

A Summative review of current trend and adaptation in HRM practices within business organisations in India and Thailand

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ABSTRACT

Human Resource Management (HRM) practices are not only a strategic intervention, but they shape the organizational outcome and workforce as well. In order to tackle the growing business competitions, developing business economies like Indian and Thai multinational companies (MNCs) and other domestic organizations have adopted diverse HR strategies. The main aim of the present paper is to present a summative review of the current trends of HRM practices, which links the fundamental elements of HRM, in Indian and Thai MNCs and other domestic private firms. Besides, the emerging trends in HRM practices in MNCs and other domestic companies from these developing economies were also examined in terms of theoretical background, research designs, and the mediating relationships between these practices and the outcomes. The research gaps in this domain were identified and suggestions to strengthen the future research directives were listed. Our findings suggest that the synergies between the fundamental elements of HRM and HRM practices are related to outcomes. However, an investigation involving cross-country comparison is still lacking. Hence, this review will add to the existing knowledge of HRM practices that will be helpful from managerial and academic perspectives, thereby contributing to future research.

Keywords:HRM Practices, Talent Acquisition, Compensation, Learning and Development, Performance Appraisal, India, Thailand, Multinational Companies

1 Introduction

The growth of global economy is influenced by Multinational Companies (MNCs) in a substantial manner. Business entities strive to be competitive by adopting diverse and novel management strategies (Farouk et al., 2016). International businesses are dominated by the MNCs' concurrent technological externalities, which also enhance organizational productivity in developing nations (such as India and Thailand) that

facilitate the growth of middle-income economies (Ties, 2016; Gorg and Strobl, 2001). Among the emerging markets, Indian organizations dominate the list of major leading organizations followed by Thailand. Over the past few decades, these organizations are developing rapidly yet there is a setback in the development in recent days (Horwitz and Budhwar, 2015). Due to the advancement in quality management processes, the performance of these business organizations has become an essential concern for successful sustainability in the competitory atmosphere (Shabir et al., 2016).

Organizations have been able to attain competitive success and attain their objectives owing to the usage of multidimensional features of HRM practices. Complications raised because of the diverse characteristics of laborers has led investigators to discuss their types and impacts since HRM practices focus only on organizational outcomes, impacting employee outcomes (Benson and Brown, 2007). Hence, the management and HR professionals must prompt and pursue their personnel to enhance their productiveness (Narang and Singh, 2012). Generally, HRM motivates employees for better performance resulting in improved business outcomes, job satisfaction and employee retention (Mathew, 2015). Individual and organizational management practices, such as productivity, engagement, job satisfaction, behavior, beliefs, and products, could be combined in the usage of efficient and innovative HRM practices for enhancing the management quality (Pablos and Lytras, 2008). In addition, employees' involvement and enhanced productivity are caused by effective HRM practices, resulting in a correlation between organization and employee outputs (Ahmad and Schroeder, 2003).

Modernized and validated HRM practices should be followed for the survival of MNCs and other domestic organizations in developing countries, such as India and Thailand (Budhwar, 2012; Geleilate et al., 2016). Modernized HRM practices of MNCs ensure their adoption in the business environment while domestic organization faces challenges in strategizing and investing in human resources (Dupuis, 2014; Savaneviciene and Kersiene, 2015). The growth of domestic business entities and MNCs is increasing in developing nations and therefore, the contemporary trends of HRM practices are yet to be explored (Ybema et al., 2020; Sivapragasam and Raya, 2018; Chang et al., 2007). Systematic research studies on HRM of domestic business organizations and MNCs have been conducted due to the involvement of developing nations, such as India and China (Budhwar et al., 2017; Murray and Fu, 2016; Thite et al., 2014). However, such studies have resulted in less information being garnered about emerging nations like Thailand (Tangthong et al., 2014; Tangthong, 2014). In addition, comprehensive studies focusing on more than one emerging economy are lacking due to the emphasis on a single developing economy (Jawaad et al., 2019; Boon et al., 2019; Uraon, 2018).

