

Analysis of HR Practices of IT Sector Organizations

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Abstract

The Indian Information Technology (IT) sector is a major source behind innovation and technological advancement, which in turn makes an important contribution to socio-economic progress. Understanding the complex nature of Human Resources (HR) practices across various IT sectors becomes essential as the business changes worldwide and advances in technology. Examining the HR frameworks of many Indian IT organizations, this comparative study focuses on employee engagement, performance management, training and development, recruiting techniques, and retention techniques. This paper finds the trends, best practices, and barriers by carefully analyzing HR practices in four different Indian based IT firms. The paper provides ideas for improving organizational effectiveness and employee performance by highlighting the variables impacting HR practices in each organization, based on theories and empirical data. This article intends to promote discussions, encourage innovation, and push constructive changes in the Indian IT sector by bringing insights into the comparative dynamics of HR practices. In the

end, this will improve agility, resilience, and competitiveness on a global level.

Keywords : IT Sector, HR Practices, Comparative Analysis, Recruitment Strategies, Training and Development, Employee engagement, Organizational performance

1. Introduction

The Information Technology (IT) organization in India is an essential sector of the country's economy which helps in encouraging innovation and promoting digital transformation and hence promoting socio-economic development. The significance of Human Resources (HR) practices is become important in this fast changing environment, as they provide a base for people management, organizational development, and strategy alignment. Understanding the complexities and differences in HR practices across various IT organization becomes important for improving competitiveness, sustainability, and employee well-being as the IT sector continues to change under global market disruptions and technology innovations.

This paper aims to explore the framework of HR practices across multiple Indian IT organizations in an effort to identify trends, and to apply best practices, and to resolve issues. Through conducting a comparison analysis, we are able to clarify the different methods used by various IT sectors related to hiring, training, performance management, employee engagement, and onboarding techniques. In addition to offering insights into the present state of HR practices, our goal with this study is also to give practical suggestions for promoting organizational effectiveness and also improving in employees performance.

In order to achieve this objective, the paper is organized as follows: First, it give a thorough summary of the Indian IT organizations, and their individual contributions to the sector. The theoretical foundations of HR management are then studied, and its importance is placed within the contexts of organizational behavior and strategic management. Using case studies, industry reports, and secondary data, a comparative analysis of HR practices of some Indian IT companies.

After this, the variables influencing HR practices in each sector are explained. Through comparing and contrasting the variables across various IT sectors, it aims to find the key factors that cause differences in HR practices and their influence on organizational effectiveness and employee performance.

Overall, this paper aims to add knowledge on HR management in the Indian IT sector by providing new angles, empirical findings, and practical suggestions for researchers. Through the illumination of the comparative dynamics of HR practices, the main objective is to promote discussion, promote creativity, and initiate constructive changes in the Indian IT scenario which ultimately leads the industry toward increased agility, resilience, and competitiveness among worldwide.

2. Analysis of HR Practices in Different IT Sectors

For analysis, four different IT companies named as **Company A**, **Company B**, **Company C** and **Company D** are taken and then a brief overview of the HR practices is compared among them. There are several categories under which we are comparing the HR practices.

2.1. Company Profile

2.1.1. Organization A

This worldwide Indian organization provides information technology (IT) services and consulting, with operations in 150 locations across 46 countries. It was projected to have over 616,000 employees globally. In terms of market valuation, it is the second-biggest Indian firm, the most valuable IT service company globally, and the leading Big Tech (India) company. The business became the first Indian IT company to reach a \$200 billion market valuation. 72.05% of the parent company's dividends and over 70% of those dividends were produced internally.

2.1.2. Organization B

This multinational Indian IT organization offers corporate consulting, outsourcing, and information technology services. It is the second-biggest Indian IT company after the Organization A. Over 317,240 workers were expected to be employed worldwide. With respect to sales, the corporation emerged as the fourth Indian enterprise to have a market valuation of \$100 billion. It is among India's leading Big Tech businesses.

2.1.3. Organization C

This organization is a multinational Indian company that offers business process outsourcing, consulting, and information technology services. Said to be among the top Big Tech firms. It can provide customers in 167 countries with technology consulting services in areas such as robots, artificial intelligence, cloud computing, computer security, digital transformation, and data analytics. It was anticipated that there would be over 234,054 employees globally.

2.1.4. Organization D

This organization is a global Indian consulting firm that specializes in information technology (IT). The organization employs about 225,944 people and has operations in 52 countries.

