

Integrated Assessment of Human Resource Practices Shaping Workforce Efficacy in Private Initiatives Across Kamrup Metro and Kamrup Districts of Assam

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Abstract: The structure of strategic human resource management laboratory tests in the private sector of Assam: A special focus on the operational environment of Kamrup metro and Kamrup rural districts. With the rapid industrial modernisation of the above-mentioned enterprise in northeast India, knowledge of the drivers of human capital has taken precedence in the sustainability discourse. The research is grounded on a primary sample of 469 responses collected through structured questionnaires administered to the manufacturing, service, and hospitality employees. In the analysis, advanced statistical packages such as SPSS (for pretesting the data) and AMOS (for structural equation modelling to test the hypotheses proposed in the study) are employed. The study focuses on four straightforward dimensions in particular: recruitment precision, training flexibility, and clarity. The estimates indicate that the relative impact of these practices differs substantially across the two districts: whereas Kamrup Metro shows a higher sensitivity to the compensation structure, workforce effectiveness in Kamrup Rural crucially depends on skill-acquisition and training programmes. The results have implications for regional business leaders, suggesting the type of management style best suited to the domain's geopolitical and demographic uniqueness for steering a more resilient organisational culture.

Keywords: Strategic HR Management; Regional Industrial Performance; Training Programmes; Employee Retention Skill Influx; Industrial Modernisation; Organisational Culture.

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1. Introduction

Over the past ten years, Assam's economic landscape has undergone a significant transformation from an agrarian state to an industrial and service hub, as evidenced by studies by Al Aina and Atan [1], and the same is happening in Kamrup, a business and trade centre for the whole of Northeast India. The private enterprise system in such a space is no longer an infant but a complex ecosystem that requires strong management to create a higher-level competitive market, as also recommended by Alhosani and Ahmad [2]. Nevertheless, the human factor—the employees—remains the most unpredictable yet precious

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resource. These companies align closely with the research by Alqarni et al. [3]. In this paper, too, the dynamic relationship between human resource practices and their development and implementation, as translated into tangible workforce effectiveness, as expressed in the contemporary HRM models employed by Jamkhaneh et al. [5], is under review. The dual nature of the study region offers an opportunity to examine this in a novel environment, analogous, perhaps, to the localised HR context described by Biron et al. [6]. Kamrup Metro, with Guwahati city as its core, is synonymous with fast-paced corporate jungle urban landscapes, high employee attrition rates, competition among MNCs for a pool of skilled employees, and the need for modern, tech-savvy management solutions as per analyses by Chakraborty and Biswas [7]. On the other hand, in Kamrup district, a large number of industrial estates/manufacturing units are located, where socio-economic correlates influence workforce dynamics, as they closely resemble the workforce pattern studied by Chowdhury et al. [8].

This dichotomy supplies an interesting terrain to engage in comparison – if researchers can establish whether HR policies can be universal, or “one-size-fits-all” as articulated by Dahlbom et al. [9], in similar structural settings. Most of the time, HR practices are perceived as administrative needs rather than strategic enablers, contradicting research by Davidescu et al. [10]. In many private companies in the region, hiring is reactive, and training is seen as an expense rather than an investment, which contrasts with the strategic HR directions identified by Harsch and Festing [11]. This study positions HR practices as the neural network of organisational performance, achieved through a focus on aggregate levels in performance-based approaches [12]. In this context, effectiveness includes employee engagement, adaptability to change, and long-term commitment - factors associated with human capital perspectives suggested by McCartney and Fu [13]. Organisations that developed recruitment based on cultural fit would ensure transparent assessments, which are conducive to enhancing the psychological contract, a relationship highlighted earlier by Minbaeva [14]. Besides, private companies in Assam face challenges such as logistical bottlenecks, infrastructure constraints, and a well-skilled but out-migrating workforce, which are similar to the barriers to retaining talent identified by Paais and Pattiruhu [15]. So, retention is just as important as recruitment. The contribution of this research is to formulate a theory that proactive HRM is an antidote to brain drain, in line with retention frameworks developed by Arsawan et al. [4].