Based on the existing HRM practices in India and Thailand, this study was carried out to provide a comprehensive review focusing on the following aspects. The review primarily focuses on HRM practices' theoretical components, namely, performance appraisal,

benefits, rewards and recognition, learning through training, and talent acquisition. Indian and Thai organizations are adopting innovative HRM practices that are examined in this review, which also scrutinizes the influence of certain elements on such practices. The association between individual and organizational performances and HRM practices of developing nations is focused upon by this review. In sum, the significance of interface between organizations and employees is emphasized for the due attention of stakeholders and management. Domestic business entities and MNCs of developing nations could adopt effective HRM practices through the future aspects established in this review.

2 Elements of HRM practices

HRM practices involve multidimensional elements rather than a process of single system (Boon et al., 2019; Sung and Choi, 2014). Organizational profitability can be achieved by the hiring of skilled and productive employees through a strengthened procedure of recruitment (Elrehail et al., 2019; Koster, 2011). In addition, such practices play an essential role in motivating employees and in increasing their competence through efficient training and rewards and recognition (Jawaad et al., 2019). Organizational profitability and individual productivity are affected by several HRM practices, namely, outplacement, exit, rewards and benefits, employee assistance programs, learning and development, and talent acquisition (Rao, 2014; Jawaad et al., 2019).

2.1 Training

Various training programs are provided for employees to develop their skills since they are a part of organizational resources (Jimenez and Valle, 2012) that in turn enhance their ability to accomplish their task (Amarakoon et al., 2018). Generally, the HRM team organizes training programs that strengthen employees to overcome limitations in their work environment (Fong et al., 2011). Learning and development programs that are organized by external agencies contributes to a significant outcome compared to the internal training (Lim and Ling 2012) However, internal training programs are cost-effective for organizations compared to external training. HR expertise is improved through training programs of development and learning, which are formulated as per employees' work profile (Guest, 2017; Lamba and Choudhary, 2013). A positive association is implied between individual and organizational performance and HRM practices by many researchers (Uraon, 2018; Bisharat et al., 2017; Maheshwari and Vohra, 2015).

2.2 Strategies of Recruitment

The primary function of HRM practices includes organizational planning and management and recruiting employees (Derous and Fruyt, 2016). The talent acquisition team which is one of the elements of HRM identifies the appropriate workforce for the

job and appoints them as per the managers' decision (Amarakoon et al., 2018; Darrag and Mohamed, 2010). Moreover, they are associated with various stages of employee resourcing, that helps to achieve business objective and provide competitive advantages for the company (Fong et al., 2011). Hence, HRM practices should be rationalized for an employee to fulfill the organizational strategies (Singh, 2010). A positive association is established between employees' performance and talent acquisition by various researchers (Oaya et al., 2017; Gupta and Kumar, 2014).

2.3 Employee benefits

The organizations provide compensation and benefits to employees for their service either in the form of direct payments (bonus and incentives) or indirect payments (insurance and allowances) (Dessler and Varkkey, 2012) through which organizational and individual goals have been achieved (Murphy et al., 2002; Mackay, 2018). In addition, compensation and benefits are reported as one of the strong strategic HRM practices that directly influence job satisfaction and employees' engagement (Jawaad et al., 2019).

2.4 Performance evaluation

Evaluating employees' performance in terms of their strengths and limitations will strategically improve workforce productivity (Peccei and Van De Voorde, 2019; Jiang and Messersmith, 2018). Based on performance appraisal, employees' pay structure and promotions are decided by the organization (Sripirabaa and Krishnaveni 2009). Existing HRM practices impact business accomplishment (Chen and Eldridge, 2010) while on the other hand, it has favored job satisfaction and retention of an employee (Lim and Ling, 2012; Kampkotter, 2017). In addition, sustainable competitive advantages are enabled for organizations through contemporary HRM practices (Taamneh et al., 2018).

