

# Impact of HRM Practices on Employee Behaviour and its Linkage to Sustainable Organizational Growth: An Exploratory Study

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## Abstract

In today's competitive and dynamic business world, achieving and sustaining organizational competitiveness is a herculean and difficult task. Unlike in the past, motivating, engaging, and managing human resources is also a challenging task for organizations and the HR function in particular. The post-COVID era has dramatically changed the nature of business and the way people work. In this scenario, the role of HR is crucial in harnessing the employees to get connected and achieve organizational goals. Though traditional HRM practices, which are inherited from the culture of an organization, have been in vogue for a long time, the aspirations and expectations of today's workforce are different from those of their predecessors. Further, HR practices being followed at the workplace are in conjunction with employee behaviour vis-à-vis organizational growth, and more importantly all are interlinked. Thus, it necessitates the HR function to initiate, innovate, and implement workplace practices that satisfy the needs and deeds of the employees to engage them to achieve the desired goals and ensure periodical review, which benefits employees and the organization as well. With this perspective, this study envisages to get an insight into the theoretical perspectives of HRM and the common HR practices being followed in organizations, examine employee behaviour vis-à-vis the linkage with workplace practices, and analyse its impact on sustainable organizational growth. Following the discussion and findings, the study concludes with the implications for organizations and the management of HR in particular.

**Key Words:** HRM Practices; Employee Behaviour; Sustainability; Organizational Growth; Competitiveness; Digitalization; Productivity; Leadership; Artificial Intelligence; Flexible work; Remote working; Hybrid model.

## Introduction

In today's competitive and global business environment, the attraction and retention of talents is increasingly becoming a herculean task and a big challenge for HR professionals in organizations. To cope with the business needs and unprecedented demands of customers, organizations have revamped and restructured with modern equipment's, besides giving the workplace a facelift to attract talent. As employees are the core of an organization, HR professionals have an important role to play in managing and balancing the relationship between employees and management. From an employee perspective, the credibility of the HR function depends on the satisfaction level of employees and their perceived experiences of workplace activities and HRM practices from their entry till the exit of an organization. Generally, the culture of an organization is depicted through its workplace activities and HRM policies, which are obviously followed at the workplace. Hence, ownership lies with the HR function in designing, implementing, and managing through consultation and confirmation with the organizational leadership. Indeed, in every act of an employee at work during his or her stay in the organization, the HR team becomes a nodal point for any decision taken by the management of the organization. Further, in the post-COVID era, with the changing nature of the workplace, reinventing HR practices has become a necessity, and the challenges being handled by the HR team have become more multifaceted, like the implementation of flexible work schedules, remote working, digitalization of HR processes, and so on. In other words, the role of HR functions today is diverse in nature, ranging from micro-level issues where an individual employee needs handholding to macro-issues

pertaining to a global workforce and virtual teams. The new-age workforce expects much more diversity and expects the HR team to offer quick solutions for their problems and needs. The aim of this research is to get an insight into HRM practices in the changing work environment, examine employee behaviour vis-à-vis the linkage with workplace practices, and analyse its impact on sustainable organizational growth.

### Objectives:

- To get an insight into some of the common HRM practices in the changing nature of the workplace and its significance from the theoretical perspectives.
- To examine the relationship between HRM practices and employee behaviour at the workplace.
- To analyse the impact of HRM practices in connection with employee behaviour on sustainable organizational growth
- To comprehend the implications for organizations and HRM in particular.

### Research Methodology:

This research is an exploratory study based on secondary data available from various research papers, journals, blogs, and online sources. During this review process, factors that emphasize HRM practices and in line with perceptions of employee behaviour at the workplace have been considered for the study.

**Rationale of the Study :** Work and the workplace have dramatically changed with the outbreak of COVID-19. Organizations were compelled to redefine workplace practices to augment new norms and new ways of working in the post-COVID era. While organizations continuously strive to excel in global competition, a higher

level of employee engagement through innovative HR practices is deemed necessary for organizations. Though HR practices may vary based on the nature, type, and size of an organization, the new age workforce looks forward to an organization with a conducive work environment and employee-friendly HR practices from where they get employed. Further, in today's working environment, organizations find it difficult to fully engage the employees to maximize productivity since the perceptions, behaviours, and motivation levels of the employees at work may differ. Though a lot of research studies are available on HRM practices separately and their effect on employee performance, the impact of HRM practices on the employee's behaviour per se is minimal. Hence, this research study is an attempt to fill this gap by analysing the relevance of HRM practices and its impact on employee behaviour, and examine their significance for sustainable organizational growth.