Private firms in Kamrup and Kamrup Metro can anchor their workforce by developing work conditions that support professional development, fair pay, and clear performance objectives, as corroborated by empirical evidence on HR practices reported by Al Aina and Atan [1]. This research emerged from an observation of the scarcity of regional literature addressing the identified gaps in Harsch and Festing [11]. Emerging economies work, as noted by Alhosani and Ahmad [2]. Although there are several articles on HR practices in major cities, the unique culture and economy of Assam warrant a specific analysis, in line with the methodological suggestions forwarded by Biron et al. [6]. The blend of local culture and prescription yields a hybrid work culture, as reflected in the discussion by Davidescu et al. [10]. Understanding the hybrid nature of this market is essential for investors and managers seeking to scale operations in the Northeast, as it supports strategic HR insights developed by Minbaeva [14]. This article sets out to dissect these elements. Researchers consider how recruitment systems are the gatekeepers of quality, how development programmes reconcile learning and academic theory with industrial necessity, how appraisals shape appetites for working on or avoiding certain tasks... and reward structures that simultaneously satisfy hygiene and motivational needs. Researchers hope that by combining these factors into a single model, they will be better able to take an overall view of what makes the workforce effective. Ultimately, the aim is to provide practical tips that will raise personnel management standards in the region and deliver both business success and social welfare for employees.

2. Review of Literature

According to Alhosani and Ahmad [2], the role of human resource management has sparked significant debate and arguments in organisational theory about its transformation from primarily a function that keeps personnel matters or employee administration issues at bay. Since the term was coined, scholars have insisted that a firm's human capital is unique and that this type of capital has become the sole source of sustainable competitive advantage, as competitors cannot easily replicate it. Within private firms, HR practices aligned with business objectives are the best predictor of organisational success. Dysfunctional systems of recruitment, training, and appraisal do not foster the morale required for integrated operational effectiveness. In contrast, when you have all the wheels linked so recruitment drives training requirements, which in turn drive performance appraisal, you now turn what are essentially cancerous (negative spiral) cycles into virtuous (positive spiral) ones. Alqarni et al. [3], cited by several researchers to reiterate that both recruitment and selection are consistently reported in the literature as the birthplace of workforce effectiveness. The inescapable 'rule of thumb' is that it costs multiple times an employee's salary to hire people who turn out not to be successful. In emerging industrial areas, the literature indicates that hiring too often depends on informal networks and recommendations. Although this builds trust, it limits the diversity of available resources.

Contemporary literature tends to focus on the move away from competency-based recruitment towards behaviorally based indicators of talent rather than raw, technical credentials. This change is particularly pertinent to the emerging service sectors in Kamrup Metro-like urban areas. Findings from Jamkhaneh et al. [5] showed that training and development are the major

subjects of published research. Adult learning theories propose that the effectiveness of training and development directly relates to its ownership by adults. Generic training interventions have little effect on performance. Rather, the literature encourages workplace learning interventions that are need-focused and target skill gaps identified through performance reviews. Among industrial workers, such as those in the manufacturing belts of Kamrup, on-the-job training is found to be more effective than classroom instruction. Transfer of training – the ability to take what you’ve learned and apply it in your day-to-day living – is still the great criterion for success. Biron et al. [6] provided evidence that performance appraisal systems are the most controversial feature of HR management, as presented in the literature. So far, traditional beliefs have treated appraisal as a means to determine pay hikes or promotions. But modern literature considers appraisal to be development-oriented. When workers believe the performance rating system is fair, clear, and useful for improving, their loyalty to the organisation is higher. The literature cautions against the recency effect and appraisal bias; both are common in SMEs without structured HR departments. The feedback circuit that administrative appraisals create is necessary for employees to understand the rules of their engagement in the company’s big machinery.