2.5 Rewards and recognition

Recognizing and rewarding employees' accomplishments are also a part of HRM practices (Amarakoon et al., 2018; Campbell-Allen et al., 2008). Rewarding an employee can be achieved through incentives, leaves, commissions, and transport and medical allowances while recognition of an employee work can be examined based on their seniority, experience, qualification, and performance (Lim and Ling, 2012). Moreover, rewards motivate employees to enhance their organizational competitiveness, work productivity, and efficacy (Lawler, 1990). Strategic HRM practices like recognizing and rewarding an employee's accomplishments facilitate job satisfaction and organizational commitment results in increased outcomes and long term sustainability that in turn contributes to goal achievements of an organization (Ybema et al., 2020; Obeidat et al., 2014; Chew and Chan, 2008; Kooij et al., 2010).

3 Emerging HRM practices of Thailand

Economic policy liberalization has attracted MNCs to stretch their clientele (Som, 2006; Siengthai and Bechter, 2005). Thus, private business houses and MNCs that previously worked within a limited area are now exploring a challenging and competitive business atmosphere. For instance, Indian organizations have changed substantially to compete with foreign MNCs with the participation of more than 15,000 Indian MNCs (Som, 2006; Thite, 2015). Therefore, for proper utilization of resources, improved HRM practices should be made by customizing organizational policies. In order to overcome the hindrance faced while achieving business goals, HRM should include specific strategic initiatives (Durani et al., 2015) and implementation of such practices varies according to organizations across the country. Thai MNCs emphasize on a global yet cost-efficient outlook, whereas Indian companies cope up with competitive pressure. Further, Cooke and Budhwar (2015) argued that HRM practices with strategic policies and business goals are prominent for organizational relations and workforce functioning. Table 1 summarizes the enhanced strategic initiatives and contemporary HRM practices adopted by Indian and Thai organizations.

Table 1: Strategic HR practices adopted by Indian and Thailand MNCs and other domestic business organizations

Company	Industry /Sector	Country of origin	Type of company	HRM practice	Strategic initiative	Key factors influencing HRM practices	References
Wipro	Software	India	MNC	Employee benefit schemes like employee stock option plan (ESOP) to gain ownership by buying company stocks	Sustaining the human resource capital	Workforce and training expense and business culture	Durani et al. (2015); Thotappa and Ashwini babu (2017)
Infosys	Software	India	MNC	Employee-oriented communication and leadership development programs like "Infosys Toastmasters	Addressing globalization challenges, intellect and values, organizational culture and behavior,	Global competition, uncertainty regarding fluctuati	DeLong et al. (2005); Durani et al. (2015)

Company	Industry /Sector	Country of origin	Type of company	HRM practice	Strategic initiative	Key factors influencing HRM practices	References
				Club". Establishment of a leadership institute to support employee development programs (INSTEP) that trains employees for 3-6 months around the globe	creation and sharing	ons in growth and management	
TATA Consultancy Services (TCS)	Software	India	MNC	Employee training programs like leadership development programs (LDP), Continuous Learning Programs (CLP), etc., Hiring both fresh and experienced candidates, and receiving compensation benefits as a team and not individually	Building capacities at organizational and employee level, customer-centric services, and sustainable business for community and environmental care	Skill-set, compensation structure, work-culture	Essays (2013)
HCL Technologies Ltd.	Software	India	MNC	Induction programs for employees, performance appraisals, local hiring, and	Co-develop innovative solutions and sustain human resource	Work-culture	Essays (2018)

Comp any	Indu stry /Sec tor	Cou ntry of origi n	Type of com pany	HRM practice	Strategic initiative	Key factors influenc ing HRM practice s	Referen ces
				welfare activities	capital		
Tech Mahindra Ltd.	Soft ware	India	MNC	A cross-functional appraisal for individual and team level, employee learning and development goals, wellness activities, direct compensation, and two-pronged hiring	Inclusive development	Workforce learning and collaboration of HR strategies	Rao (2011)
International Business Machines Corporation (IBM), India	Soft ware	USA	MNC	Talent management and career development	Resource management like impartial benefits for all and Employee feedback	Employee motivation and performance management, sharing	Durani et al. (2015)
Mahindra & Mahindra Ltd.	Auto mobile Manufacturing	India	MNC	Business Process Reengineering Scheme (BPR) to recreate the core business process and training programs	Streamlining manufacturing activities and development of an efficient workforce	Organizational profit, changing demands, and technological innovations	Durani et al. (2015)
TATA	Steel Man	India	MNC	Employee training	Building communicati	Employee	Durani et al.

