



Emerging Trends and the Best Practices of Human Resource Management in the Growth and Development of Various Business Organisations

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ABSTRACT:

The organisation is one of the main factors of production which is a platform for the fulfilment of objectives. It is a place where the group of persons will execute the activities of the organisation. The policy decision makings of the management will be implemented through the organisation with the functions like planning, direction, staffing communication and motivation.

The conventional trends and practices of staff recruitment and the selection procedures completely have been transformed consequent on the adoption of the innovative and information technology developments. Computerization and automation techniques, completely transformed the routine portfolio of the organisational activities. Adoption of the advanced and highly sophisticated technology and equipment has re-engineered the industrial activities, supply chain management, sales and distributions activities. Customer care centres, grievance redressal mechanism, after sales service etc., boosting up the customer relation management. Corporate governance, will get a new outlook and new shape even to the medium sized business organisations. For all these segments, the HRM and HRD play a dynamic role very dominantly. This paper is conceptual in nature which examines and describes the latest trends, practices, technology developments in today's corporate business organisations and their impact on the growth and economic development of the business organisations. The relevant software company, I.T. company, Banking and insurance people were interviewed and observed their portfolio very closely. Content given in their interviews were taken. The remaining relevant information has also been taken through the secondary sources, recently published in various journals, magazines, newspapers, websites of the organisations and from the standard reference books. Data collected from their annual returns has been systematically organised and tabulated with all visual effects.

It was found that above said organisations achieved sustainable growth and development with the support of experienced staff recruited and trained, with the adoption of technology, corporate governance, customer relation management processing, and with the corporate social responsibility attitude.

Key words: *Trends and practices, Customer care centre, Grievance Redressal Mechanism, corporate governance, I.T., Computerisation Automation, Supply Chain Management, Customer Relation Management*

INTRODUCTION:

For the growth and development of the corporate organisations, along with other factors of production, 'staffing' function is very important and plays a very dominant role. The traditional or conventional method of recruitment and selection is completely dispensed with. The candidates who are enthusiastic, and dynamic, must be fresh graduates with the professional and technical qualification having soft skills and communication skills and having worthiness and fitness for the job requirements will be selected directly from the corporate and government educational institutions.

The selected dynamic staff will be trained with the job skills for habituating with working culture and environment and with coordinating with the team or group of workers for the completion of the group tasks.

Today's corporate organisations with huge capital investments, with the support of highly sophisticated technology and using heavy machinery undertakes the manufacturing portfolio on a large scale. The staff will be recruited having the marketing skills, technical skills, soft skills, administrative skills, specialised with various academic and technically qualified candidates. Quality control and maintenance, heavy machine operators, marketing sales executives, marketing strategic experts and analytics are required to handle the portfolios successfully in the corporate sector.

The corporate business organisations, software companies, pharma, banking and insurance organisations must always be innovative, creativeness according to the customer's ever changing requirements and with the market demand. Therefore, they will maintain the Research and development wing in the organisation for the innovative designing of the products and services. Marketing and management research is a very important portfolio for designing the products and service innovatively.

Marketing analysis process is also a very important function to assess the product quality, and to estimate the market demand to fix the targets. Testing the product quality and improving quality standards is a continuous process in the corporate organisations. Therefore, the corporate level business organisations will recruit the staff with highly meritorious, enthusiastic, dynamic, trouble shooting, target reaching, timeliness in completing projects.

They will train the staff in these activities. They will also provide the internship to college students for 3 to 6 months as apprentice trainees. Later they will ask to prepare a live project on their

observation in the job profile. Basing on the quality of the projects, dedication and commitment towards the work, they will select the candidates



SIGNIFICANCE OF THE STUDY:

Corporate organisations business portfolio is always with target oriented, market capturing, sales promotion strategies, financial analysis, investment policy decisions and with the supply chain & distribution management, corporate governance, customer relation management. Staff once recruited and selected will be given training on these assignments and placed suitably in the departments concerned according to the qualifications, knowledge, interests, dedication and commitment and experiences towards the projects.

