

HR Practices and Employee Productivity: A Study with Reference to Vidura Developers Private Limited, Nagercoil

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Abstract

In today's competitive business environment, Human Resource (HR) practices are recognized as a key determinant of employee productivity. This study examines the role of HR practices in improving employee productivity with specific reference to Vidura Developers Private Limited, Nagercoil, a multi-disciplinary organization operating in the HR consulting and civil construction sectors. The study focuses on two key objectives: (1) to assess the key HR practices followed at Vidura Developers Pvt. Ltd., and (2) to identify HR challenges that affect employee productivity. Primary data were collected from 132 employees using a structured questionnaire. Descriptive statistics, Kruskal-Wallis test, and Mean Score Analysis were employed as statistical tools. The findings reveal that employee type significantly influences perceptions of Training & Development, Career Growth, and Overall HR Practices ($p < 0.05$), while experience level shows no significant variation across HR practice perceptions. Mean score analysis of HR challenges yielded an overall mean of 3.78 (High), with unclear HR policies (Mean = 3.98) identified as the most critical barrier to productivity. The study concludes that organizations must prioritize clarity in HR policies, equitable treatment across employment types, and targeted training to foster a more productive workforce.

Keywords: Employee Productivity, HR Practices, HR Challenges, Training and Development, Kruskal-Wallis Test, Mean Score Analysis

Introduction

In the contemporary business world, organizations face intense competition, rapidly evolving technology, and shifting employee expectations. Human Resource Management (HRM) has transformed from a traditional administrative function into a strategic partner that directly influences organizational performance and employee productivity. Vidura Developers Private Limited, established in 2020 and headquartered in Nagercoil, India, is a professionally managed organization offering integrated services in HR Consulting, Strategic

Manpower Supply, and Civil and Infrastructure Construction. With a workforce of 132 employees, the company serves reputed clients such as KIMS Hospitals, Spice Retreat, and Sugam Latex.

Employee productivity refers to the efficiency with which employees utilize their skills, time, and resources to accomplish organizational goals. In the construction and HR solutions sector, productivity is closely linked to employee satisfaction, training quality, clear HR policies, and a supportive work environment. Given the labour-intensive and project-based nature of the industry, structured HR practices become indispensable for sustaining organizational efficiency. This study investigates the HR practices at Vidura Developers and analyses specific HR challenges that impede employee productivity, with the aim of providing actionable recommendations for management.

Literature Review

A growing body of scholarly literature underscores the pivotal role of HR practices in shaping employee productivity. Abid et al. (2025) demonstrated that Green HRM practices positively influence organizational productivity and employee engagement across multiple industries. Fatimah et al. (2025) has identified and analysed HR management strategies to improve productivity at Yapika General Hospital, affirming the importance of tailored HR interventions in service-oriented organizations. Nirmala and Roy (2025) explored how strategic HRM practices such as recruitment, training, performance appraisal, motivation, and employee engagement contribute to productivity in Axis Bank, a competitive banking environment.

Indumathi and Jansirani (2025) focused on five key HR dimensions organizational development, performance appraisal, rewards and incentives, recruitment, and career development to analyse their collective impact on employee performance. Raman and Sonia (2025) highlighted that HRM practices including recruitment, training, performance management, rewards, and supportive leadership help employees feel motivated and emotionally connected to their workplace. Singh and Sinha (2024) examined how HRM practices influence workforce management and organizational performance, emphasizing strategies to enhance employee satisfaction and productivity. These studies collectively affirm that well-designed HR practices are fundamental drivers of employee productivity across sectors.

Research Methodology

This study adopts a descriptive research design to systematically examine the role of HR practices in influencing employee productivity at Vidura Developers Private Limited, Nagercoil. The study was conducted over a period of three months, from January 7, 2026 to April 6, 2026. Primary data were collected from 132 employees across various departments using a structured questionnaire designed with a five-point Likert scale. The sampling technique employed was simple random sampling, ensuring that every employee had an equal and independent chance of being selected. Secondary data were gathered from published journals, textbooks, organizational records, and institutional reports.

The questionnaire covered five sections: personal information of respondents, assessment of key HR practices, HR policies and work environment, HR challenges affecting productivity, and the impact of fair compensation and reward systems. The data collected were analysed using Kruskal-Wallis Test, Regression Analysis, Mean Score Analysis, and Pearson Correlation. For the purposes of this article, findings pertaining to the two selected objectives are presented and discussed.

Objectives of the Study

- To assess the key HR practices followed at Vidura Developers Pvt. Ltd.
- To identify HR challenges that affect employee productivity in the organization.

Data Analysis and Interpretation

Table 1 Profile of Respondents

Variable	Category	Frequency	Percentage (%)
Gender	Male	74	56.1
	Female	58	43.9
Age Group	Below 25	38	28.8
	25–35	39	29.5
	36–45	48	36.4
	Above 45	7	5.3
Experience	Less than 1 year	41	31.1
	1–3 years	51	38.6
	3–5 years	21	15.9
	More than 5 years	19	14.4
Employment Type	Full-Time	94	71.2
	Part-Time	18	13.6
	Contract	20	15.2

Source: Primary Survey

The respondent profile reveals that 56.1% of the workforce is male and 43.9% is female. The largest age group is 36–45 years (36.4%), followed closely by 25–35 years (29.5%). In terms of experience, the majority (38.6%) have 1–3 years of service. A significant 71.2% of employees are on a full-time basis, reflecting organizational stability.

Objective 1: Assessment of Key HR Practices

The Kruskal-Wallis’s test was applied to examine whether significant differences exist in employee perceptions of HR practices based on years of experience and employment type.

