table – 3: Correlation between Career development and Team Competency

		Career development	Team Competency
	Correlation	1	0.720**

Career development	Sig. (2-tailed)		.000
	N	151	151
Team Competency	Correlation	0.720**	1
	Sig. (2-tailed)	.000	
	N	151	151

Source: Computed by the researcher @1% level

H₀₂: There is no significant relationship between Team Competency and Career development. Table 3 demonstrates that there is a 0.720 coefficient of association between career development and team competency. It shows a positive correlation between the two variables. At a 1% level of significance, the resulting coefficient of correlation is determined to be significant. As a result, the null hypothesis is rejected. Additionally, the variables chosen for the study had a strong positive association with one another. It is evident that training and development and HRD practices have a strong link.

Correlation Test

Table – 4: Correlation between HRD practices and Higher Productivity

		HRD practices	Higher Productivity
HRD practices	Pearson Correlation	1	0.766**
	Sig. (2-tailed)		.000
	N	151	151
Higher Productivity	Pearson Correlation	0.766**	1
	Sig. (2-tailed)	.000	
	N	151	151

H₀₃: There is no significant relationship between HRD practices and Higher Productivity

Table 4 demonstrates that there is a 0.766 coefficient of association between HRD practices and Higher Productivity. It shows a positive correlation between the two variables. At a 1% level of significance, the resulting coefficient of correlation is determined to be significant. As a result, the null hypothesis is rejected. Additionally, the variables chosen for the study had a strong positive association with one another. It is evident that training and development and HRD practices have a strong link.

FINDINGS

- ❖ The findings of the demographic profile of the respondents inferred that the majority of the employees who took part in the survey are male and their ages are between 31 – 0 years. Most of the respondents are postgraduates and their work experience is between 6 and 10 years.
- ❖ The correlation test among the variables shows that training and development Vs HRD practices, Career development Vs Team Competency, and HRD practices Vs Higher Productivity have a strong link. Additionally, the variables chosen for the study had a strong positive association with one another.

SUGGESTIONS

- The organization under investigation should modify its tasks and responsibilities by hiring more qualified personnel to assist in effectively utilizing other resources for their production.
- It is important to make sure that an organization's HRD department is structured so that it has connections to both internal and external systems; for example, The HRD department need to serve as a liaison for different task forces, special committees, etc.
- To improve individual and organizational performance, the HRD department should openly and consistently convey each employee's personal goals.
- Organizations should encourage their employees to attend conferences and seminars. These are the channels where fresh abilities are created and found. It not only aids in the worker's training and development but also provides an effective workforce that aids in the organization's growth in sales and profitability.
- It is recommended that businesses concentrate more on training and development initiatives, contemporary technologies, and innovations.

- Job rotation among employees, adequate disclosure of future goals, and sufficient knowledge about personal policies all help to encourage employee development and advance an organization's overall progress.

LIMITATIONS OF THE STUDY

The current study has a few limitations. The study has drawbacks associated with using primary data. It has been realized that it would not be possible to include more automobile organizations in the sample due to time and resource limitations. Only a small subset of organizational performance and HRD practices variables have been chosen for objective examination. Since the statistical tools do have limits of their own, the study is also impacted by these constraints.

CONCLUSION

Practices in human resource development (HRD) improve an organization's internal capacity to address present or upcoming difficulties. To maintain its competitiveness in the automotive market, the automotive industry must expand in step with the global industry. India has the capacity to dominate the automotive industry globally. The company will need to expand production, produce the necessary technologies, and fulfil changing emission criteria in order to bring vehicle manufacturing to a level where it can maintain itself. Any organization's heart is its workforce. Managers and leaders may rely on the dedication and loyalty of their followers when they perceive the company to be responsive to their needs and supportive of their ambitions. The goal of the human resource manager and leader is to promote the interests of both the organization and its employees. According to the study's findings, HRM is only modestly used by Chennai-based businesses, and efficient HRM procedures have a marginally positive impact on performance as measured by the growth rate of revenue, financial stability, and profitability. It may be argued that a variety of HR strategies, when implemented in an organized manner, have a direct impact on employee performance, increasing organizational production. Therefore, stronger HR procedures increase a company's labour force's capacity and skill. They also inspire motivation and increase workers' readiness to do the work necessary to generate outcomes, which include a high level of output, the creation of profit, a decrease in employee turnover, etc. Therefore, in order for firms to succeed in this highly competitive global economy, their HR departments need to be managed dynamically.

FUTURE SCOPE

This study opens up a variety of opportunities for further investigation into high performance; the investigation is needed to comprehend how human resource management strategies interact to achieve their impacts. Large sample sizes might be used in the research for generalization purposes. The results of this study can successfully direct the direction of future research when other Indian businesses are also taken into account. Another significant recommendation is to do additional research to examine other aspects of HR practices that are not taken into account in the current study on various metrics of individual and organizational performance.

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