According to the market strategies, market trends, customer requirements; innovative thoughts and ideas are to be implemented. Research and development departments of the organisation coordinating with market experts and executives invent new designs and shapes adding new qualities in the products and making them attractive to the consumers and buyers.

For all these assignments, H.R.M must be dynamic with Human Capital like wisdom, intellectuality, expertise, education, grasping, knowledge, application experience and efficiency etc., will be the added advantage to the organisation. Therefore the H.R.M. The department must play a dominant and dynamic role. Through the human resource development wing, the staff must be trained well whenever new methods, new machinery and new software are introduced in the portfolio management.

Technology has been updated since the 1990s, adopting the information technology and usage of I.C.T tools like computerization and automation, scanners, printers are the basic technologies being in practice in all fields and departments. Internet technology facilitated online 24/7, 365 days service and commercial and business transactions. It is historical I. T. Revolution. With the days passed on a number of additional technology opportunities were introduced and in practice like artificial intelligence, Blockchain technology, robotic technology etc.

REVIEW OF LITERATURE:

1. **Patia J McGrath (2024)** – in the paper “H.R.M Practices in Corporate Restructuring: A review and agenda for future research”. Is a review of 110 articles, this paper studying various authors’ research facts and observations on HRM practice in the corporate organisation restructure. The author quoted the statement that the ‘Corporate Restructuring is double edged

sword' which will provide performance benefits to firms if properly systematically organised and restructured. They find the motivation, encouraging and timely utilising opportunities enhances the value of HRM through its tools like corporate governance, planning strategies, policy decision makings, systematic and disciplined procedures.

2. Anuradha Duvvuri (2021) – in her paper “Recent Trends and Challenges in HRM”. The author analysed the recent trends in HRM policies, strategies and challenges facing for the last few years. The role of HRM is not only confined with recruitment and selection but with placements, training on working culture, job orientation, performance evaluations and assessment and reporting to the top management suggestion for upgrading., planning, coordination, controlling and direction functions also, it has to handle. Due to multi functions, many complicated issues, problems with staff trade unions, agitations, unrest, lockout issues may arise from time to time.

Finally, the HRM is the process of fixing certain common targets and getting the organisation group and team of workers together to achieve the common goals and objectives. Adoption and updating with technology, trainings, is a big challenge, manufacturing quality products, gaining organisation name and fame, export overseas market capturing is also another big challenge in the globalization concept. Customer satisfaction is a big challenge. Upgrading and updating products and services up to the customer range is a continuous challenge.

3. Latifat Omolara et. all (2024) the future of work and human resources-“A review of emerging trends and evolving role”, they studied the dynamic role of HRM in the landscape of the 21st century under the adoption of technology, under globalization, how to reshape the HRM strategies for the future course of assignments.

They opined that with the emerging trends, with the adoption technology, usage of I.C.T tools, computer technology, automations, Portfolio Management, with the corporate governance, managerial policy decisions with the tactful policy dealings with H.R. leadership in quality enhancement, creating working culture enhancement and with innovative thoughts, the organisation will be in growth and development.

Finally, they opined that the HR place a significant role in navigating complexities of a globalised workforce. H.R.is a strategic partner of the management. With human capital like efficiency, knowledge, skill development, quality work, observation, grasping, application and wisdom, they will give suitable suggestions and advice to the management.

4. Prof. Nageswara Rao, R, Dr. Sudha. V (2018) Principles of Management published by B. R. Ambedkar Open University, Hyderabad. In which various Principles and functions of the Management were clearly mentioned. Out of the various functions staffing, coordination, delegation of powers is related to the personnel department or H.R.M. and H. R. Development department staff recruitment, and selection, training & development, placements, transfers and deputations, performance appraisal of staff in different categories will be analysed for the purpose of monetary benefits, incentives, promotions, etc.

All these topics which are related to the staff and H. R, M & H.R. Development. Coordination between Head Cashier and Chief accountant must be there to record those transactions in the books of accounts and Purchasing and Inventory stores manufacturing department must be coordinated always in dealing of the transactions and in recording the transactions.