### Literature Review

Indeed, it is well known that the corporate image of an organization is established and observed through its culture and good human resource practices perceived and experienced by the employees during their stay in the organization. In other words, good HRM practices are the bedrock of an organization, which has such a great impact on the employees within the organization and also on the new incumbents and job aspirants, which facilitates them in promoting the organization to create its brand identity. To get an insight into the significance of HRM practices being followed in organizations, some of the selected literature on the topic was considered for review.

Aline Elias, et.al. (2023), in their research work on "The Sustainable Human Resource Practices and

Employee Outcomes Link: A HR Process Lens," provide a connection between sustainable HR practices and the role of line managers in guiding the expected sustainable employee behaviours (through a multi-level sustainable HR process model), attempting to make a difference to the global challenges to sustainable development.

Ying Lu, et. al. (2022), in their research work on "Sustainable Human Resource Management Practices, Employee Resilience, and Employee Outcomes: Toward Common Good Values," elucidate that sustainable HRM practices positively affect employee resilience and lead to a higher level of work engagement among employees. Employee resilience also has an indirect effect on employee performance through work engagement. Further, it was revealed from its theoretical and practical implications that there is a serial mediation mechanism through which sustainable HRM practices contribute to both employee well-being and employee performance.

Pallavi Badre, et. al. (2021), conducted a research study on selected "HRM Practices and Their Impact on Employee Satisfaction" with 100 employees from manufacturing sectors in Nagpur. The study, which was analysed using correlation and regression with descriptive data (mean and Std. Deviation), reveals that there was a medium level of significance between compensation and benefits, performance appraisal, training and development, and employees' satisfaction, and a low level of significance between rewards and recognition and employees' satisfaction.

Flavio Urbini, et. al. (2021), in their research article on "HRM Practices and Work Engagement Relationship: Differences Concerning Individual Adaptability," envisaged that HRM practices are

positively related to work engagement with employee adaptability as a moderator. The study posits that the positive effect of HRM practices on engagement is stronger for employees with low levels of adaptability than for employees with high or medium levels.

Lina Hamdan, et.al. (2021), conducted a study with a sample comprising managers and employees of HR departments from the service industry in Jordan on "The Effect of Sustainable HRM Practices on Employee Job Outcomes." According to their study, sustainable HRM practices represent a bundle of four practices, which are socially responsible HRM practices, green HRM practices, triple bottom line HRM practices, and common good HRM practices. Employee job outcomes were conceptualized as a whole construct comprised of employee performance, employee green behavior, and employee engagement. It was revealed from the study that triple bottom line HRM practices had the highest impact on employee job outcomes, followed by common good HRM practices. The study suggests that organizations are required to consider common good HRM practices such as employee fair compensation and evaluation as well as certify employee job security, which in turn assist employees in achieving the objectives of triple bottom line HRM practices.

Egbuta, Olive U., and Omojola, O. I. (2021), in their literature review on "Human Resources Management Theories, Policies, and Practices," explained that HRM practices play a crucial role when effectively managed in achieving the competitive advantage of an organization and make an impact on employee performance and work engagement.

Antonín Korauš, et al. (2020), in their study on "The Impact of Ability-Enhancing HRM Practices on Perceived Individual Performance in IT

Industry in Slovakia," were to find out the correlation between the ability-enhancing HRM practices and the determinants of individual performance. The outcome of the study revealed that training and development as an ability-enhancing HRM practice is significant as a strategic approach to HRM if organizations want to create a competitive advantage.

Bhawna Chahar and Vinod Hatwal (2018), in their study on "Human Resource Management Practices and Their Impact on Employee Engagement and Performance," emphasize that HRM practices play a significant role in contributing towards employee's engagement and enriching their performances, which facilitates organizations to achieve excellence in competitiveness and in serving society and stakeholders.

