



ANALYSING THE RELATIONSHIP BETWEEN HR PRACTICES AND EMPLOYEE WELL BEING WITH SPECIAL REFERENCE TO SANSERA ENGINEERING LIMITED AT BANGALORE

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ABSTRACT :

This study aims to examine the relationship between Human Resource (HR) practices and employee wellbeing at Sansera Engineering. In today's competitive and demanding work environment, the role of HR practices in fostering a positive and healthy workplace has become increasingly critical. The study focuses on how HR functions such as recruitment, training, performance management, employee engagement, and welfare initiatives influence the overall wellbeing—both mental and physical—of employees. Using a descriptive research design, data was collected through structured questionnaires distributed among employees at different levels of the organization. The study also incorporated secondary data from internal HR documents and industry reports. The responses were analysed using statistical tools to identify patterns and correlations between HR practices and employee wellbeing. The findings indicate that effective HR practices significantly contribute to higher levels of job satisfaction, reduced stress, better work-life balance, and improved employee morale. The study concludes with recommendations for enhancing current HR policies to further support employee wellbeing, which in turn can lead to greater productivity and organizational commitment. Source (HR) practices and employee well-being at Sansera Engineering, a leading precision engineering company. Workforce Transf

INTRODUCTION

In recent years, there has been a paradigm shift in how organizations view and manage their human resources. Traditionally, HR practices focused primarily on managing administrative tasks such as recruitment, compensation, and compliance.

However, with the changing dynamics global

workplace, organizations have realized that fostering employee wellbeing is crucial for sustaining long-term productivity, engagement, and organizational success. This shift represents a broader understanding that the success of any organization is intrinsically tied to the physical, mental, and emotional health of its employees' the competition for talent increases and employees demand more than just financial rewards, organizations are now recognizing the significant role that HR practices play in enhancing employee wellbeing. This shift acknowledges that employee wellbeing encompasses more than just job satisfaction and encompasses physical health, mental health, work-life balance, social wellbeing, and overall life satisfaction. The changing expectations from employees, coupled with rising stress levels, burnout rates, and the importance of a healthy work culture, have pushed companies to reconsider their approaches. It is no longer enough to offer financial incentives; employees now demand organizations that actively support their wellbeing both inside and outside of the workplace.

RESEARCH BACKGROUND

In the evolving industrial landscape, organizations increasingly recognize that human resources are among their most valuable assets. Effective human resource (HR) practices play a crucial role not only in enhancing organizational performance but also in ensuring the well-being of employees. Employee well-being, which includes physical, mental, and emotional health, has a direct influence on productivity, job satisfaction, and retention. Sansera Engineering, a leading manufacturer in the precision engineering sector, operates in a highly competitive and demanding environment. The company relies heavily on a skilled and dedicated workforce to maintain quality, innovation, and operational efficiency. In such a context, HR practices such as employee engagement, performance management, training and development, and work-life balance are essential tools to support the overall well-being of employees. Research suggests that a positive work environment, enabled by strategic HR practices, significantly impacts employee morale, reduces stress, and improves job satisfaction. As industries become more people-centric, the role of HR has evolved from administrative functions to strategic partnership, directly influencing employee experiences. This study is conducted to examine the relationship between HR practices and employee well-being specifically within Sansera Engineering Plant 3, where operational efficiency and employee satisfaction are equally prioritized. By identifying

which HR practices are most impactful, this research aims to provide actionable insights for enhancing both employee welfare and organizational effectiveness.

GLOBAL TRADE DYNAMICS AND EXPORT OPPORTUNITIES

The global nature of the construction and interior design markets has made the export of engineered Quartz an attractive business avenue. Countries such as India, China, and Vietnam have emerged as key exporters, thanks to abundant natural quartz reserves, affordable labor, and growing industrial capabilities.

IDENTIFIED PROBLEM

Despite significant advancements in human resource management, many manufacturing organizations, including Sansera Engineering, continue to face challenges in aligning HR practices with employee well-being. The high-pressure work environment, repetitive tasks, strict deadlines, and limited avenues for personal and professional development can negatively affect employees' physical and mental health. Although Sansera Engineering has implemented various HR policies and practices, there is limited understanding of how effectively these initiatives contribute to the actual well-being of employees at the plant level. Issues such as workplace stress, job dissatisfaction, and lack of work-life balance persist, potentially leading to reduced morale, higher absenteeism, and lower productivity. Additionally, there is a gap in assessing whether employees perceive HR initiatives like training programs, performance appraisals, grievance redressal systems, and employee engagement activities as supportive or impactful. Without clear insights, HR efforts may not yield the intended outcomes, and employee well-being may remain compromised. Hence, this study seeks to analyse and bridge this gap by evaluating the relationship between existing HR practices and employee well-being at Sansera Engineering Plant 3, identifying problem areas, and suggesting improvements.