5. Dr. S. Srinivasa Padmakar (2021): In this research paper the researcher focussed mainly on the organisational development aspects following with certain organisational dynamics like, MBO., Delegation of authority, Centralisation & decentralisation, adoption of the technology, I.T & ICT tools computerization, and automation process, motivational aspects, workers participation in the ownership & Management. Evaluation of the workers performance appraisal system, providing the fair wage, incentives, bonus, overtime allowance and adopting the Scientific Management system particularly in the manufacturing organisations. as drafted and implemented by F.W. Tayler. The researcher also concentrated mainly on the organisational structural development so that to provide the workers with managerial decision making and be provided the capital investment, issue of share capital.

OVERALL REVIEW OF THE LITERATURE: In the above reviews, the topics related to staff recruitment, selection, training and development, placements, deputation, transfers, delegation of powers, financial, and monetary benefits, career development incentives, bonus, overtime allowance were discussed. Further the problems and challenges with the trade unions, individual staff in various departments were also discussed in length. The Human capital concepts, working performance excellence quality inputs, perfection of the knowledge, and the evaluation of the performance appraisal of workers also has been discussed.

RESEARCH GAP:

For the success of the organisation towards growth and development, the management of the company shall follow certain innovative H.R strategies for the staff maintenance, and in dealing with the staff, tactful way of dealing with staff proves their work excellence. In the staff recruitment procedures, dealing with staff with better working conditions, staff motivational strategies shall be implemented. Workers Participation in Management and workers participation in the ownership concept in the organisations inspires and motivates the workers with the awards and rewards to the workers and employees when they show their talents. How this concept will give a good result in reaching the targets? and how the delegation of powers, centralisation and decentralisation concepts will be benefitted to the workers in the organisation and will help for the growth and development of the organisation., shall be discussed.

STATEMENT OF THE PROBLEM

The concept of motivating the employees and workers by giving awards and rewards is an instant and temporary financial relief. If it is a promotion to the higher category, really it is an encouragement stepping a hike in the salary and allowances for his entire balance of service. In addition to that the management provided an opportunity in the management decision makings and provided the ownership in the organisation by giving shares. It will be a permanent honouring

the employees in the management. But the concept will be ignored by the many organisations. This concept should be implemented in the industrial organisations to maintain cordial relationships with workers and employees.

OBJECTIVES OF THE STUDY:

1. To Study the Concept of workers participation in the management of the organisation in taking an important policy decision making
2. To study the formalities, procedures and problems providing an opportunity for the workers in participating in taking policy decision making in the management and to provide ownership in the organisation allotting the bonus shares.
3. To study and elevate the emerging trends and best practices to be followed and implemented in the organisations.

METHODOLOGY:

The related data for this topic has been gathered from the concerned H.R officials, team leaders, project managers, concerned of I.T. & Software M.N.Cs. through the interview method and observation method. And the procedural practices were known through software engineers of the concerned I. T. Companies. Further secondary information also collected from the published papers in the various journals. On HRM, workforce establishment and in performance progressive reports and they were analysed with tabulation process using with an appropriate statistical tools, images, central tendency methods and average

CONCEPTUAL THEORETICAL FRAME WORK

1.WORKERS PARTICIPATION IN THE MANAGEMENT DECISIONS- IMPLEMENTATION – PRACTICAL PROBLEMS & CHALLENGES:

It is an innovative H.R. strategy to be followed by the corporate business organisations using the performance excellence, intellectual brain power of the technical experts for achieving additional quality output to introduce in the competitive market honouring the customers and consumers market survey on the earlier production batches. If it is implemented, the worker may feel great that the management identified and recognised their performance excellence.

Moreover, they feel honoured as the management is given priority and value in their decision making. Their opinion may be for matters like enhanced targets, estimation of various resources, for the overtime working to reach enhanced targets of the production, market promotional strategies, Customer relation strategies.

How much additional raw material required, its estimation, procurement, savings in usage of the material avoiding the wastage of raw material, minimising the cost of production, quality of raw material, reaching of the additional quality to the finished products to capture additional market.