Lee-Chin Tay, et. al. (2017), in their research on "The Power of Ability-Motivation-Opportunity Enhancing Human Resource Management Practices on Organizational Ethical Climate," conducted a study with a sample size of 74 construction companies in Malaysia based on systematic sampling technique and analysed the data using partial least square structural equation modelling (PLS-SEM). The findings revealed that ability-enhancing HRM practices were related to organizational ethical climate, while motivation- and opportunity-enhancing HRM practices did not influence organizational ethical climate. This denoted that ability-enhancing HRM practices played an important role in promoting the organizational ethical climate of construction companies in Malaysia.

Anna Bos-Nehles, et. al. (2017), in their literature review on "HRM and Innovative Work Behaviour," aimed to discover mediators and moderators in the relationship between HRM practices and employee innovative work

behaviour. The findings of the study indicate that by clustering HRM practices according to the ability-motivation-opportunity framework, it was found that the best HRM practices for enhancing innovative work behavior of the employees are training and development, rewards, job security, autonomy, task composition, job demand, and feedback.

### **HRM Practices in the Changing Nature of the Workplace – An Overview**

The traditional outlook of HR function from an administrative orientation has significantly changed and gained credibility from organizational leaders over a period of time as strategic HR function by aligning HR goals with business needs. In today's competitive business environment, many organizations are recognized for their best HR practices and activities that facilitate increased levels of employee engagement to improve business performance and achieve business excellence. While HR activities are comprised of transactional activities like arriving at job descriptions, posting job advertisements, initiating on-boarding employees, managing payroll and benefits, the hiring process, employee health benefits, etc., all these can be carried out either in-house or handled through an outsource agency. Whereas HR practices are a set of rules that emphasize the implementation of HR strategy and are comprised of systems to follow the way of doing business by formulating policies such as employee rewards and benefits, employee safety instructions and norms to reduce work-related injuries, a framework to adhere to employment laws, etc. In other words, HR practices look at what an organization wants to do and why, while HR activities address how to accomplish them (Disha Gupta, 2022).

While businesses were disrupted due to a global pandemic with unprecedented distress among employees and health emergencies, a rapid decline in the market and economy, and disruption of global supply chains, the post-COVID era has transformed the business processes and compelled for a major shift in the nature of work and the workplace. Employees are more attuned to flexible work schedules, remote working, and hybrid models of working. This necessitated HR professionals to reorient workplace practices and HR policies to accommodate the changing nature of the workplace to enhance employee experience, engagement, retention, and consistently drive to achieving business goals. To supplement the changing nature of work and the workplace, digitalization of HR processes has been found to be extremely useful in line with business processes, such as artificial intelligence (AI) and machine learning (ML), which enable HR professionals to streamline and improve their recruitment and hiring processes and improve employees' productivity by automating tedious tasks; employee self-service (ESS) portals, which empower employees to manage employee-related information; and learning and development (L&D) as a strategy through virtual platforms, which enable employees with skill development and facilitate the management of their talents. (Disha Gupta, 2022)

### **HRM Practices from a Theoretical Perspective**

While employees with good knowledge, skills, and abilities are an asset for an organization, good HRM policies and workplace practices are essential in inspiring, motivating, and engaging the employees, which facilitates creating a good organizational culture and establishing brand identity. Though employees are one of the most important resources for an organization, ownership lies with HR professionals in

designing and instituting innovative HR practices to make the employees work to their fullest potential to achieve organizational objectives. In today's competitive business and global environment, organizations continuously strive to engage employees by making them commit and contribute to excelling in their performance and continuing to stay in the organization with total satisfaction. Indeed, in designing and shaping HRM policies and practices, management research and numerous theories have been propounded and posit that, irrespective of the nature and size of an organization, when HR practices are appropriately implemented, they enhance efficiency in managing human resources and, in turn, motivate employees and the overall effectiveness of the organization. The essence of a few selected such theories is explicated herewith to facilitate and guide practitioners with a robust understanding of HRM practices in adapting the respective underlying principles to address the various situations that may be faced in practice (Egbuta, Olive U., et al., 2021).