2. Human Resource Planning (HRP)

2.2. HR Practices followed by the Organizations

Organization A

In order for a company to achieve its goals, human resource planning entails placing the appropriate number of eligible individuals in the appropriate occupations at the appropriate times. It is a mechanism that matches the available talent with the positions that the company expects to be filled within a specific time period. The primary goals of this organization are to project Human Resources needs and utilize Current Manpower Effectively and get done at the highest level for each project and at the end of each period.

Organization B

Organization's HR practices are shaped by the organization's founders and the prevailing culture that has developed over time. By preserving the corporate culture, the organization promotes simplicity. It is encouraged for staff members to share their learning experiences. It was the pioneer in offering top-notch workspace and training facilities to its staff. The organization values the long-term viability of its personnel by treating them like fixed assets and providing them with ongoing, cutting-edge training. The company's motto is "youth, imagination, and speed," and in order to attract the next generation of workers, they are always innovating in every field.

Organization C

Organization C is known for being the first IT services provider in the world to obtain certification for PCMM Level 5, CMM Level 5, and CMMi version 1.1. Their people processes prioritize the alignment of employee abilities with changing business demands and are in line with best practices in HR, knowledge management, and organization growth. This organization is well known for its proficiency with Six Sigma approaches, which are designed to systematically remove faults in order to provide more informed decision-making based on measurements and metrics. Its Six Sigma methodology represents a consistent commitment to quality excellence, enabling the company to evolve into a world-class organization across all of its companies.

Organization D

Organization D's HR planning approach is defined by Data-driven decision-making, active personnel management efforts, and strategic vision. By utilizing advanced analytics and forecasting techniques, the company is able to identify talent shortages and project future skill requirements, and create focused plans to meet changing company objectives. HR strategy at HCL maintains a strong talent pipeline to support innovation and maintain competitiveness by coordinating with corporate goals and market dynamics.

2.3. Recruitment and Selection

Organization A

Depends on Manpower cost, Effectiveness, Past data. External Recruitment can be on campus or off campus.

Off Campus process includes recruitments from:

Advertisements, Associate referral process, Job Portal, Consultants, Fresher Mainly Campus Placements

Organization B

The recruitment and selection policies help the management to practice a fair and clinical procedure of recruitment and selection process. It helps each candidate who participates in the recruiting and selection process to feel positive. The management considers each and every applicant who wants to work for them as a possible resident of the company.

The organization takes the necessary steps to choose the best candidate by recruiting individuals based on a wide range of criteria. **LEARNING:** They place a greater focus on learning capabilities. The capacity to utilize specific experiences to acquire general knowledge in certain situations **COMPETENCY:** It promotes academic excellence and places a higher weight on professional abilities.

ADDITIONAL CHARACTERISTICS: These traits also include the capacity for analysis, flexibility in teamwork, leadership potential, communication, and innovative thinking, as well as a practical and methodical approach to problem-solving.

Organization C

Preliminary interviews are conducted by the organization to evaluate a candidate's eligibility, and application blanks are then used to collect pertinent information. To evaluate applicants with fairness, written exams are used, such as aptitude and personality tests. Although they can be time-consuming and somewhat prejudiced, employment interviews offer one-on-one interaction to assess suitability for the position. In order to lower absenteeism, medical exams guarantee physical health. Appointment letters are finally sent to the chosen candidates following reference checks. They use online placement through NSR for hiring and sources 40% of its workforce through campus recruiting.

Organization D

The organization uses online portals, employee referrals, walk-ins, and campus recruiting as internal recruitment techniques. The percentage of lateral hires (3–8 years' experience) is usually greater than that of competitors. However, hiring freshers is becoming more and more important so they shift their focus towards this.

2.4. Training and Development

Organization A

This consulting organization's major goal is to educate its employees on current procedures in the fields in which they work. For new hires, it offers a well-thought-out induction program that involves two months of rigorous training at a special training center. Additionally, the organization offers its staff members Just-in-time training, which is more reactive in nature and addresses the platform, technology, application domain, and other skills unique to a project. Through on-the-job experience, it strengthens the principles learned throughout education and induction training.

Organization B

A move towards consultancy and corporate growth have led the organization to place a strong emphasis on managerial skills. As the volume of projects increases, goal-setting, communication, coaching, delegation, and team management abilities become more important. At this organization, the goal of training and development is to improve worker performance through the transfer of particular competencies. Developing employee capability, internalizing future organizational needs, cutting down on onboarding training, promoting continuous improvement, and adapting to changing technological, procedural, and cultural demands are some of the goals.