OBJECTIVES OF THE STUDY

- To assess how current HR practices influence employee morale, job satisfaction, and overall wellbeing.
- To examine the existing HR practices (such as training, performance appraisal, employee engagement, and welfare initiatives) implemented at Sansera Engineering.
- To contribute to academic and practical understanding of the HR–wellbeing nexus in industrial settings.
- To academic and practical understanding of the HR–wellbeing nexus in industrial settings.
- To provide actionable insights to HR professionals at Sansera Engineering for enhancing employee welfare

REVIEW OF LITERATURE

1. Lu (2023) explored the impact of sustainable HRM practices on employee resilience and performance. The study found that sustainable HRM positively affects employee resilience, leading to higher work engagement and improved performance. This suggests that organizations focusing on sustainable HRM can enhance employee wellbeing and productivity.
2. Future Business Journal (2024) identified key HR practices that support employee wellbeing. The review emphasized the importance of fundamental practices, encouraging workgroup interactions, and prioritizing health and safety. These practices collectively contribute to a supportive work environment that fosters employee wellbeing.
3. Parent-Lamarche et al. (2023) developed the High Wellbeing and Performance Work System Scale, which measures HRM practices conducive to employee wellbeing and performance. The scale includes practices like employee involvement, recognition, and supportive leadership, highlighting their role in enhancing wellbeing and job performance.
4. Medina-Garrido et al. (2023) examined the relationship between work-family balance policies and employee wellbeing. The study concluded that access to flexible working hours and support services indirectly improves job performance by enhancing employee wellbeing.
5. Richmond (2023) highlighted the importance of organizational support in addressing employee mental health. Companies investing in mental health provisions, such as flexible schedules and counselling sessions, have seen improvements in employee wellbeing and productivity.
6. The Guardian (2024) emphasized the growing trend of offering sabbaticals to employees. Such practices have been linked to improved work-life balance, reduced burnout, and enhanced employee satisfaction, indicating their positive impact on wellbeing.
7. An article from the Financial Times (2023) discussed how companies are restructuring wellness programs to include mental health coaching and social gatherings. These initiatives have been effective in managing stress and improving employee retention, underscoring the value of comprehensive wellness programs.
8. Recent literature (2022–2024) has emphasized the growing importance of human resource practices in enhancing employee well-being, particularly in industrial sectors like engineering and manufacturing.
9. Kaur & Sharma (2022) studied Indian manufacturing firms and found that training & development, employee recognition, and work-life balance initiatives significantly improved mental well-being and job satisfaction.
10. Singh et al. (2023) highlighted that effective performance appraisal systems and employee involvement in decision-making are positively linked with emotional and psychological well-being, especially post-COVID when mental health has become a strategic priority.
11. Patel & Joshi (2022) explored the role of inclusive work environments and found that employees in companies with supportive HR practices reported higher levels of motivation, morale, and lower burnout rates.

12. According to Choudhury et al. (2023), the organizational culture fostered by HR policies in medium-scale engineering firms significantly affects stress levels and employee turnover intentions.
13. Rao & Mehta (2023) noted that organizations integrating employee well-being into strategic HR planning showed improvements in productivity and lower absenteeism. Use of well-being indices and pulse surveys were common in top-performing firms.
14. KPMG India HR Trends Report (2023) emphasized the rise of mental health programs, flexible work models, and upskilling initiatives as core HR practices for retaining talent and ensuring well-being in technical industries like Sansera Engineering.
15. Verma & Krishnan (2024) argued that digitization of HR functions—like AI-based feedback systems and automated recognition platforms—enhances transparency, leading to better employee satisfaction and reduced stress in high-pressure roles.
16. Reddy et al. (2023) found that *transparent performance management, healthcare benefits, and employee engagement programs* were strong predictors of mental well-being in engineering organizations.
17. Choudhury et al. (2023) observed that *organizational culture*, particularly in mid-sized engineering firms, plays a pivotal role in determining *employee stress levels, burnout, and turnover intentions*.
18. The *Nasscom Hr Tech Report (2023)* highlighted that *AI-enabled HR analytics* has allowed manufacturing companies to detect employee stress early and implement timely interventions.
19. *KPMG India (2023)* emphasized that employee well-being is no longer a peripheral HR function but a *core business strategy*, particularly in high-skill sectors like precision engineering.
20. *Patel and Joshi (2022)* emphasized the influence of a *positive work environment and managerial support* on emotional well-being. Their findings indicate that a culture of open communication and supportive leadership **leads to higher employee morale and job retention**.