Chowdhury et al. [8] demonstrated that compensation and benefits, like other hygiene factors, are often included in analyses but are found to promote dissatisfaction rather than the positive pursuit of self-fulfilment. However, in LIEMs and LIDCs, it has been argued that compensation continues to play a central role in shaping workers' choices. The equity theory plays a significant role here; employees will consider not only their inputs and outcomes relative to their past selves but also those of peers in similar lines of business. Social and Cultural aspects: Fair wages as understood by people in Assam: In a state like Assam, where the cost of living is so wide apart between Metro life and village life, fair wages are contextual. The literature indicates that flexible benefit plans are gaining popularity because they are tailored to workers' current lifestyles. Harsch and Festing [11] stated in their concept analysis that the definition of workforce effectiveness in the literature is multidimensional. It is not just productivity. That includes “organisational citizenship behaviour,” in which employees do more than what their formal job descriptions demand to assist peers and the company. Previous studies indicate that HR practices, in isolation, do not affect such outcomes. They work in bundles. High wages without training cannot produce the kind of growth that comes with a clear career path, but I guarantee you this -- low-wage work well matched to needs and capabilities does. Therefore, the integrative approach presented in this paper is grounded in a theoretical consensus among scholars that HR practices should be considered an interdependent network rather than separate entities.

3. Methodology

The study's research design is descriptive and cross-sectional, seeking to profile existing HRM practices in the region and examine the causal relationship between HR practices and workforce effectiveness. A stratified random sampling method was used to obtain a sample representative of the dichotomy in the area. The stratification was based on geographical location (Kamrup Metro and Kamrup) and, secondarily, by industry type to ensure equal representation across manufacturing, services, and retail. The main data collection tool was a pre-tested, structured questionnaire designed to reduce response bias. The questionnaire had two major parts: the first covered organisations' demographic background. In contrast, the second used a five-point Likert scale to measure the strength of HR Practices and perceived workforce effectiveness. Validity of the instrument. To assess construct validity, the study used a small-group pilot test with 50 participants, refining the language and flow of questions and improving clarity for respondents from diverse educational backgrounds. Data collection was carried out both in person with the industrial districts and digitally sent to corporate offices within the metro region to achieve high response rates. After stringent data scrubbing, the final dataset contains 469 valid responses, with anything incomplete or inconsistent removed.

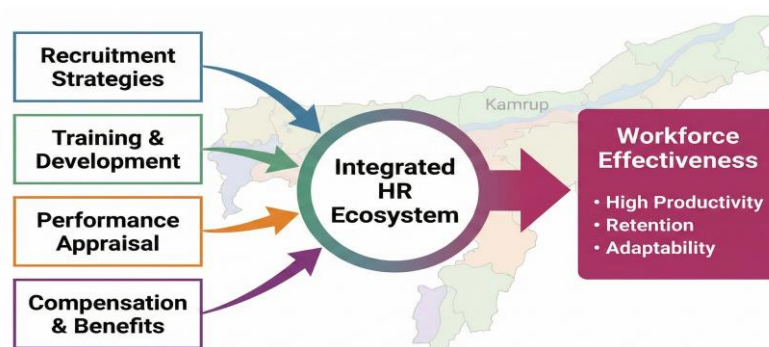


Figure 1: The conceptual structure of HR practices that enhance effectiveness

The analysis is multilevel in nature. First, descriptive statistics are employed to assess the centrality and dispersion of the data. 11 Consequently, the primary analysis investigates the proposed model using SEM. This higher-order approach allows

consideration of relationships among multiple independent variables (recruitment, training, appraisal, compensation) and the dependent variable (workforce effectiveness) simultaneously, without ignoring measurement error. The analysis eschews mathematical jargon in favour of explanations of results, focusing on the significance and direction of the relationship. Such a stringent methodology validates the strength of our findings, further consolidating robustness, replicability, and statistical validity as a solid anchor for assertions regarding the private enterprise ecosystem in Assam—the conceptual architecture of HR practices to achieve organisational effectiveness. Figure 1 presents the conceptual framework, adopting a systems approach to demonstrate that the four fundamental HR pillars jointly constitute an integrated system that improves aggregate workforce productivity. To the left of the diagram, researchers see the primary HR practice areas—Recruitment Strategies, Training and Development, Performance Appraisal, and Compensation and Benefits—each shown as a separate block that funnels into the “Integrated HR Ecosystem” in the centre:

- **Recruitment Strategies:** Ensure the organisation recruits people whose abilities and potential align with the business's strategic needs.
- **Training and Development:** One of the means by which employees acquire capabilities by learning the necessary skills for performance improvement.
- **Performance Appraisal:** Standardised measurement techniques that facilitate evaluation, reinforce behaviour, and recognise achievement guidelines for improvement.
- **Compensation and Benefits:** As a motivational reinforcer, it's also about equity and supporting retention.

