

STRATEGIC HUMAN RESOURCE POLICIES AND THEIR IMPLEMENTATION PRACTICES AT HETERO DRUGS

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ABSTRACT

Human Resource (HR) policies play a pivotal role in aligning organizational objectives with employee performance, satisfaction, and overall workplace effectiveness. In the contemporary pharmaceutical industry, strategic HR practices are essential for attracting, developing, and retaining talented employees while ensuring compliance with organizational and regulatory standards. This study examines the strategic human resource policies adopted by Hetero Drugs and evaluates their implementation practices within the organization. The research focuses on key HR functions, including recruitment and selection, training and development, performance management, compensation and benefits, employee welfare, and employee engagement initiatives.

The study employs a descriptive research design and utilizes both primary and secondary data sources. Primary data were collected through structured questionnaires administered to employees across different functional departments, while secondary data were gathered from company reports, HR manuals, journals, and relevant literature. Statistical tools such as percentage analysis and graphical representation were used to interpret the collected data and assess employee perceptions regarding the effectiveness of HR policy implementation.

The findings indicate that Hetero Drugs has established comprehensive HR policies that contribute significantly to employee satisfaction, skill enhancement, and organizational productivity. Employees generally perceive the implementation of HR policies positively, particularly in areas related to training opportunities, workplace safety, and performance evaluation. However, the study also identifies opportunities for improvement in communication, policy awareness, and employee participation in decision-making processes. The research concludes that strategic HR policies, when effectively implemented, foster a positive work environment and support sustainable organizational growth. The study provides valuable insights and recommendations for strengthening HR policy implementation and enhancing overall human resource management practices within the pharmaceutical sector.

Keywords: Human Resource Management, HR Policies, Policy Implementation, Employee Satisfaction, Training and Development, Performance Management, Hetero Drugs, Pharmaceutical Industry.

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I. INTRODUCTION

Human Resource Management (HRM) has evolved from a traditional administrative function to a strategic organizational discipline that contributes directly to business performance and competitive advantage. In modern organizations, human resources are regarded as valuable assets whose knowledge, skills, and competencies significantly influence organizational success. Strategic Human Resource Management (SHRM) focuses on designing and implementing HR policies that align employee capabilities and behaviors with organizational goals and long-term business strategies. Effective HR policies provide a structured framework for managing recruitment, training, performance evaluation, compensation, employee welfare, and industrial relations, thereby enhancing workforce productivity and organizational effectiveness [1].

The rapid globalization of markets, technological advancements, and increasing competition have compelled organizations to adopt strategic approaches to human resource management. Organizations today recognize that employee commitment, engagement, and continuous skill development are essential for sustaining growth and innovation. Consequently, HR policies are no longer viewed merely as administrative guidelines but as strategic tools that influence organizational culture, employee motivation, and overall performance. Researchers have emphasized that well-designed HR practices contribute to higher employee satisfaction, reduced turnover intentions, and improved organizational outcomes [2], [3].

The pharmaceutical industry is one of the most dynamic and knowledge-intensive sectors, requiring a highly skilled workforce capable of adapting to regulatory requirements, technological changes, and evolving market demands. Human resource policies play a critical role in ensuring that pharmaceutical organizations attract and retain competent professionals while maintaining operational

excellence. Effective implementation of HR policies helps organizations create a supportive work environment, encourage employee participation, and achieve higher levels of productivity and innovation [4]. In this context, strategic HRM practices have become increasingly important for pharmaceutical companies seeking to maintain their competitive position in domestic and global markets [5].

Hetero Drugs, one of India's leading pharmaceutical companies, has established itself as a prominent manufacturer of active pharmaceutical ingredients (APIs), generic medicines, and biosimilars. The company employs a diverse workforce across research, manufacturing, quality assurance, marketing, and support functions. Managing such a large and diverse workforce requires comprehensive HR policies that address employee development, performance management, compensation, workplace safety, and organizational communication. The effectiveness of these policies depends not only on their design but also on their successful implementation throughout the organization [6].

Implementation of HR policies is a critical aspect of human resource management because even well-formulated policies may fail to achieve desired outcomes if they are not effectively communicated and executed. Employees' perceptions regarding fairness, transparency, and accessibility of HR practices significantly influence their attitudes toward the organization. Studies have shown that effective policy implementation enhances employee trust, organizational commitment, and job satisfaction, whereas poor implementation may lead to dissatisfaction and reduced performance [7], [8]. Therefore, organizations must continuously evaluate their HR policies and implementation mechanisms to ensure alignment with employee expectations and organizational objectives.

Training and development constitute an essential component of strategic HR policies. Continuous

learning opportunities enable employees to enhance their technical and managerial competencies, thereby improving organizational performance. Similarly, performance appraisal systems help organizations identify employee strengths, recognize achievements, and establish developmental goals. Compensation and reward policies further influence employee motivation by ensuring equitable recognition of individual contributions. These HR practices collectively contribute to employee engagement and organizational success [9].