Organization C

This organization places a strong emphasis on rapid learning in order to manage material with short shelf life, allow small modifications, handle urgent training demands, and guarantee regular upgrades. Process training concentrates on assessing, educating, engaging, and assisting employees in a variety of areas, such as HR, quality, operations, payroll, and recruiting. Personal development plans are done by taking 360-degree feedback. With an emphasis on vision, strategy, and global thinking, it offers a variety of leadership lifecycle programs also.

Organization D

At this organization, there are five different ways to receive training: web-based, computer-based, instructor-led, on-the-job (OJT), and mixed. Four tracks are served by these methods: on-campus, continuing, reskill, and fresher. In addition, two channels—Leaders Teach and the Talent Transformation Team—facilitate three distinct streams of training: technical, domain, and behavioral.

2.5. Performance Appraisal

Organization A

At this organization, the following are the main goals of performance appraisals: Identifying which workers should get raises, promotions, transfers, layoffs, or terminations, identifying the training requirements for further performance enhancement and showing employees their performance levels in order to motivate them. It takes place periodically and Half-yearly Basis.

Organization B

The organization conducts performance reviews every six months. Every employee has a 360-degree assessment completed. Peers, immediate supervisors, subordinates, and customers are all expected to provide appraisals. Every employee has at least six to seven evaluation reports gathered; they are all filled out online, and the information is kept in a single database. Peers, subordinates, and internal and external customers are the sources of information regarding an employee's performance that are gathered as part of a 360-degree performance review. Colleagues or team members evaluate a person's management skills, behaviors, and competencies both horizontally and vertically to form the basis of a 360-degree evaluation.

Organization C

This Organization provides, end-to-end performance management solution. The e-Performance Management solution from this not only assists in implementing best practices in performance management, such as 360-degree appraisals and MBOs, but it also allows to shorten the cycle time for performance management without sacrificing other tasks that are essential to your HR values, such as the creation of work plans and work planning conferences. Planning for development and establishing objectives. Interim review, overall assessment, performance deficiency detection, tracking, documentation, and archiving. Assistant (HR) modifies each employee's score record in the database once it has been evaluated by the HR department.

Organization D

This organization creates evaluation rules and provides training for reviewers and appraisers. Employees assess their own goals and skills as part of the appraisal process. Once this is completed, the appraiser—who happens to be the employee's immediate manager—evaluates them and offers feedback. Performance incentives include salary hikes, promotions, and the allocation of training requirements predicated on aggregate evaluations. Also, an "Open 360-degree appraisal process" is available for thorough input.

2.6. Compensation System

Organization A

It is well known that this organization is a top employer that values its workers and upholds sensible but accommodating HR practices. Its compensation packages are made to take into account both the fundamental and bonus elements. The level (recruited for) and experience level of an employee are the factors that define their package. It is mainly based on the Economic Value Added (EVA) model.

Organization B

This provides both direct and indirect forms of compensation to its staff. Basic salary, incentive pay such as bonuses, and stock options are examples of direct compensation. Overtime pay, insurance coverage, hospitalization benefits, and retirement benefits like provident funds and pension plans are examples of indirect compensation. These all-inclusive pay plans are designed to promote employee motivation and well-being while also cultivating a sense of dedication and loyalty to the company.

Organization C

A methodical technique to giving employees payment in return for their work is called compensation. Pay may serve a number of functions, including recruiting, performance evaluation, and work satisfaction. Due to fierce competition, wages and pay scales are essential for keeping employees on board. If appropriate compensation is not offered, workers will leave for companies that pay more.

Organization D

The main source of compensation for employees is their perks and salaries, which are frequently boosted by incentives like bonuses or performance-based awards. To improve total pay packages, supplementary perks like health insurance and retirement plans are also offered, in addition to requirements like corporate cars or spending accounts. In addition, non-cash perks like chances for professional growth or flexible work schedules enhance employee happiness and wellbeing.

3. Literature Review

Human resource strategies as a means of obtaining an industrial competitive advantage were studied by **R. Schuler and I. MacMillan (2006)**. By analyzing case studies of businesses that took advantage of the chance to get a competitive edge via the efficient use of their human resources, the authors were able to identify several infrastructural needs for efficient human resource management. The study suggested a thrust and goal matrix with four targets for competitive advantage: suppliers, distributorship, customers, and the firm itself. Two strategies to outperform the competition were included in the

thrust matrix: differentiation and cost effectiveness. The research findings indicate that the implementation of HR functions can provide an organization with a competitive advantage.