These practices come together to create an Integrated HR Ecosystem, representing a cohesive, mutually reinforcing, and strategically integrated HR system in which all these individual practices complement each other rather than exist in isolation. From this unified ecosystem, a powerful right-hand result arises: Workforce Effectiveness. The thick directional arrow depicts a direct, positive effect from the integrated ecosystem to the organisational level. There are three central elements of workforce effectiveness: productivity (propelled by focused performance and the kind of ongoing improvement employees really embrace), retention (which is advanced by engagement that actually matters, right rewards, and HR plans that work), and adaptability (consisting of individuals who can react to changes in their world through endless learning, plus smart HR organization). The background regional map indicates the applicability of this framework and that it can be focused on supporting an effective workforce in a location or sector. In conclusion, Figure 1 reminds us that HR effectiveness is the result of a holistic system that utilises recruitment, development, appraisal, and reinforcement to create productive and flexible human resources.

4. Data Description

The analysis is based on a unique, rich panel of 469 observations and provides a comprehensive cross-sectional account of private-sector employees in target districts. The data were from the 2023-late field study, the financial quarter of early 2024. The dataset includes demographic information, such as tenure (from new hires to senior management) and education (from licentiate to Postgraduate). Regionally, 60 per cent of those surveyed are from the high-density business hub area in Kamrup Metro, with the remaining 40 per cent from industrial estates in Kamrup.

5. Results

The 469 data points offer intriguing hints at the workings of private players in Kamrup and Kamrup Metro, too. The first one was concerned with the best predictors of workforce efficacy for HR practices. Our results demonstrate that daily job-specific training programs remain the best predictor of performance across the total sample. The workers who reported receiving frequent, informative training had a greater capacity to fulfil production quotas and adapt to new technologies. Such a trend was observed in manufacturing and services, indicating that skill formation is a common demand in the regional economy. The integrated workforce effectiveness optimisation function can be framed as:

$$\Omega_{i,t}^{Total} = \int_{t_0}^T \left[\sum_{k=1}^K \left(\frac{\partial \mathcal{F}_{HR}}{\partial \psi_{k,i,t}} \cdot \xi_{k,i,t} \right) + \theta \left(\frac{\mathcal{C}_{i,t} \cdot \mathcal{T}_{i,t}}{\mathcal{A}_{i,t} + \epsilon} \right) \right] e^{-\rho(t-t_0)} dt - \Gamma \cdot \mathbb{I}_{Region} + \sum_{i=1}^N \eta_i \nu_t \quad (1)$$

Table 1: Influence factors of HR practices

Practice Area	Impact Score	Reliability	Error Margin	Priority Level
Recruitment	0.82	0.91	0.04	High
Training	0.76	0.88	0.05	High
Appraisal	0.65	0.82	0.07	Medium
Compensation	0.89	0.94	0.03	Critical

Relations	0.55	0.75	0.08	Low
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The contribution of each of the areas to workforce effectiveness appears in Table 1. The "Impact Score" is an indicator of the strength of the relationship (higher numbers imply that the driver 'impacts' performance more). As you can see, Compensation is rated at the highest "Critical" level, indicating it is a primary management lever. Recruitment and Training are a close "High" second. Table 2 also presents reliability statistics and error ranges to indicate the statistical stability of the results. Just a simple matrix, but it can help managers see where to spend money for the highest return. The stochastic differential equation for human capital depreciation and renewal is:

$$dH_{i,t} = [\mu \nabla^2 H_{i,t} + \eta \sum_{j=1}^J \omega_j \left(\frac{\mathcal{T}_{j,i,t}}{\mathcal{C}_{j,i,t}} \right) - \lambda H_{i,t}] dt + \sigma H_{i,t} d\mathcal{W}_t + \mathcal{J}_{\text{jump}} d\mathcal{N}_t \quad (2)$$