Company	Industry /Sector	Country of origin	Type of company	HRM practice	Strategic initiative	Key factors influencing HRM practices	References
	Manufacturing			programs, such as NEST (Nurturing Engagement with Satisfaction and Trust) and HELLO (Helping Employees Launch and Learn in the Organization); and learning and development programs, such as GyanJyoti e-learning program for employees and manager assimilation program	ons, coordination of customer-centric services, and management of a diverse workforce	development and organization-individual relationship building	(2015)
Hindustan Unilever Ltd.	FMC G	Indian subsidiary	MNC	Talent management, performance management, employee engagement	Increase in productivity and quality, Increased retention of employees, Increased market penetration, Strategic alignment of competitive advantage between employees	High-level of market competitiveness	Durani et al., 2015

Company	Industry /Sector	Country of origin	Type of company	HRM practice	Strategic initiative	Key factors influencing HRM practices	References
					and company		
Bank of Baroda, Punjab National Bank	Banking	India	MNC public sector	Training and development programs (SEED; self-efficiency and effectiveness development) 3-level training set-up to train officers and managers	Increased retention of employees, motivation and satisfaction of employees, strategic development to suit individual and organizational criteria	Globalization, high competition, right-sizing, minimizing expenditure with improvement in productivity	Neelakantiah (2015)
Coal India Limited	Mining	India	Maharashtra public sector undertaking (PSU)	Talent acquisition in project and risk management, motivating and empowering working environment, scorecard-based performance assessment, training and development through integrated systems	Technology adoption, engagement of stakeholders, managerial skills and proficiency	Economy, energy requirements, environment management	Coal India Limited (2020)
Ad system Asia	Software	Thailand	MNC	Payroll, self-service transaction and	Management of performance	Business proficiency	Varma and Budhwa

Comp any	Indu stry /Sec tor	Cou ntry of origi n	Type of com pany	HRM practice	Strategic initiative	Key factors influenc ing HRM practice s	Referen ces
Co. Ltd				international hiring	and quality		r (2013)
CDG Group	Soft ware	Thail and	MNC	Selective hiring and compensation benefits	Management of efficient workforce	High-perform ance work culture	www.cd g.co.th
Manao softwa re	Soft ware	Thail and	Medi um-sized priva te firm	Local hiring and learning and development	Innovative strategies within limited technologies	Long-term business terms and low turnover rate	
Indora ma Ventur es	Man ufact urin g	Thail and	MNC	Inclusive recruitment and employee welfare activities	Sustaining human resource capital	Organiza tional culture and employe e engagem ent	Indora ma Venture s (2013)
Kasiko rn Bank	Bank ing	Thail and	MNC publi c secto r bank	Performance management	Focus on technical and professional skills, internal and external labor-market innovations, strategies on managing institutional legacies	Asian financial crisis, a transitio n of business strategy, increasi ng emphasi s on cutthroa t sales	Napatho rn (2017)

Generally, organizations follow various classifications of HRM practices, namely, formal

practices, sophisticated practices, professional practices, high-performance practices, and best practices. 'Best practices' entail an exclusive set of practices and it is considered as the most ideal HRM practice as it helps to improve organizational performance. Based on improved HR systems, large and small scale corporate companies have their efficient business process (Lawler and Siengthai, 1997). For instance, due to less productivity and manufacturing incompetence, Mahindra and Mahindra Limited initiated core business training and motivation programs for employees (Table 1).

Both emerging and established business entities find HRM to be a substantial contributor and influencer in competitive markets (Thite, 2015). Understanding dynamics and changes of HRM practices are essential due to the changes in a global economy to achieve competitive advantage (Horwitz and Budhwar, 2015). Specific strategies must be initiated by HRM for the efficient performance of an employee and help to overcome obstacles while achieving business goals. The successful implication of strategic HRM practices lies in recognizing and understanding several aspects, such as effective organizational management, interplay among HRM practices, adoption of HRM practices, consideration of various types of HRM practices, and managing workforce outcomes in terms of research methods, empirical studies, theoretical models, and theoretical backgrounds (Thite, 2015). In order to compete with an emerging global market, HRM initiatives should enhance the quality and production process that involves a shift from traditional to innovative frameworks (Thite, 2015).