P. Budhwar (2000) looked at the variations in HR procedures in Indian and British companies. The study's findings showed that whereas traditional Indian businesses mostly use internal sources to fill executive positions, companies founded after 1965 primarily rely on external ads. While the private sector emphasizes talent acquisition through skill- and competency-based remuneration, Indian public sector enterprises base their compensation on work experience and tenure. On the other hand, when it came to employee remuneration, British organizations took a varied approach. In Indian businesses, staff training and development was primarily determined by performance assessment reports, whereas British organizations placed less importance on regular employee training.

Y. Debrah (2021) critically analyzed research models that were put out for the study of HRM in various contexts and their international applicability. An organization's life cycle stage, age, and size, as well as its internal labor markets, prospects, integration, and devolution, are examples of contingent variables that influenced the formation of HRM practices, according to the study. Organizational strategies and policies that influenced the formation of HRM practices were also listed. The model further shows that these variables impact HR practices, including hiring, training, and correspondence.

The global economy's changes were examined by **S. W. Hays and G. K. Plagens (2022)**, who found some of the greatest corporate management techniques. They also covered the motivations behind contemporary public management in a global setting and how it affects HRM. According to the survey, the growth of the private sector and outsourcing companies has presented new obstacles for HR professionals, making it more challenging to hold them accountable. Downsizing of government servants as a result of privatization also lowered employee morale and increased turnover. Globalization, on the other hand, made it possible to identify some of the greatest HR practices that may address the current issue facing the public sector. Enhanced use of human resources, performance-based compensation, adaptable career pathways, and an integrated HR officer position were some of these techniques. The authors documented creative approaches to hiring, such as selective online testing and certification, outreach programs for a particular set of highly qualified individuals, and a rise in the usage of resume databases. According to the study's findings, creative HR methods prioritize employee retention and enhance their quality of work life.

P. Budhwar and G. Boyne (2020) studied how the public and private sectors of India's HR procedures differed. 137 respondents provided data for the writers to compile. The study found that there were no appreciable differences between the public and private sectors' HR practices, and both sectors' HR procedures were organized and streamlined. In organizations, there is a strong reliance on both official and informal forms of communication. The authors came to the conclusion that HR departments are crucial to managing change, and in a few Indian companies, HR professionals are represented at the board level.

G. Shahnawaz and R. C. Juyal (2020) distinguished between the HR practices used by fashion companies and consulting and research firms and looked deeper into the

connection between HR practices and organizational commitment. The authors evaluated HR processes by looking at recruiting procedures, training and development programs, performance reviews, compensation policies, and the organization's attitude toward the HR department. The study's findings showed that fashion houses' HR practices were thought to be superior to those of consulting and research firms. Among all the HR practices examined in the research, appraisals had the most effect on organizational commitment. The study found that there are substantial differences in the HR practices of the two organizations.

P. Budhwar (2021) determined the nature and structure of work and organizations while analyzing the dynamics of HRM systems in Indian BPOs. The study's findings showed that BPOs doing business in India had an organized HR department with strict guidelines for hiring and selecting employees, providing training and development, and evaluating employee performance. In the industry, employee engagement is restricted to teamwork and collective decision-making. The study came to the conclusion that due of the organizations' rules and practices, the Indian BPO sector is regarded as "cyber sweatshops."

S. Kundu and D. Malhan (2021) examined how shipping businesses handle their human resources by evaluating their training, performance reviews, pay, and modern HR procedures. The study's conclusions showed that hiring practices, performance evaluation and training, workforce diversity, salary structure, recruiting procedures, job analysis, and HR planning are all included in the practices of human resources management. They disclosed that the HR information system, equality for employees in minority and majority groups, and flexible work arrangements were all part of shipping businesses' modern HR practices. The survey indicated that, out of all the strategies that were chosen, flexible work schedules and workforce diversity were the least common, while the other practices were highly prevalent in organizations' HR practices.

4. Methodology

Objectives

- Study the HR practices used by various Indian origin IT organization, which includes hiring practices, employee engagement, and managing change in the present competitive scenario, with discussions based on the comparisons made between them.

Research Design

- **Descriptive Research:** The purpose of the study is to characterize and contrast HR practices among the different Indian origin IT organizations.
- **Cross-Sectional Design:** To get an overview of HR practices across each organization, data will be gathered all at once.

Data Collection

- **Secondary Data:** The pre-existing data from reliable sources which academic journals, industry reports, corporate websites, and databases (like Glassdoor and LinkedIn) has been collected and referred to for making the comparative analysis.
- **Time range:** To ensure relevance to current HR practices, we include research and reports published within a defined time range (e.g., past 5-10 years).