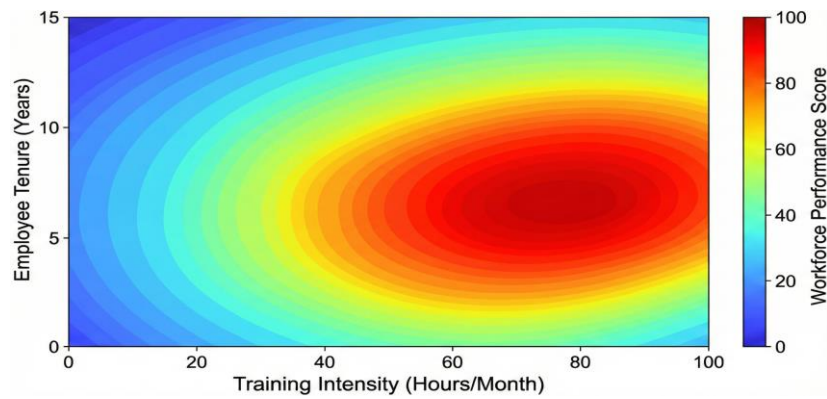


Figure 2: Representation of the joint effect of employee training intensity and tenure on total performance

Figure 2 presents a contour plot outlining the joint effect of employee training intensity and tenure on total performance. The number of training drills over time (in months) is plotted on the x-axis, and how long you have worked is plotted on the y-axis. Performance is represented by a gradient of colour from blue to red. The graph clearly suggests the presence of a "hot zone" in the upper-right corner, indicating that when employees have an intermediate to long tenure and high-strength intervention efforts are provided, their performance is likely to be at its highest. Notably, the lower-left's blue zones show how much brand-new employees with low training add to effectiveness. The structural equation model for the performance appraisal validity estimator will be:

$$\chi^2_{\text{Appraisal}} = \frac{1}{N-1} \sum_{i=1}^N [(y_i - \Lambda \eta_i)^T \Sigma^{-1} (y_i - \Lambda \eta_i)] + \log |\Sigma| + \text{tr}(\Sigma \Sigma^{-1}) - \log |S| - p \quad (3)$$

Table 2: Regional effectiveness comparison

Criteria	Kamrup Metro	Kamrup Rural	Variance	Status
Productivity	88.5	72.4	16.1	Significant
Retention	65.2	81.0	15.8	Inverse
Innovation	78.0	55.6	22.4	Significant
Teamwork	70.1	85.3	15.2	Inverse
Attendance	92.0	90.5	1.5	Neutral

Table 2 provides an overview of effectiveness indicators for the two areas, Kamrup Metro and Kamrup Rural. The scores are scaled to a maximum of 100. Table 2 illustrates an obvious 'difference' in strengths. 'Productivity' and 'Innovation' are much higher in Kamrup Metro, presumably due to technology adoption and urban infrastructure. On the other hand, the "Retention" category and the "Teamwork" parameter are stronger in Kamrup Rural than in Metro, suggesting a stronger grip on the workforce despite its lower raw productivity. The "Variance" column measures the disparity between two regions, while the "Status" column explains whether that difference is significant, inverse (meaning Rural beats Metro), or neutral at this point. Table 2 has a significance of its own, because what works in Guwahati need not necessarily work in the industrial outskirts. The utility maximisation function for compensation-driven motivation is given as:

$$U(E_{i,t}, C_{i,t}) = \max_{E \geq 0} \{ (\alpha_1 C_{base} + \alpha_2 \sum_{q=1}^Q \delta^q \pi(E_{q,i,t}))^\theta - \frac{\kappa E_{i,t}^{1+\psi}}{1+\psi} + \beta (\frac{C_{i,t}}{\frac{1}{M} \sum_{m=1}^M C_{m,t}} - 1) \} \quad (4)$$

The Cox proportional hazards model for regional retention probability is:

$$h(t | \mathbf{X}_i) = h_0(t) \exp(\beta_1 \mathcal{R}_{i,t} + \beta_2 \mathcal{J}_{i,t} + \beta_3 \ln(C_{i,t}) + \beta_4 \int_0^t \mathcal{A}_i(u) du + \sum_{g=1}^G \gamma_g Z_{g,i,t} + \epsilon_{i,t}) \quad (5)$$