Employee welfare and workplace relations have also emerged as important dimensions of HR policy implementation. Organizations increasingly invest in health and safety measures, employee assistance programs, work-life balance initiatives, and grievance-handling mechanisms to improve employee well-being. Such initiatives contribute to a positive organizational climate and strengthen employer-employee relationships. In highly competitive industries such as pharmaceuticals, maintaining a motivated and satisfied workforce is essential for achieving sustainable growth and operational excellence [10].

Against this backdrop, the present study examines the strategic human resource policies adopted by Hetero Drugs and evaluates their implementation practices. The study seeks to understand employee perceptions regarding various HR functions and identify areas where improvements can enhance organizational effectiveness. By analyzing the effectiveness of HR policy implementation, the research contributes to a better understanding of strategic HRM practices within the pharmaceutical industry and provides recommendations for strengthening human resource management processes.

II. LITERATURE SURVEY

Strategic Human Resource Management (SHRM) has gained significant attention in organizational research due to its influence on

employee performance, job satisfaction, and organizational effectiveness. Numerous researchers have examined the relationship between HR policies, implementation practices, and organizational outcomes. The following review presents major studies related to HR policies and their implementation conducted before 2026.

Wright and McMahan (1992) emphasized that Strategic Human Resource Management involves aligning HR practices with organizational objectives to enhance overall performance. Their study highlighted the importance of integrating HR policies with business strategies to achieve competitive advantage [1].

Schuler (1992) proposed that effective HR policies contribute to organizational success when they are consistently implemented across all levels of management. The study stressed the role of strategic alignment in improving employee productivity and organizational commitment [2].

Huselid (1995) examined the impact of High-Performance Work Practices (HPWPs) on organizational outcomes and found that organizations with effective HR systems experienced higher productivity, lower employee turnover, and improved financial performance [3].

Khilji and Wang (2006) investigated the gap between intended and implemented HR practices. Their findings revealed that discrepancies between policy formulation and implementation can significantly affect employee satisfaction and organizational performance. The study emphasized the importance of consistent execution of HR policies throughout the organization.

Takeuchi et al. (2009) explored the relationship between HR practices and employee attitudes. The authors concluded that employee perceptions of HR practices play a mediating role in influencing job satisfaction, commitment, and organizational performance.

Armstrong (2014) argued that HR policies serve as guidelines for managing employee behavior and organizational processes. According to the study, successful implementation depends on effective communication, managerial support, and employee participation.

Jackson, Schuler, and Jiang (2014) reviewed developments in SHRM and highlighted that strategic HR policies contribute to workforce flexibility, innovation, and sustainable organizational growth. They emphasized the need for continuous evaluation of HR practices to meet changing business requirements [4].

Bos-Nehles and Meijerink (2018) focused on HR implementation processes and found that line managers play a crucial role in translating HR policies into actual workplace practices. Their study demonstrated that managerial commitment significantly affects implementation effectiveness.

Demo, Neiva, Nunes, and Rozzett (2020) examined employee perceptions of HR policies and found positive relationships between HR policy effectiveness, employee satisfaction, and organizational commitment. The study suggested that organizations should regularly assess employee feedback regarding HR practices.

Santos, Demo, and Costa (2020) reviewed Strategic HRM implementation practices and reported that successful implementation requires alignment among organizational strategy, HR departments, managers, and employees. They emphasized that implementation quality is as important as policy design.

Bhoir and Sinha (2024) conducted a systematic review of employee well-being HR practices and concluded that organizations increasingly focus on employee welfare, mental health, and work-life balance as essential components of modern HR policies. Effective implementation of such practices positively influences employee engagement and retention.

Roodbari, Mirfakhar, Trullen, Valverde, and Ogbonnaya (2025) investigated factors affecting

successful HRM implementation. Their realist synthesis identified the roles of line managers, employees, senior management, and HR departments in ensuring effective policy execution. The study highlighted that implementation outcomes vary depending on organizational context and stakeholder involvement.

The reviewed literature demonstrates that strategic HR policies significantly influence organizational effectiveness when properly implemented. Previous studies consistently indicate that employee perceptions, managerial support, communication mechanisms, and organizational culture are critical determinants of successful HR policy implementation. However, limited studies have specifically examined the implementation practices of HR policies within Indian pharmaceutical organizations. Therefore, the present study focuses on Hetero Drugs to assess the effectiveness of strategic HR policies and their implementation practices from the employees' perspective.