### **Universal Theory of HRM**

As the name itself indicates the Universal Theory of HRM is regarded as the 'Best Practice' and the proponents of this theory emphasizes that this approach can be considered across various aspects of HRM irrespective of geographic location, economic and technological developments, and other internal and external factors that may vary across different scenarios. The significance of this study is that, employee's get benefitted both intrinsically and extrinsically from approaches like job enrichment, work-life balance, higher than usual remuneration packages, and employers enjoy sustained competitive advantage and performance. (Huselid, 1995; Pfeffer, 1998).

### **Contingency Theory of HRM**

The contingency theory of HRM is also referred to as the 'best fit' approach to HRM. The proponents of this theory opined that the results or outcomes in this approach are contingent or dependent on certain aspects, which may vary based on internal and external factors of an organization, such as the life cycle of the firm, market competition, low cost or quality enhancement strategy, occupational categories and skills of workers, etc. Hence, theorists posit that there cannot be a universally applicable bundle of HRM practice. Further, for an organization to be effective and efficient, HRM practices must fit based on external and environmental factors and internal aspects to align with the business strategy and fine-tune employee behaviours to achieve organizational goals (Egbuta, Olive U., et al., 2021). However, the contingency approach is perceived as a valuable framework for HR practitioners as it enables them to navigate the complexities of the modern workplace effectively for reasons such as customizing HR policies and procedures to specific situations, optimizing resources, and achieving better outcomes through appropriate decisions (Fred Fiedler, 1958).

### **A-M-O Theory of HRM**

It is observed from research studies that the foundation for tuning and shaping employee behaviour and organizational performance lies in instituting and implementing HRM policies effectively. The concept of the AMO framework was initially propounded by Bailey (1993), who advocated that ensuring the employee's discretionary effort needed three components, namely, 1) employees are required to have the necessary skills, 2) they need appropriate motivation, and 3) employers have to offer them

the opportunity to participate. Thus, the acronym AMO stands for the three elements, namely individual ability (A), motivation (M), and opportunity (O), that enhance employee performance together. Later, the concept was further developed by drawing on the concept of high-performance work systems (HPWS) by Appelbaum, Bailey, Berg, and Kalleberg (Appelbaum et al., 2000). The AMO framework significantly gained momentum for its linkage between HRM practices and employee performance from the dawn of the twenty-first century (Juan A. Marin-Garcia et al., 2016). The proponents of AMO theory posit that the three components can be linked with HRM practices as follows: 1) ability: for employees to excel in their performance, they must have the ability with the required knowledge and skills to execute their tasks in achieving the desired goals with a minimum level of supervision. The HR practices that include this element of ability are recruitment and selection processes that ensure the right candidates are sourced and engaged, training, and development to enhance employees' knowledge and skills required to perform their duties effectively. 2) Motivation: It is a fact that when employees are encouraged, inspired, and motivated, they are able to excel in their performance and achieve the desired goals and objectives. To induce employees, HRM practices and policies should include constructive performance feedback mechanisms, financial and non-financial rewards, rewards and recognition, and job security. 3) Opportunity: When the employees are empowered and involved in the decision-making process related to their assignments, it results in speeding up the tasks assigned to them, facilitating a collaborative approach, and enhancing team development. Some of the HRM practices that facilitate opportunity for the employees are quality circles, self-directed

teams, and employee involvement activities, which all reinforce the development of employees' trust in their organization (Egbuta, Olive U., et al., 2021).

### **Impact of HRM Practices on Employee Behaviour**

Indeed, it is a fact that of all the resources available in an organization, human resources are the most fundamental and biggest resource, be it in any functional area of management or across various levels, which is the competitive strength of the organization. The important focus of every business is to ensure that employees work to their fullest potential and utmost satisfaction to achieve business goals and lead the organization towards competitive advantage. While other functional areas are necessitated to focus on achieving operational excellence, the HRM function needs to thrust and focus on achieving human excellence by consistently harnessing and tuning the employee's behaviour, attitude, and motivation through HRM policies and practices. Studies indicate that there is a strong linkage between HRM practices and employee behaviour in an organization. In other words, the attitude and behaviour of the employees are interlinked with the HR practices being followed at the workplace. Further, the culture of an organization is the result of the inherent HR practices followed by the behaviour and attitude of the employees, either individually or in groups, which also reflect the organizational behaviour.