The verification of the secondary data critically evaluates the reliability and credibility of the sources and also verifies findings by comparing data from multiple sources and cross-referencing with established theories and frameworks related to HR management.

5. Analysis

Based on the above HR practice by different Indian IT Organizations, the following analyses are drawn :

Organization A:

- They place a high priority on effective talent matching via HRP and relies on outside hiring sources and recurring performance reviews.
- The focus for staff growth is on just-in-time training and a strict introduction.
- Based on the Economic Value Added (EVA) model, the compensation structure values both the basic and bonus components.

Organization B:

- Encourages constant learning and a simple culture in order to keep employees a clinical, equitable, and competency-based recruiting and selection approach is used and gives priority to competency-based training and the development of managerial abilities.
- It encourages motivation and well-being by providing both direct and indirect rewards.

Organization C:

- Maintaining excellent HR practices by adhering to company standards like Six Sigma and PCMM Level.
- A rigorous hiring procedure that primarily uses university recruitment to fill key positions in the workforce.
- Emphasis on Personal growth plans, process training, and quick learning. With an emphasis on market competitiveness, competitive remuneration is provided for staying employees and using talent forecasts and data-driven decision-making.

Organization D :

- Implements strategic HR planning uses various internal recruitment strategies, with a rising focus on employing recent graduates.
- Accommodates diverse employee tracks and streams by providing a range of training methods and channels.
- Raises employee happiness and overall compensation packages by offering non-cash benefits and incentives.

6. Results

- With their global reach, these four companies highlight the value of HR practices that are adapted to different locations and cultural norms.
- Employee development and training are highly valued in every company as they improve performance, abilities, and flexibility in response to shifting business requirements.
- Whether via periodic assessments, 360-degree evaluations, or comprehensive performance management programs, they all have organized methods for evaluating employee performance.
- In the very competitive IT sector, all organizations recognize the value of offering competitive remuneration packages to draw and keep talent.
- Organization C prioritizes certification in HR practices and competence in techniques such as Six Sigma, whereas Organization D concentrates on data-driven decision-making and strategic vision for HR planning.
- The organizations use a variety of recruitment strategies, from written tests and internet portals to campus placements and recommendations.
- While many organizations provide different training techniques, their specific approaches—such as quick learning, management skills development, induction programs, and leadership lifecycle programs—differ.
- Performance assessments are carried out by all firms, but the frequency and techniques vary; some prioritize 360-degree reviews, while others concentrate on end-to-end performance management solutions.
- Although all firms provide competitive pay, the elements taken into account might vary, including the inclusion of non-cash perks, direct and indirect remuneration, and Economic Value Added (EVA).

7. Discussions

- Organization A can increase recruiting diversity to access a larger talent pool. Incorporate ongoing feedback methods for in-the-moment modifications in performance reviews. To provide more effective and individualized learning experiences, they can invest in innovative instructional tools.

- Organization B can boost efforts to attract top people through employer branding. Include specialist job portals in your recruitment channels and also create mentoring programs to assist employees in developing their skills and transferring information.
- In Organization C to stay competitive, cultivate a culture of creativity and innovation. They can provide flexible work schedules to meet the demands of a wide spectrum of employees. Conduct routine skill evaluations to find areas where training is lacking and adjust growth plans accordingly.
- Organization D can make use of predictive analytics to plan for succession and manage personnel proactively and encourage a culture of lifelong learning and skill development to meet the needs of a changing market. They can also improve lines of communication to ensure goal alignment and clear performance feedback.

8. Conclusion

The article examines the complexities of HR practices in the Indian IT industry, highlighting how important they are to innovation, socioeconomic advancement, and organizational survival in the face of global challenges. In areas including employee engagement, performance management, training and development, recruiting methods, and retention tactics, the research finds trends, best practices, and problems through a comparative investigation of four well-known Indian IT organizations (A, B, C, and D).

The article offered insights that highlighted the distinctive HR framework of every company, highlighting the variables affecting HR practices and how they affect both employee efficiency and the effectiveness of the organization. Optimizing competitiveness, agility, and resilience in the ever-changing IT environment is the goal of recommendations customized for each firm. Ultimately, the goal of the research is to create a culture of continuous improvement and increase the Indian IT sector's competitiveness on the world stage by inciting positive changes, stimulating innovation, and promoting constructive conversations.

Conflict of Interest Statement:

The author(s) declare that there is no conflict of interest regarding the publication of this article, “**Analysis of HR Practices of IT Sector Organizations**” The research has been conducted independently, without any financial or personal relationships that could have influenced the interpretations or conclusions presented in this study.

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