4 HRM practices of India and Thailand

Studies conducted recently in India have primarily focused on arbitrating the effects between organizations and employees (Lamba and Choudhary, 2013). Nevertheless, relationships among employees might be affected by the execution of strategic HRM practices (Koster, 2011). During an assessment of the effects of organizational performance and HRM practices, the theoretical models of earlier studies found the two factors to be correlated (Ali et al., 2018; Naz et al., 2016). Table 2 summarizes the various studies conducted on HRM practices and variability in private organizations and MNCs of Thailand (Suksod and Cruthaka, 2020; Tangthong et al., 2014; Tangthong, 2014; Siengthai and Bechter, 2005) and India (Uraon, 2018; Durani et al., 2015; Thite et al., 2014; Singh, 2013; Jain et al., 2012; Chand and Katou, 2007; Som, 2006).

HRM practices in organizations of developing countries like Thailand and India are in their initial stages and this makes researchers to focus more on detailed work. Though the present study focuses on resource base review (RBV) and organizational theory, a theoretical framework is missing for comprehending the divergence and convergence of HRM practices and for improving the existing views in organizations of developing nations. Therefore, researchers can use a cross-sectional method to examine the correlation between performance at individual and organizational levels and HRM

practices in private firms and MNCs.

Table 2: Studies that focus on India and Thailand HRM practices

Author	Theoretical background	Study Method	Key variables	Findings
Siengthai and Bechter (2005)	The transition from traditional theory to strategic business theory	Secondary data	HRM as a business partner, key challenges and opportunities	In Thai organizations, globalization and organizational reforms resulted in HRM practice drive competitive advantage with a transition from traditional payroll data to active participation in regular business
Som (2006)	External and internal situation-based organizational theory	A case study of about 11 Indian companies	Globalization (competitive business environment); Innovative HRM practices (talent acquisition, career development, performance appraisal); Corporate performance	Innovative HRM practices have fostered superior performance in Indian companies and also enhanced employee support established a positive association between HRM practices and outcomes
Chand and Katou (2007)	Organizational theory	A questionnaire survey involving 439 Indian hotels	HRM practices (talent acquisition, training and development, pay, job design) Organizational performance Demographic variables	HRM practices influence the performance of an organization which indicates an association between these practices and outcome
Jain et al. (2012)	The resource-based view (RBV)	Case study and online survey	Innovative HRM practices (career management, performance appraisal,	Performance management in Indian MNCs emphasizes innovative organizational culture-

Author	Theoretic al backgrou nd	Study Method	Key variables	Findings
			compensation and benefits, rewards and recognition, training and development, and talent acquisition); Performance	oriented practiceswhile foreign MNCs emphasize the rational approach between parent companies and their subordinates thereby regulating these practices worldwide. Moreover,when compared to Indian MNCs, foreign MNCs are found to be more mindful of performance and budget aspects.
Singh (2013)	Managerial framework	Questionnaire survey in four Indian organizations (two public and two private)	HRM practices; Managerial effectiveness	HRM practices like planning, talent acquisition, learning and development, and career development indicate effective management in private and public sector organizations.
Tangthong (2014)	RBV	A questionnaire survey in 255 MNCs with FDI in Thailand	HRM practices Mediators (employee engagement, job satisfaction, organizational citizenship behavior, employee motivation, HR flexibility); Employee retention	HRM practices mediated by employee engagement have either a direct effect and/or an indirect effect like lack of compensation, benefits and reward systems on retention of the employees..
Tangthong	Organizational	Secondary	HRM practices	HRM practices