III. RESEARCH METHODOLOGY

RESEARCH DESIGN

The present study adopts a descriptive research design to examine the strategic human resource policies and their implementation practices at Hetero Drugs. Descriptive research is appropriate for understanding employees' perceptions, attitudes, and experiences regarding HR policies implemented within the organization. The study aims to assess the effectiveness of various HR practices and identify areas for improvement.

Objectives of the Study

1. To examine the strategic human resource policies adopted by Hetero Drugs.
2. To evaluate the effectiveness of HR policy implementation within the organization.
3. To analyze employee perceptions regarding recruitment, training, performance appraisal, compensation, and welfare policies.

4. To identify factors influencing employee satisfaction with HR practices.
5. To provide suggestions for improving HR policy implementation and organizational effectiveness.

Research Approach

The study follows a quantitative research approach supported by descriptive analysis. Employee opinions and perceptions were collected and analyzed to understand the effectiveness of HR policies and their implementation.

Sources of Data

Primary Data

Primary data were collected directly from employees of Hetero Drugs through a structured questionnaire. The questionnaire contained both demographic and HR-related questions designed to measure employee perceptions regarding various HR policies and practices.

Secondary Data

Secondary data were obtained from:

- Company reports and HR manuals
- Annual reports
- Academic journals
- Research articles
- Books on Human Resource Management
- Company websites and published documents

Scope of the Study

The study focuses on evaluating the strategic human resource policies and their implementation practices at Hetero Drugs. It covers major HR functions such as recruitment, training, performance management, compensation, employee welfare, and communication. The findings provide insights into employee perceptions and contribute to improving HR effectiveness within the organization.

Limitations of the Study

1. The study is limited to employees of Hetero Drugs.

2. The sample size is restricted to 100 respondents.
3. Findings are based on employee perceptions and may involve personal bias.
4. Time constraints limited the extent of data collection.
5. The study focuses only on selected HR policies and implementation practices.

IV. DATA ANALYSIS AND INTERPRETATION

Sample Size = 100 Employees

Table 1: Employee Satisfaction with Recruitment and Selection Process

Response	No. of Respondents	Percentage (%)
Highly Satisfied	25	25
Satisfied	45	45
Neutral	15	15
Dissatisfied	10	10
Highly Dissatisfied	5	5
Total	100	100

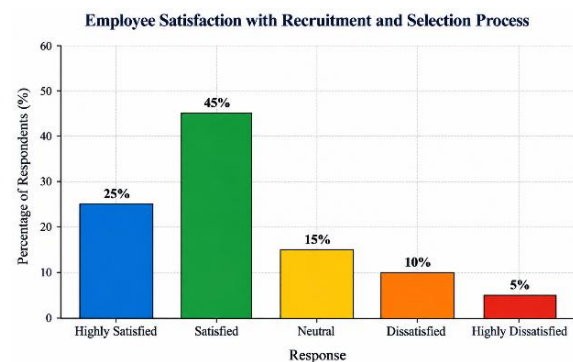


Figure 1: Employee Satisfaction with Recruitment and Selection Process

Interpretation

The table and figure reveal that 70% of employees are either satisfied or highly satisfied with the recruitment and selection process at Hetero Drugs. Only 15% expressed dissatisfaction, while 15% remained neutral. This indicates that the organization's recruitment policies are generally effective and transparent,

helping attract suitable candidates and creating a positive first impression among employees.

Table 2: Employee Opinion on Training and Development Programs

Opinion	No. of Respondents	Percentage (%)
Excellent	30	30
Good	40	40
Average	20	20
Poor	7	7
Very Poor	3	3
Total	100	100

Employee Opinion on Training and Development Programs

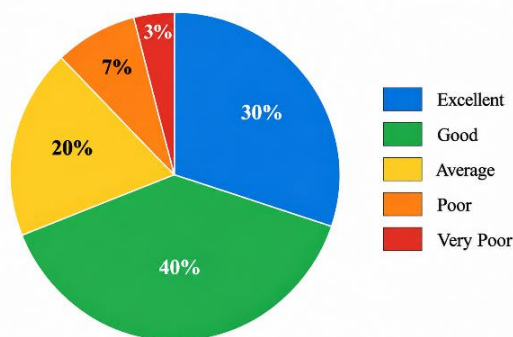


Figure 2: Employee Opinion on Training and Development Programs

Interpretation

The findings show that 70% of employees rate the training and development programs as either excellent or good. Only 10% consider them poor or very poor. This suggests that Hetero Drugs places significant emphasis on employee skill development and continuous learning, contributing positively to workforce competence and performance.