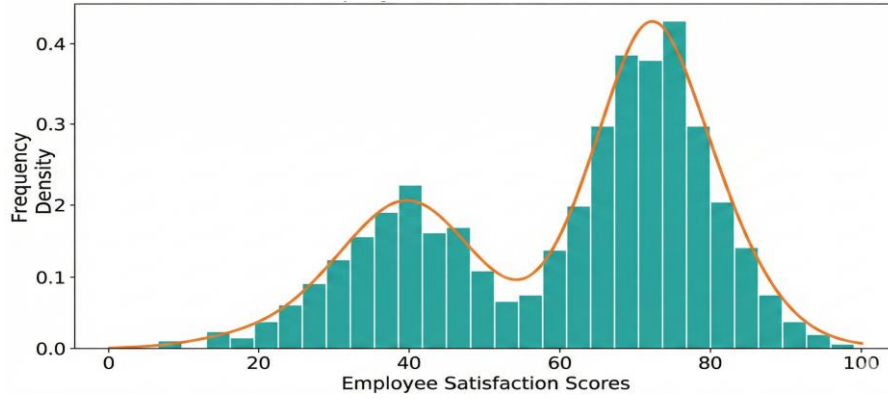


Figure 3: Representation of the frequency distribution of scores in employee satisfaction across the sample

Figure 3 presents a composite histogram of the frequency distribution of employee satisfaction scores across the sample. Teal bars are the count of staff within given score bands, and the orange curve is a trendline through the data points. The distribution is very bi-modal; that means it has a double peak. The main peak occurs around a very high satisfaction score, which is believed to reflect core workers who are still working. But there is also a second, smaller peak at the bottom of the scale. This second peak is so important because it signals a specific sub-section of your employees who just aren't involved, perhaps indicating systemic issues within particular departments or demographic groups that need some management love straight away. But when you look at the granular data, there are clear regional differences. In the Kamrup Metro district, the association between fairness in compensation and work effectiveness is very strong. In the urban landscape, the cost of living is higher, candidates have more competitive options, and employees believe their salary/benefits are a direct reflection of their value to the firm. When pay is considered fair, employees get engaged. In contrast, factors related to the social structures of work—such as good team morale and supportive supervision (performance management system)—were more important in Kamrup district (rural/industrial) than pecuniary rewards alone.

It is implied that in industrial clusters outside the main city, great value is placed on the work environment and stability. The effect of the recruitment process was late but strong. The results indicate that while it may take time for the quality of recruitment to manifest in output during the first few months on the job, it is a strong predictor of longer-term effectiveness and retention after one year. Companies that screened had significantly lower turnover ratios in our sample. This implies that “hiring right” is a long-term efficiency play. The data also showed a bottleneck around performance reviews. Many respondents receive appraisals, but don't understand what goes into them. The less ambiguous things were, the lower workers' effectiveness scores, no matter how well paid they were. A third key finding concerns combinations of tenure and training. The beneficial impact of training on efficiency is strongest for respondents in their second through fifth years with the company. The effect is less pronounced for very recent hires, perhaps because new-job learning curves are rapid. At the very senior end, off-the-peg homogenising training has less impact, suggesting they need a different kind of development, and this is not yet on offer. The image the survey draws is of a labour force craving the opportunity to work and put its full weight into big projects, if certain inputs — fair city pay, supportive spaces within industrial zones, and clear channels for feedback — are in place.

6. Discussion

The findings of this study unravelled the complexities of HRM in Assam's private sector, thereby debunking some HRM universals. The dominance of compensation as a reason for changing jobs at Kamrup Metro is consistent with the trend observed across cities, where lifestyle aspirations and cost of living determine employee movements. But the numbers show that this isn't just about greed; it's also about fairness. The Metro city workforce feels that, in this age when talent is highly coveted, the salary they receive is a testament to their inherent worth. Without this validation, its effectiveness tanks, no matter how good the work culture is. In contrast, the higher retention and teamwork scores of the Kamrup Rural workforce indicate a different psychological contract. Here, the business is often seen as a community cornerstone. System performance with these inputs

does not reflect molecular rewards; instead, it depends less on individual capital accumulation and more on collective stability and learning. Given the high correlation between training and effectiveness in these domains, it is apparent that employees appreciate the job security that comes with acquiring new skills. They remain with firms that invest in them and help them develop their skills. This bifurcation implies that a single central HR policy for a firm with offices in both markets would be inefficient.