RESEARCH GAP

A research gap refers to the areas where further investigation or exploration is needed to build a better understanding of a subject. Despite a significant body of literature exploring the relationship between HR practices and employee wellbeing, there are several gaps in existing research that need to be addressed, particularly in the context of Sansera Engineering Ltd. - Plant 3, a manufacturing company. This section highlights the key gaps identified in the literature related to the study of HR practices and employee wellbeing, specifically in the manufacturing sector.

While much of the existing research on HR practices and employee wellbeing has been conducted in the service, corporate, and knowledge sectors, there is a lack of specific studies that focus on manufacturing environments. The unique challenges and demands of the manufacturing sector, including long working hours, physical strain, and shift work, require specialized HR strategies to support employee wellbeing. There is limited literature that investigates how HR practices directly impact employee wellbeing in manufacturing organizations, particularly in sectors such as automotive and engineering. Research focusing on the manufacturing industry, like Sansera Engineering Ltd., would contribute valuable insights into the unique HR practices needed to support employee wellbeing in such environments. A large portion of the existing research on employee wellbeing and HR practices comes from developed economies, where workplace norms, employee expectations, and regulatory environments may differ significantly from those in developing economies like India.

Sansera Engineering Ltd., being based in India, faces unique socio-economic and cultural dynamics that influence employee wellbeing, but these factors are often underexplored in global HR studies. There is a lack of research on the relationship between HR practices and employee wellbeing in developing economies or emerging markets, especially in the context of India's manufacturing sector.

While general HR practices, such as work-life balance, career development, and health programs, have been explored in the context of employee wellbeing, the specific relationship between HR practices and employee wellbeing in a manufacturing plant environment remains under-researched.

Manufacturing jobs often involve physical work conditions, shift-based schedules, and high levels of job demands, which influence employee health and stress levels.

There is a gap in understanding how specific HR practices (e.g., health and safety programs, ergonomic interventions, job design, and shift management) directly affect employee wellbeing in manufacturing settings like Plant 3 at Sansera Engineering.

RESEARCH METHODOLOGY

The research methodology outlines the systematic approach used to conduct this study. It provides a framework for collecting, analyzing, and interpreting data to understand the relationship between HR practices and employee wellbeing at Sansera Engineering. A well-structured methodology ensures that the study remains objective, reliable, and valid. This study adopts a descriptive research design, aimed at understanding current HR practices and evaluating their impact on various dimensions of employee wellbeing such as job satisfaction, mental health, motivation, and work-life balance. Both quantitative and qualitative data collection methods are employed to gather comprehensive insights. Primary data is collected through structured questionnaires distributed to employees across different departments and job levels at Sansera Engineering. Secondary data is obtained from company documents, HR manuals, journals, and previous research studies. The methodology also defines the sampling method, tools used for data collection, and techniques applied for data analysis, ensuring a logical and unbiased evaluation of the relationship between HR policies and employee wellbeing. The methodology also outlines the sampling techniques, data sources, and tools for analysis, ensuring that the findings are representative and can be used to provide actionable insights for improving employee well-being at Sansera Engineering. Let me know if you'd like this expanded with subheadings (like objectives, data collection methods, or sampling techniques), or if you need help with another part of your report. The research uses a mixed-methods approach, involving both quantitative and qualitative data collection to gain a deeper understanding of employee perceptions and the practical implementation of HR policies. Data is gathered through structured questionnaires and relevant secondary sources such as HR manuals, company policies, and previous academic research.

LIMITATION OF THE STUDY

Assumptions: It is assumed that the respondents will provide honest and accurate answers to the questionnaire and interview questions. It is assumed that the current HR practices at Sansera Engineering are consistently implemented across all departments. The study assumes that employee wellbeing can be effectively measured through survey indicators such as job satisfaction, work-life balance, stress levels, and engagement. **Constraints:** **Time Constraint:** The research had to be completed within a specific academic or organizational timeframe, limiting the depth of long-term analysis. **Access to Information:** Certain internal HR documents or policies may be confidential, limiting full access to organizational data. **Resource Availability:** The study is limited by the availability of research resources such as tools, databases, and manpower. **Limitations:** **Sample Size and Representation:** The findings are based on a limited sample and may not reflect the views of all employees at Sansera Engineering. **Subjectivity in Responses:** Employee wellbeing is subjective and may vary widely from individual to individual, affecting the consistency of data. **Generalizability:** The results are specific to Sansera Engineering and may not be applicable to other organizations or industries. **Dynamic Nature of HR Practices:** HR strategies and employee