Table 3: Satisfaction with Performance Appraisal System

Response	No. of Respondents	Percentage (%)
Highly Satisfied	20	20
Satisfied	42	42
Neutral	18	18
Dissatisfied	15	15
Highly Dissatisfied	5	5
Total	100	100

Highly Satisfied	20	20
Satisfied	42	42
Neutral	18	18
Dissatisfied	15	15
Highly Dissatisfied	5	5
Total	100	100

Satisfaction with Performance Appraisal System

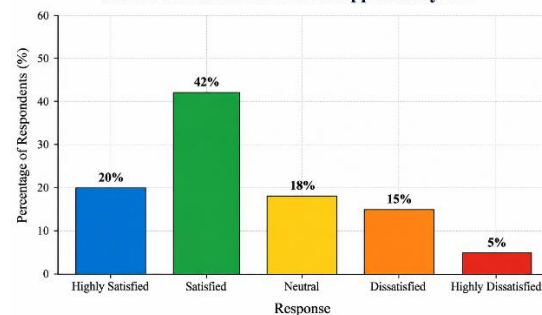


Figure 3: Satisfaction with Performance Appraisal System

Interpretation

The table indicates that 62% of employees are satisfied with the performance appraisal system, while 20% are dissatisfied. Although the majority view the appraisal process positively, a notable proportion of employees perceive room for improvement in fairness, transparency, or feedback mechanisms. Management may consider enhancing communication and performance review practices.

Table 4: Employee Satisfaction with Compensation and Benefits

Response	No. of Respondents	Percentage (%)
Highly Satisfied	22	22
Satisfied	48	48
Neutral	15	15
Dissatisfied	10	10

Highly Dissatisfied	5	5
Total	100	100

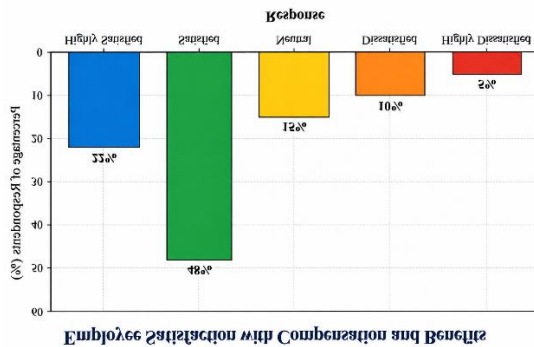


Figure 4: Employee Satisfaction with Compensation and Benefits

Interpretation

The results show that 70% of employees are satisfied with the compensation and benefits offered by Hetero Drugs. Only 15% express dissatisfaction, indicating that the organization maintains a reasonably competitive compensation structure. The positive response suggests that employee reward and benefit policies contribute to overall job satisfaction and retention.

V. FINDINGS, SUGGESTIONS & CONCLUSIONS

FINDINGS

1. The study found that a majority of employees are satisfied with the recruitment and selection process at Hetero Drugs, indicating that the organization follows effective hiring practices and transparent recruitment procedures.
2. Training and development programs received positive responses from employees, suggesting that the company provides adequate opportunities for skill enhancement, career growth, and professional development.
3. Most respondents expressed satisfaction with the performance appraisal system, reflecting the organization's efforts to evaluate employee performance

systematically and provide constructive feedback.

4. Employees generally viewed the compensation and benefits structure favorably, indicating that the organization's reward system contributes positively to employee motivation and retention.
5. HR policies related to employee welfare, workplace safety, and organizational support were perceived positively, demonstrating the company's commitment to maintaining a healthy and supportive work environment.
6. Although overall satisfaction levels were high, some employees indicated the need for improved communication regarding HR policies and greater employee involvement in organizational decision-making processes.

SUGGESTIONS

1. Hetero Drugs should strengthen communication channels to ensure that all employees clearly understand HR policies, procedures, and organizational updates.
2. The organization may enhance employee participation by encouraging regular feedback sessions, suggestion programs, and involvement in decision-making activities.
3. Performance appraisal mechanisms should be further refined to improve transparency, fairness, and timely feedback for employees at all organizational levels.
4. Additional specialized training and leadership development programs can be introduced to support employee career progression and future organizational requirements.
5. Periodic reviews of compensation, benefits, and welfare policies should be conducted to maintain competitiveness and address evolving employee expectations.

CONCLUSION

Human resource policies play a crucial role in shaping employee behavior, organizational culture, and overall business performance. The present study on Strategic Human Resource Policies and Their Implementation Practices at Hetero Drugs reveals that the organization has established comprehensive HR policies that effectively support recruitment, training, performance management, employee welfare, and compensation administration. The findings indicate that employees generally hold positive perceptions regarding the implementation of these policies, which contributes to higher levels of job satisfaction and organizational commitment.

The study concludes that the successful implementation of strategic HR policies significantly enhances employee productivity, motivation, and workplace engagement. While the organization demonstrates strong HR management practices, continuous improvement in communication, employee participation, and performance management processes can further strengthen organizational effectiveness. By regularly evaluating and refining its HR policies, Hetero Drugs can sustain a positive work environment, retain talented employees, and maintain its competitive position in the pharmaceutical industry.

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