Discussion and decision making on the employee motivational aspects, compensatory holidays to workers who worked overtime., financial incentives, bonus shares to the workers who worked

hard instead of giving hard cash, liberalised wage policy implementation without going for strikes, agitation programmes.

With all these topics, to discuss, and to submit feasible reports to the management; some of the technical experts, trade union leaders, senior technicians and with some of the management side officials and also will be formed as an executive committee and are asked to discuss among the workers, in their meetings and to submit a feasible report with all their suggestions to implement.

REPORT DISCUSSION, FEASIBILITY IN ITS IMPLEMENTATION

After receiving the report from the technical expert staff committee, management experts should study the report with ground level realities to implement and keeping in view of financial limitations, and keeping in view of practical difficulties, they will take the suitable policy decision honouring the workers report with slight modifications convincing the workers. Like that before taking any policy decision workers and employee suggestions also shall be taken so that the workers and employees also may feel responsible and understand the real problems of the management in the organisation.



Figure1. Workers participation in Management

2.SORT OUT OF THE WORKER PROBLEMS & CHALLENGES

Of course, there may be some practical problems and challenges which are to be addressed from the workers' side. The problems raised by the workers, with regard to their incentives, wages, bonus, overtime allowance, working conditions, Health problems, uniform, shoes, Risk & Bad climate allowance, supply of equipment and tools, providing snacks and refreshments and Tea, working lunch, entertainment programmes, celebrating with the sport and games events to the workers, employees conducting the award functions for the success and winners of workers may be done occasionally for their recreation, entertainment encouraging the workers for their talents proved.

If the management concentrates on these small motivational factors, many of the major problems will be very easy to resolve. The above event may not cost more but if conducted, addressed, gain the hearts of the workers and they will be ever grateful to the management and management can extract more work if they are properly treated well.

When the workers are involved in executing the management decision and implementation, the management also must be friendly with the workers and employees in allowing certain financial benefits, privileges, financial benefits, fair wage, incentives, overtime allowance festival advance, advances from provident fund and workmen compensation when accidents happened to the worker during the machine operation, management should provide free treatment, with insurance coverage and with the sanction of leave up to complete recovery.

If any workers pass away due to accidents, or normal ill health, such cases may be considered sympathetically in the settlement of their graduate, insurance, pending wages, incentives etc as early as possible. By providing employment opportunities to the eligible family members. If they are interested



Figure 2: Sort workers problems

EMERGING TRENDS AND THE BEST PRACTICES IN THE ORGANISATIONS: “Organisation is a systematic network of the relationships among H.R. Staff, executives working under one premise together to accomplish the enterprise goals and objectives”. **Dr. S. S. Padmakar 2021.** Customer and consumer satisfaction must be the ultimate target of the organisation. For that organisation must follow the creative thing attitude, introducing Innovative designs in their products, adaptability, adoption of technology I.T., & A.I, Research & Development, Quality Control Department, Corporate Governance, Customer Satisfaction, Corporate Social Responsibility, Customer Care, After Sale Service, Customer Relationship Management, and continuous maintenance of rapport with customers. These are important aspects



Figure 3 :Emerging Trends and Best Practices in Organisations

1.CORPORATE GOVERNANCE:

For the successful and sustainable growth and development of any busines

s organisation irrespective of its nature, whether manufacturing, marketing or service organisations, certain dynamics shall be followed and with the formulation of H.R. strategies, in the corporate organisation strategies to implement the corporate governance procedures for better results, quality inputs.

In the corporate governance culture, appropriate decisions shall be taken up systematically, timely at right time and right decisions so that to reach the goals and targets. Continuous deliberations, discussions on the policy decisions, practical problems on its implementation. Pros and cons. on the implementation of policy decisions with the expected outcome, also shall be discussed in advance. While in the decision making, adoption of technology, database analysis, shall be followed.