DATA ANALYSIS AND INTERPRETATION

TABLE NO .1
ENGAGEMENT WITH MANAGEMENT DECISION MAKING

S.NO	DECISION MAKING	NO .OF RESPONDENTS	PERCENTAGE
1	Strongly agree	51	34.0%
2	Agree	52	34.7%
3	Neutral	27	18.0%
4	Disagree	10	6.7%
5	Strongly Disagree	10	6.7%
	TOTAL	150	100%

Source: Primary Data

INTERPRETATION

The above table shows that 34.0% of the respondents are strongly agree, 34.7% of the respondents are agree, 18.0% of the respondents are neutral, 6.7% of the respondents are disagree and strongly disagree.

Majority 34.7% of the respondents are agree in engagement with management decision making.

CHART NO 1

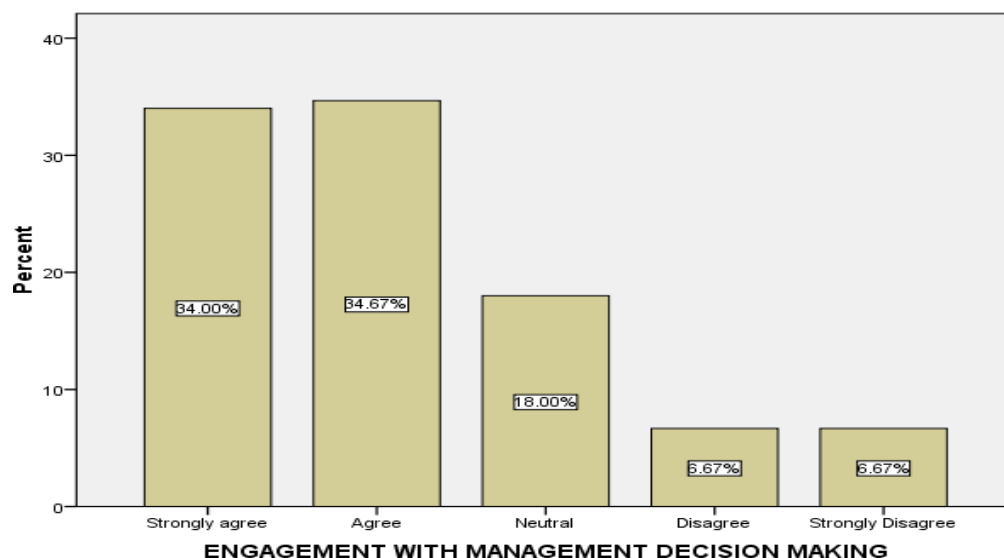


TABLE NO 2
SUGGESTION ABOUT INFRASTRUCTURE

S.NO	INFRASTRUCTURE	NO .OF RESPONDENTS	PERCENTAGE
1	Excellent	36	24.0%
2	Good	56	37.3%
3	Better	33	22.0%
4	Bad	10	6.7%
5	Worst	15	10.0%
	TOTAL	150	100%

Source: Primary Data INTERPRETATION

The above table shows that 24.0% of the respondents are excellent, 37.3% of the respondents are good, 22.0% of the respondents are better, 6.7% of the respondents are bad and 10.0%