It is true that every act of an employee at work is the result of a multitude of various dependent variables, such as his or her interest, motivation, job satisfaction, attitude towards work, colleagues, superiors, and organization. Despite the fact that these variables vary among

each employee, it is the responsibility of an organization's leadership and, more importantly, the HR function to develop and enable employee-friendly HR policies and practices to make them come to work every day with satisfaction, get fully engaged, give their best at work, and go back home with satisfaction.

Though the HRM practices being followed vary based on the nature, type, size, and culture of an organization, the employees are attracted to and accustomed to the organizational leadership and their perceived observations and experiences with their colleagues and superiors.

In true spirit, HR policies and practices otherwise called as HR Manual facilitates the managers/leaders and employees across organization in sharing organizational information on the workplace practices to be followed; enable employees to enhance their knowledge on company standards and requirements; empowers leaders as an unbiased and a ready reckoner while initiating recruitment of new hires and induction, on employee rewards and benefits, reference aid for promotional avenues, facilitate on disciplinary matters; as a guiding factor in aligning employee behaviour with the organization; provide necessary information on company travel; ensure safety and security precautions through guidelines; provide employee medical assistance and relief programs; facilitate employee career and development programs; and many more or in broader terms HRM practices serves as a reference guide in all employee related activities. However, proper implementation and timely revision of HRM practices make a difference in the working efficiency of the organization, as well as serve as a reference tool

for the employees in enhancing the internal capabilities of the organization to deal with current challenges being faced by the organization or to get equipped for future trends.

It becomes necessary to review, update, and revise the HR policies periodically to meet the changing needs of an organization, such as increasing trends and aspirations of employees, changing needs of customers, technological advancements, restructuring, etc. Further, it is opined from the studies that organizations with good HRM practices, which could be either in the form of a system, a process, an activity, a norm, a rule, or just a way of doing things, enhance employee competencies, commitment, and satisfaction levels, besides improving organization culture. In other words, HRM practices facilitate the development of employee competencies, commitment, and organizational culture.

It is observed from research studies that HRM practices, when properly implemented and accepted, facilitate employee well-being and allow them to manage their work-life balance, which also includes aiming for their career advancement. Further, the commitment and motivation built through good HRM practices can lead to hard work and have a very big influence on the performance of the organization. Organizations with the right HRM practices can create a sustainable and lasting capability for the organization to manage internal performance and equip it to face external challenges (Satyendra, 2020). Further, it is opined from the validation of research studies and surveys that HRM practices aid in the enhancement of employee's commitment, which in turn has a positive impact on organizational performance.

It is implied from the research studies that the primary impact of HRM practices is on the employees themselves, in terms of what they have, sense, perceive, and do. Since the attitude and behaviour of the employees at the workplace have an impact on performance, it is imperative that HRM practices and processes be effective in order to ensure that the employees are satisfied, able to enhance skills, and productive so that they are engaged and committed to contribute significantly towards the growth of the organization by achieving set targets and gaining competitive advantage.

Indeed, in today's competitive and globalized business world, engaging employees fully, making them excel in their performance on the set targets, and gaining a competitive advantage is a critical task for organizational leadership. In such an environment, as HRM practices affect the employees and what they do, initiating and instituting employee-friendly policies and practices makes a positive impact on their behaviour and enables them to better perform on core tasks, work beyond the call of duty, show greater willingness to share knowledge, and foster employee satisfaction with higher retention of talents.

#### **Significance of Employee Behaviour on Sustainable Organizational Growth**

It is implied from the research studies that the attitude and behaviour of the employees, either individually or in groups, depend on the HRM practices being followed at the workplace. Further, it is ascertained from the studies that the effective use of HR practices can be used to shape the perceptions and behaviours of employees and, in turn, to arrive at the desired outcome of an organization. While the employees are the centric of an organization to

achieve the business goals and to attain competitive advantage, the organizational leadership and HR function in particular play a vital role in pursuing the employees diligently by inspiring, motivating, and engaging them through good HR practices and initiatives and making them work with a sense of commitment and belongingness in their assigned roles, which enable them willingly to go the extra mile in furthering their duties. Some of the HR practices that affect the attitude and behaviour of the employees, which have a bearing on the performance levels and growth of an organization, are explained herewith.