Figure 4:Corporate Governance

2.ADOPTION OF TECHNOLOGY, AUTOMATION, I.T & A.I:

For the implementation of policy decision, to achieve the target and goals, adoption of the highly sophisticated computerised technology, automated processing, machine learning, business intelligence, artificial intelligence processing, auto decision making, auto-monitoring, troubleshooting process while running of the machine shall be automatically done without human intervention. Large scale M.N. Cs, & I. T and Software organisations, like TCS, Infosys and Wipro, Genpact are already following technological processing solutions in their project portfolios for their client services and for their satisfaction and accurate results.



Figure 5:Adoption of Technology, Automation, IT & AI

3.RESEARCH & DEVELOPMENT:

In every industrial, manufacturing and marketing organisation, Research Development wing must be established to study the feasibility, and assessment of cost effect for introducing the

innovative designs and in updating their products as per the requirement of the customers and consumers. For this, a marketing survey shall be conducted for every product after their release in the market.



Figure 6: Research & Development

4. QUALITY CONTROL DEPARTMENT:

In the manufacturing organisations, quality control experts must check and assess, whether the expected and predetermined quality reached or not, in every process of production as demanded by the customers and to meet the market demand domestically and internationally. Export quality material shall be preferred for both national and international markets.

5. CORPORATE SOCIAL RESPONSIBILITY:

In the corporate business organisations, specially be responsible towards, customers, employees, society and government. With fair trade practices customers and consumers must feel happy with standard quality products at reasonable prices. Employees will be with better working conditions, secured in their employment with better wages. Creating new employment opportunities to the educated men and women in the society. And must follow the rules and regulations as stipulated by the government paying all the assessed tax payments. Air pollution, waste water pollution should properly be planned through separate drainage systems.

6. CUSTOMER RELATION MANAGEMENT: For the marketing of the manufactured product, sales promotional activities shall be followed continuously. Heavy expenditure on advertisement and publicity shall always be avoided, instead of that reduce the price, customers be allowed benefit as an introductory offer, after sales service, replacement facility shall be allowed. Customer Relation Management, maintaining a good rapport with customers is very important. Customer care, customer satisfaction must be the ultimate goal of the business and service organisations.

Customer care, toll free numbers, call centre services are also very much useful both to the public, consumers and customers and even to the organisations to improve the customer trust, to render customer service., so that to improve the customer turnover, sales promotion.

H.R. staff, field staff, sales representatives, manufacturing workers, technical and non-technical staff, skilled and unskilled labour staff and even manual labour services are very much valuable.

H.R. M and H.R.D and the workforce must properly be trained to update themselves. In almost all the departed performance of the staff member shall properly be monitored.

OBSERVATIONS AND FINDINGS:

1. All industrial, commercial, marketing, and service organisations today depend more on technology and have adopted I.T. adapted for ICT tools and equipment and Artificial intelligence. Creation of employment opportunities, security in employment is their priority.
2. All the commercial and industrial organisations give top priority for customer satisfaction. Their policy decisions are customer centric. Customer care centres, Toll free nos., Call Centres, after sale service and offers are for customer attraction. Customer Relation Management is part of their portfolio.
3. Many business and marketing and service organisations adopt Corporate Governance practices in their commercial premisses, quick managerial decisions and implementations to attract the customers.
4. Service and marketing organisations are thinking innovatively according to their customer needs and market demand giving top priority for the quality standards like ISI trademarks, Hall Mark for gold jewellery and ISO certifications for service organisations.
5. Many corporate organisations contributing their major profit share for the welfare of society better and wellbeing, Corporate Social Responsibility like S.B.I., L.I.C., Wipro, Infosys, TCS towards education, medical support, infant vaccination, protected drinking water projects to rural areas and for educational projects.

CONCLUSION: Corporate business organisation goals and targets and objectives shall be accomplished by the well-trained human resources. Workers' participation Management and worker participation in ownership will be latest concept to extract more work and reaching of the targets. Better working condition, training facilities, tactful treatment of employees with secured wage payments and with secured employment workers and H.R feel very happy in working with the organisations. Customer care, C.R.M. after sales service, and providing toll free nos. Call Centre Services improve the customer services and customer relations.

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