SUMMARY OF FINDINGS

1. Age Of The Respondents: Majority 39.3% of the respondent's age are 26-30 years
2. Gender of the Respondents: Majority 62.0% of the respondents are male.
3. Education Qualification Of The Respondents :Majority 34.7% of the respondents' qualification are HSC
4. Experience at This Concern: Majority 41.3% of the respondents experience are 2-5 years.
5. Remuneration Per Month : Majority 30.0% of the respondents remuneration are Rs.15000-20000
6. Satisfied with Current Compensation and Benefits: Majority 31.3% of the respondents are satisfied and neither satisfied nor dissatisfied with current compensation and benefits.
7. Engagement with Management Decision Making: Majority 34.7% of the respondents are agree in engagement with management decision making.
8. Suggestion About Infrastructure: Majority 36.7% of the respondents are good with company infrastructure
9. Recognition Given by the Management: Majority 54.0% of the respondents are highly satisfied with recognition given by the management.
10. Performance by The Superior and the Team Members: Majority 47.3% of the respondents are highly satisfied with performance by the superior and the team members.
11. Agree With The Supportiveness By Hod/Superiors: Majority 80.0% of the respondents are agree with supportiveness by HOD/Superiors
12. Suggestion Will Be Considered During Job: Majority 39.3% of the respondents are rarely suggestion will be considered during job.
13. Feel The Importance Of Job: Majority 48.0% of the respondents are sometimes importance of job.
14. Suggestion about the Development on Work: Majority 29.3% of the respondents are satisfied with suggestion about the development on work.
15. Improving Skill and Job Knowledge: Majority 39.2% of the respondents are satisfied with improving skill and job knowledge.
16. Agree With Functions Conducted By Organization: Majority 75.3% of the respondents are agree with functions conducted by organization
17. Satisfied with Stress Relief Programs Conducted by Organization: Majority 35.3% of the respondents are highly satisfied with stress relief programs conducted by organization.
18. Satisfied with Utilizing Potential of Employee: Majority 58.0% of the respondents are satisfied with utilizing the potential of employee.
19. Proper Field to Execute Ideas: Majority 81.3% of the respondents are got proper field to execute their ideas.
20. Satisfied with the Level of Trust on Team: Majority 31.3% of the respondents are satisfied with the level of trust on team.
21. Materials And Equipment To Work Efficiently: Majority 32.0% of the respondents are satisfied with materials and equipment to work efficiently
22. Opportunities at Work to Learn and Grow: Majority 65.3% of the respondents are having opportunities at work to learn and grow.
23. get the required information : to do job well Majority 43.3% of the respondents are got the required information to do job well

SUGGESTION

Use Data driven decisions about investments, financing, and other strategic initiatives & in expansions of their Based on the research findings, several key areas of improvement have been identified. To enhance employee well-being and strengthen the effectiveness of HR practices at Sansera Engineering, the following suggestions are recommended: 1. Enhance Performance Appraisal Transparency: Implement regular and clear feedback mechanisms. Train managers to provide constructive and timely feedback. Involve employees in setting performance goals to improve trust and clarity. 2. Improve Work-Life Balance: Introduce flexible working hours or shift options where operationally feasible. Promote workload distribution strategies to reduce employee stress. Encourage employees to take regular breaks and utilize leave benefits. 3. Strengthen Mental Health: Support Conduct regular stress management workshops and wellness programs. Provide access to professional counselling or mental health services. Foster a supportive work environment where employees feel safe discussing stress. 4. Boost Employee Engagement Initiatives: Organize more team-building and recreational activities to improve

morale. Involve employees in decision-making and innovation discussions. Launch recognition programs to celebrate employee contributions regularly.. Upgrade Training and Development: Offer continuous learning opportunities aligned with individual career goals. Include soft skills and leadership training to prepare employees for future roles. Track and evaluate training effectiveness through post-training feedback.

CONCLUSION

This study set out to explore and understand the relationship between HR practices and employee well-being at Sansera Engineering, with a specific focus on how policies related to training, performance appraisal, engagement, and work-life balance impact the workforce. The findings reveal a positive correlation between well-structured HR practices and improved levels of employee well-being. Employees who experienced regular training, fair appraisals, supportive work environments, and wellness initiatives reported higher levels of job satisfaction, motivation, and mental wellness. However, the study also identified areas that require improvement, such as better stress management support, increased transparency in evaluations, and more inclusive engagement programs

In conclusion, the research confirms that effective HR practices are vital not only for organizational productivity but also for the holistic well-being of employees. Sansera Engineering can benefit significantly by refining its HR strategies to align more closely with employee expectations, thereby fostering a more resilient, satisfied, and high-performing workforce. The study clearly establishes that HR practices have a direct and significant impact on employee wellbeing at Sansera

DIRECTIONS FOR FUTURE RESEARCH

Longitudinal Studies on HR Practices and Wellbeing Future research could adopt a longitudinal approach to observe how changes in HR policies over time impact employee wellbeing, retention, and performance. Comparative Studies across Industries Comparing HR practices and their effect on employee wellbeing across different sectors (e.g., manufacturing vs. IT) could provide broader insights and benchmarking opportunities .In-Depth Study on Mental Health and HR Support a focused study on the relationship between HR-driven mental health initiatives and employee productivity and morale would provide actionable recommendations. Exploring the Role of Leadership Styles Research could explore how different leadership approaches (e.g., transformational, servant leadership) influence employee wellbeing within the HR framework.Impact of Remote and Hybrid Work Models given the changing nature of work, future studies could assess how remote and hybrid work environments affect the effectiveness of HR practices on wellbeing. Employee Demographics and Wellbeing Perception Examining how factors like age, gender, experience level, and department affect the perception of HR practices and wellbeing would allow for more targeted HR interventions.

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