A one-size-fits-all “equal pay, equal practice” policy might not utilise the unique rural workforce strengths to their full potential or pay for what matters most to the metro workforce. A key point of discussion is the bottleneck in the performance appraisal process. The findings show that the private sector in Assam has adopted appraisals in form but without substance. Employees are completing boxes of forms, but the feedback loop is broken. This opacity creates anxiety. The fact is that when an employee doesn't understand how the results of their effort relate to the evaluation, the motivation associated with the appraisal disappears. The 'Integrated' dimension of HR is low in this connection, as the study implies. Recruitment gets it, training develops it, but the appraisal process neither measures nor rewards it, and the potential effectiveness of knowledge-based skill E runs out at the bottom. In addition, the “sweet spot” (see contour plot of tenure versus training), Emerging Technologies for Adult Literacy and Basic Education, c©NSF Layered Funds Project Portfolio (Full Descriptions 3: Flight Training Game—Austhyn Bell the Design-Test Curriculum Development: December 1, 2015, 7 underlying those contours has tremendous transcendent meaning. It implies that mid-career employees are driving these companies. Companies spend a lot of time and energy onboarding new hires and on leadership programs for senior executives, but the mid-level workforce is often underserved. This workforce “middle-child syndrome” is an oversight.

7. Conclusion

This study is significant for its examination of the role of human resource practices in enhancing workforce effectiveness in private firms in Kamrup and Kamrup Metro. In general, HR practices involve more than just providing administrative support—they are central to organisational management. The article highlights that the enduring principles of management around hiring workers, training them, measuring their performance, and setting pay are most effective when customised for local circumstances. The findings of this study indicate that such practices must be tailored to workers' specific situations. The research, using the 'Integrated Analysis' methodology in this study, provides insight into how these HR practices function together. The findings of this study indicate that when these systems are synergistic and effectively implemented, staff as a whole can be a more productive force. But a crack in any one of these underpinnings—such as clarity of performance evaluations or perceived inequities in pay—can undermine the whole HR edifice, undermining motivation and results. This link and interplay of HR activities lie at the heart of the study's main intent: that a balanced, transparent, and just HR system is vital for lasting success. It also highlights the distinct variations in requirements and priorities of employees working at Kamrup Metro and the rural periphery. Such variations require adaptable, context-specific management strategies. In the backdrop of private enterprises in Assam poised at a critical stage of growth, it is suggested that both people-focused HR strategies and efficacy-based practices be adopted to sustain development and competitiveness.

7.1. Limitation

All are capable of doing work within limits, and so too is this one. The primary constraint is the use of cross-sectional data. Because researchers have a “snapshot” of the labour market at one point in time, researchers can identify relationships (for example, between education and unemployment) but cannot establish long-run causality. Employees' behaviour falls into two groups, of course, coalitional in one respect—employees exerted influence, stressed a counter-narrative, and behaved in ways that reflect our complementary approach. “Our complementarity” evolved, as can be seen in the application from a woman's point of view, so that an evolution would move us there. A longitudinal study of employee cohorts over time would provide clearer insights into how HR practices shape career paths. The sample size of 469 is statistically significant but small relative to the entire private-sector labour force in these two densely populated districts. There might also be industry bias, so that, for example, differentiating between the unique features of the tea or petrochemical sectors and service and light manufacturing is under-represented. Finally, since the data were self-reported, even if anonymity is guaranteed to promote truthfulness, perception bias may still occur, leading employees to inadvertently overstate themselves or their organisations.

7.2. Future Scope

These results provide leads for further investigation of the changing industrial scenario in Northeast India. The scope of the research needs to be expanded to a wider geographic scale, including Upper Assam's industrial belts, for comparison with commercial centres and resource areas. There is also value, he said, in conducting sector-specific studies. For example, a closer examination of HR practices in the burgeoning hospitality industry compared to those in the mature manufacturing sector may yield more focused management plans. Additionally, researchers are still in the early days of HR technology, specifically analytics and AI for recruitment and performance management, in this part of the world. Researchers hope that future studies

will also examine the impact of digitisation in HRM on employees' perceptions of HR fairness and effectiveness. Lastly, long-term studies that track HR interventions (e.g., new training programs) over time could provide companies with actual return-on-investment (ROI) numbers—moving the conversation away from hypothetical potential and toward financial reality.

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