Author	Theoretical background	Study Method	Key variables	Findings
g et al. (2014)	onal theory	data from the FDI manufacturing sector, Thailand	(rewards and recognition, compensation and benefits, learning and development) Mediators (employee engagement) Employee retention	viz., compensation and benefits (that motivates employees), reward system, learning and development (increases employee retention) have significant effects on employee retention. However, clear data in addressing employee retention has not been studied.
Durani et al. (2015)	Organizational theory, RBV	Secondary data from six Indian and six foreign MNCs	Innovative HRM practices Performance and growth	HRM practices that enact a vital role in development of Indian and foreign MNCs have improved employee engagement and commitment through focusing on valuing organizational culture that contributes to employee satisfaction and retention.
Thite et al. (2014, 2016 a, b)	RBV	A case study from eight (four Indian software MNCs and four Indian companies across different sectors)	Influencing factors (strategy and profitability of organizations, global leadership and market pressure, organizational culture, and strategic innovation) HRM practices	Identification of five fundamental HRM roles, namely, employee development management, builder of processes, management of culture, strategic business partner, and developer of workforce and competencies.

Author	Theoretical background	Study Method	Key variables	Findings
			Challenges	HRM activities in Indian software MNCs face various obstacles viz., regionalized decision making, building a universal approach, decentralization of workforce, and building a universal leadership unit in managing internal operations for expansion into international markets.
Sivaprasam and Raya (2017)	Horizontal and vertical organizational integration	Questionnaire administration in 40 IT companies in India	HRM practices (performance appraisal, compensation and benefits, training and development, career management, and talent acquisition) Demographic variables Organizational performance Employee outcomes	A positive association was found between individual employee performance and HRM practices. Employee performance mediates the association and it comprises employee well-being, employee engagement, and employee efficiency. Organizational performance is positively affected by HRM practices.
Uraon (2018)	Psychological, economic, and system integration within organization	Questionnaire administration in 37 software firms in India	Employees' staying intention Organizational commitment HRM practices	HRM practices have a constructive effect on employees' organizational commitment, resulting in the staying intention being directly affected. In India, enhanced

Author	Theoretic al backgrou nd	Study Method	Key variables	Findings
	ons			organizational outcomes can be achieved through effective HRM practices in software companies. However, practices should not be based on perceived alternatives.
Suksod and Cruthaka (2020)	Organizational theory	Empirical and secondary data from pharmaceutical companies in Thailand	HRM practices (organizational support, promotion, job security, information sharing, and performance appraisal) Employees' organizational commitment	Employee productivity and commitment to the organizations can be achieved through the HRM practices like performance appraisal, information sharing and mediating factors like job security. Low organizational support within the organizations was observed.



Figure 1: Word cloud of the most studied variables related to HRM practices

5 Conclusion

The present review summarizes current HRM practices and improved strategic initiatives including components that affect the acceptance of path-breaking practices in Indian and Thailand MNCs and other domestic organizations. The advancement of HRM practices was analyzed in developing economies of India and Thailand in terms of the association between employee and organizational performance and HRM practices, key variables, research designs, and theoretical background. In addition, HRM-related investigations were studied only in India and Thailand while few cross-country comparisons were performed. Theoretical perspectives of basic components of HRM practices were studied in relation to the unique and growing number of organizational practices. However, HRM practices are at an early stage in MNCs and other domestic private organizations, especially from Thailand. Therefore, advanced HRM-related developments should be made to adapt to constantly evolving business domains.

In future, for better HRM practice in MNCs and other domestic organizations, efforts have to be made in studying a large number of sectors for elaborate understanding in framing these practices and factors that influence their modification have to be addressed. Implications of theoretical background are yet to be focused, in spite of theoretical background about the association between employee and organizational outcomes and HRM practices being discussed in this review. Hence, further studies have to be carried out using suitable research methods that could be helpful for the development and implication of relevant theoretical frameworks. In addition, studies have to be carried out to analyze whether the association between sustainable

employee outcomes and HRM practices is affected by employees' demographics. Moreover, increase cross-country comparisons have to be made since this study focused only on HRM practices in a specific nation (India and Thailand). The differences in the approach and performance need to be understood which is essential for the developing countries for their survival in the global market. Hence, it enables MNCs management and stakeholders of developing countries to have a better knowledge onelements that affect the acceptance of HRM practices and in addition, an association between outcomes and HRM practices with particular theoretical views has to be addressed.

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