Table 2 Kruskal-Wallis Test - HR Practices by Years of Experience

HR Practice Factor	< 1 Year	1–3 Years	3–5 Years	> 5 Years	Chi-Square	p-value
Recruitment & Selection	61.68	62.29	64.98	89.87	8.757	0.033
Training & Development	69.87	62.75	68.38	67.21	0.899	0.826
Performance	57.77	70.54	78.88	60.82	5.595	0.133
Career Growth	57.34	64.58	78.45	80.42	7.281	0.063
Overall HR Practices	59.33	66.95	67.52	79.63	3.740	0.291

Source: Primary Survey

The Kruskal-Wallis’s test results indicate that none of the HR practice factors namely Recruitment & Selection, Training & Development, Performance, Career Growth, and Overall HR Practices show a statistically significant difference across experience groups, as all p-values exceed the 0.05 significance level. The null hypothesis that there is no significant difference in HR practice perceptions based on years of experience is therefore accepted for all factors.

Table 3 Kruskal-Wallis Test - HR Practices by Employment Type

HR Practice Factor	Full-Time	Part-Time	Contract	Chi-Square	p-value	Result
Recruitment & Selection	70.21	55.86	58.65	3.254	0.197	H0 Accepted
Training & Development	68.30	47.22	75.40	6.105	0.047	H0 Rejected
Performance	70.80	53.28	58.20	4.496	0.106	H0 Accepted
Career Growth	71.94	45.83	59.53	8.875	0.012	H0 Rejected
Overall HR Practices	71.27	47.19	61.48	6.455	0.040	H0 Rejected

Source: Primary Survey

The analysis reveals that employee type significantly influences perceptions of Training & Development ($p = 0.047$), Career Growth ($p = 0.012$), and Overall HR Practices ($p = 0.040$), as the p-values are below 0.05. This indicates that part-time and contract employees perceive these HR dimensions less favourably than full-time employees. Recruitment & Selection ($p = 0.197$) and Performance ($p = 0.106$) show no significant difference across employment types, suggesting uniform application of these practices regardless of employment category.

Objective 2: HR Challenges Affecting Employee Productivity

Mean Score Analysis was employed to assess the severity of HR challenges faced by employees. A five-point Likert scale was used, with the mean score interpreted as: Very Low (1.00–1.80), Low (1.81–2.60), Moderate (2.61–3.40), High (3.41–4.20), and Very High (4.21–5.00).

Table 4 Mean Score Analysis - HR Challenges

HR Challenge	N	Mean	Std. Deviation	Interpretation
Excessive workload and job pressure	132	3.67	1.066	High
Lack of clear communication from management	132	3.80	1.131	High
Insufficient training	132	3.92	1.146	High
Salary dissatisfaction	132	3.83	0.977	High
Unsupportive work environment	132	3.51	1.136	High
Limited career growth opportunities	132	3.75	1.168	High
Unclear HR policies	132	3.98	0.899	High
Overall Mean		3.78		High

Source: Primary Survey

The mean score analysis reveals that all seven HR challenge items are rated at a high level of agreement by respondents. The overall mean of 3.78 falls within the high range (3.41–4.20), confirming that HR challenges significantly affect employee productivity. Among all challenges, Unclear HR Policies (Mean = 3.98) emerged as the most critical concern, closely followed by Insufficient Training (Mean = 3.92) and Salary Dissatisfaction (Mean = 3.83). The Unsupportive Work Environment (Mean = 3.51) was rated the lowest, though still within the high range. The standard deviations ranging from 0.899 to 1.168 reflect moderate consistency in responses, indicating that these challenges are commonly experienced across the organization. Based on the overall mean of 3.78, the alternative hypothesis that HR challenges significantly affect employee productivity is supported.

Findings

- Experience-based perception: The Kruskal-Wallis's test confirmed no significant difference in employee perceptions of HR practices based on years of experience (all p-values > 0.05), indicating that HR practices are perceived uniformly across experience levels.
- Employment type-based perception: Significant differences were found in perceptions of Training & Development (p = 0.047), Career Growth (p = 0.012), and Overall HR Practices (p = 0.040) across employment types. Part-time and contract employees consistently reported lower mean ranks, suggesting they receive fewer HR benefits compared to full-time employees.
- HR challenges: All seven HR challenge variables were rated in the high range. Unclear HR Policies (Mean = 3.98) was the most critical challenge, while Insufficient Training (Mean = 3.92) and Salary Dissatisfaction (Mean = 3.83) also ranked prominently. The overall mean of 3.78 confirms that HR challenges significantly impede employee productivity.

Suggestions

Based on the findings, the following suggestions are offered:

The organization should implement uniform and clearly documented HR policies applicable to all employees, irrespective of their employment category, ensuring equity in training opportunities and career advancement programmes for part-time and contract staff.

Management should develop and communicate transparent HR guidelines through accessible formats such as employee handbooks, induction sessions, and digital portals to address the critical concern of unclear HR policies. Regular workshops and feedback mechanisms can further reinforce policy clarity and reduce employee ambiguity.

Conclusion

This study examined the role of HR practices in improving employee productivity at Vidura Developers Private Limited, Nagercoil. The findings confirm that while experience level does not significantly influence HR practice perceptions, employment type plays a decisive role—particularly in the areas of Training & Development and Career Growth. Part-time and contract employees feel comparatively underserved by current HR practices, highlighting the need for inclusive HR strategies. The mean score analysis further establishes that HR challenges, especially unclear HR policies and insufficient training, are prominent barriers to productivity. Organizations in the construction and HR solutions sector must move beyond basic compliance and embrace structured, employee-centric HR frameworks that foster clarity, fairness, and continuous development. By addressing these gaps, Vidura Developers can cultivate a more engaged, motivated, and productive workforce, thereby strengthening its competitive position in the industry.

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