Leadership is the primary aspect of managing the behaviour of employees, which is inclusive of managers and organizational leaders. When they exhibit integrity, accountability, and hard work in all their actions and are able to articulate a sense of purpose and direction to the employees, they are more likely to align their behaviour with the organizational objectives. Organizations can achieve superior performance when the employees feel and experience from their superiors viz., open and honest communication to share their thoughts and ideas; encouraging a culture of collaboration and innovation; engage employees that facilitate recognition, empowerment, and a supportive work environment; develop a sense of ownership among employees through inclusive and participatory decision-making processes; promoting healthy interpersonal relationships and maintaining a harmonious workplace; embracing and encouraging a culture of flexibility and resilience; maintaining fair and consistent feedback on employee performance; setting the tone for culture of innovation, customer-centricity, or inclusivity; instilling and encouraging continuous learning and

development to enhance employee's knowledge and skills. In broader terms, leadership is the driving force behind tuning the behaviour of employees, which includes every aspect of an organization, from its culture to its performance.

In today's digitalization era and knowledge-based world, to meet the expectations and aspirations of the younger workforce, it becomes necessary for organizations to provide meaningful job content and empower employees in their domain of work, which facilitates them to advance their knowledge and skills while equally enhancing superior performance. When employees perceive that their employer cares for them and encouraged to advance their skills, it enables them to develop a sense of ownership and stay longer with the company.

It is opined from the research studies that a collaborative approach at work is the essence of a conducive environment among colleagues and superiors that facilitates innovative behaviour among the employees at the workplace, which fosters enhanced performance and positivity at work.

In today's working environment, organizations are compelled to give more thrust to employee-wellness initiatives. It is pertinent that when employees maintain their health physically and emotionally, they are able to give better output and significantly contribute to achieving set targets. Further, employee work-life balance is becoming an area of concern both for the employee and the employer. When the employees perceive that themselves and their family members are taken care of by the company in case of medical sickness and other medical benefits, they tend to focus at work and

develop a sense of belongingness to the company (source: indeed.com).

It is significant to note that organization behaviour, which encompasses individual and group behaviour at work, and human resource management practices are used in conjunction to shape the perceptions and behaviour of the employees in an organization. It is pertinent from the review of research that there is a significant link between employee behaviour and HRM practices, which can be seen in employees' attitudes towards their jobs and, in turn, performance levels and the growth of an organization.

### Discussion and Findings

While the world of business has undergone phenomenal changes over a period of time, the HR function has also transitioned from an administrative function to a strategic function with the changing times and gained confidence from the management of organizations. The rapid technological advancements and evolving digitalization of work and the changing nature of workplace activities have transformed many of the HR processes into digitalization besides business processes to enable the employees to cope with the technological trends and work with an option either at the workplace or remotely. In line with the changing needs of businesses, many HRM policies and practices have been redefined, particularly in the post-COVID period. However, it is relatively important to note that the HRM practices being followed, irrespective of the nature, size, and type of an organization, have an impact on employee attitude and behaviour at the workplace, which in turn has an effect on the performance levels and sustainable growth of the organization. Though various research studies have made significant contributions to designing and

shaping HRM policies and practices, the relevance of these practices depends on the nature and requirements of an organization.

The following are the findings of the study:

- 1) The study reveals that the credibility of the HR function depends on the satisfaction level of employees and their perceived experiences of workplace activities and HRM practices from their entry to the exit of an organization.
- 2) Though HR practices may vary based on the nature, type, and size of an organization, the new age workforce looks forward to an organization with a conducive work environment and employee-friendly HR practices from where they get employed.
- 3) The important focus of every business is to ensure that employees work to their fullest potential and utmost satisfaction to achieve business goals and lead the organization towards competitive advantage.
- 4) Good HRM practices are the bedrock of an organization, which makes such a great impact on the employees within the organization and also on the new incumbents and job aspirants, which facilitates them in promoting the organization to create its brand identity.
- 5) It is explained in the study that good HR practices and activities facilitate an increased level of employee engagement to improve business performance and achieve business excellence. While HR practices look at what an organization wants to do and why, HR activities address how to accomplish them.
- 6) Though employees are one of the most important resources of an organization, ownership lies with HR professionals in designing and instituting innovative HR practices to make the employees work to their fullest potential to achieve organizational objectives.
- 7) The culture of an organization is the result of the inherent HR practices followed by the behaviour and attitude of the employees, either individually or in groups, which also reflect the organizational behaviour.
- 8) HRM practices, when properly implemented with timely revision, make a difference in the working efficiency of the organization. They also serve as a reference tool for the employees in enhancing the internal capabilities of the organization to deal with current challenges being faced by the organization or to get equipped for future trends.
- 9) The organizational leadership and HR function in particular play a vital role in pursuing the employees diligently by inspiring, motivating, and engaging them through good HR practices and initiatives and making them work with a sense of commitment and belongingness in their assigned roles, which enables them willingly to go the extra mile in furthering their duties.
- 10) Empowering employees in their domain of work facilitates them to advance their knowledge and skills, results in superior performance, and enables them to develop a sense of ownership and stay longer with the company.
- 11) A collaborative approach at work facilitates innovative behaviour among employees at

the workplace and fosters enhanced performance and positivity at work.

- 12) As employee work-life balance is an area of concern for both the employer and the employee, taking care of the employees and their family members in case of sickness or other medical benefits, being able to give better output and significantly contribute to achieving set targets, tending to focus at work, and developing a sense of belongingness to the company.
- 13) The study reveals that there is a significant link between employee behaviour and HRM practices, which can be seen in employees' attitudes towards their jobs and, in turn, performance levels and the growth of an organization.

### **Implications for HRM**

To align with business and strategic organizational needs, the HR function has been accredited to transform from its traditional administrative role to a strategic role, which has opened a gateway with many more challenges and complexities to manage human resources in the twenty-first century. In today's organizational context, dealing with human resources, irrespective of sectoral businesses, needs much more thrust and drive than ever before. The post-COVID era, with the changing nature of work, has necessitated the HR function to redesign and reorient the HR policies and practices in context with the new way of working, which is inclusive of flexible work options and remote working. Though HRM policies and practices are the crux of the HR function, the expectations of the younger workforce seem much different from those of their predecessors. They look for consistent morale boosting and motivation from their superiors, as well as new initiatives and drives from HR to keep them

engaged to achieve the desired outcome, which results in sustainable organizational growth. Hence, the HR function is vital in engaging the employees with good HRM practices and ensuring consistent and timely review to keep ahead of the needs and requirements of the business and employees as well.

### **Limitations of the Study**

This research study is not an exception to limitations, as it is based on a review of the literature. The literature review was limited to peer-reviewed business, management journals, online journals, and blogs to gain an overview of organizational HRM practices and analyse their impact on employee behaviour.

### **Scope for Further Research**

This study has made an attempt to get an insight into HRM practices and their impact on employee behaviour in an organization. The employee, as an individual or in a group, plays a crucial role at the workplace in contributing through performance to the organizational requirements. At the same time, HR as a function is significant in inspiring, motivating, and engaging the employees to work to their fullest potential through HRM practices. As this study gives more emphasis on the broader perspective of the significance of HRM practices, there is ample scope for researchers and practitioners to examine which of the HRM practices has a greater impact on employee behaviour and analyse their linkage to the sustainable growth of an organization.

### **Conclusion**

The rapid technological advancements and evolving digitalization era have dramatically changed the way of doing business and made a big impact on the nature of the workplace and the way people work. Today's workplace is more

volatile, and the expectations of employees are increasingly demanding. Hence, organizations are required to continuously try out new HR initiatives that attract not only new hires but also facilitate engaging employees for superior performance. Engaging the employees to work to their full potential is a vital task not only for managers and organizational leaders but also for the HR team, unless they come up with innovative ideas to satisfy the employee's needs and deeds. In today's organizational context, irrespective of the abundance of material resources, human resources are more significant in taking the organization forward and attaining sustainable growth.

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