

## Human Resource Management Practices in Nepali Industries

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**Abstract:** Human resource (HR) determines the success and failure of any organisation in a rapidly changing business world. This paper undertakes to examine the current state of HR management practices in pharmacy sector of Nepal. Based on interviews, the study suggests the pharmacy sector implements a majority of the best practices outlined, with their outstanding customer services reflecting the outcomes. This is a pragmatic research focused on highlighting the issues and status of human resources in the pharmaceutical industries. However, in order to improve the situation, they must embark on reforms. These data provide some insights into the general state of the pharmaceutical industry. It was discovered that the drugstore under investigation follows optimal procedures so Nepal's poor pharmaceutical industry could reflect the country's fragile socioeconomic and political-legal status. These organisations employ people who are highly qualified and capable. Top executives are honing their skills in formulating strategic plans and setting goals.

**Keywords:** Career Planning, Compensation, Employee Participation HRM Practices, Performance Appraisal, Selection, Training



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### 1. INTRODUCTION

In the pharmaceutical sector, there is a significant secret that, if divulged too soon to aspiring pharmacists, may dry up the current influx of Human Resources. This paper, on the other hand, is all about exposing the gruesome truth: pharmacists require managerial skills in order to succeed in their job.

The purpose of this study is to identify one significant element of great leadership: Human Resource Practices. One of the most important aspects of what has been dubbed "the Modern Workplace" is the way to handle people as human resources, and this article focuses on Human Resource Management methods in the pharmaceutical sector.

Human Resources are the most crucial of resources for attaining organisational objectives. Human resources that are well-trained and competent

can boost an organisation's performance and output dramatically. Using a standardised questionnaire, this study investigated the HRM practices of selected manufacturing sectors through interviews with HR managers and other working personnel. They were questioned about the HR policies they were putting in place at their company.

Human Resource Management (HRM) has gained prominence in recent decades, and it is now a common part of nearly all bigger and many smaller businesses adding value through it (Mishra, 2019). One of the reasons for HRM's attractiveness is the belief that it may provide a competitive advantage by improving organisational results and performance. One of the reasons for HRM's attractiveness is the belief that it can create a competitive advantage by positively impacting organisational results and performance. (Byremo, 2015).

Zhang and Li investigated the association between HIWP and perceived market performance in

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the Chinese pharmaceutical industry. HR practices included extensive training, involvement, result-based reviews, detailed job definitions, internal career paths, and profit sharing. These behaviours were found to be intricately tied to the company's view of market performance. (Zhang & Li, 2009).

Frenkel and Lee examined whether high-performing work practices (HPWPs) such as job security, teamwork, information exchange, and training improved organisational performance in South Korean companies. Their findings were considerable, demonstrating that all of the strategies contributed to better performance (Frenkel & Lee, 2010).

The study and implementation of policies and procedures that have a direct impact on project team members and the broader workforce is known as human resource management. It's critical to manage a company's staff to ensure that there are enough people with proper abilities, who are adequately compensated, and who are motivated. It is a purposeful and consistent strategy to managing an organisation's personnel that both individually and collectively contributes to the attainment of the organisation's goals. HRM stands for "a collection of interconnected policies having a shared ideological and philosophical foundation," according to Storey (1989).

HRM is centered on two main objectives: achieving the organisation's operational goals and ensuring that individual employees are content with their working environment, as well as the benefits and remunerations they get.

Over the years, the HRM concept has been characterised as diverse, strategic, with an emphasis on integration, commitment-oriented, based on the belief that people should be treated as assets (human capital), individualistic rather than collective in employee relations, a management-driven activity, and focused on business values (Mishra, 2019; Mishra, 2020).

The basic purpose of human resource management is to ensure that the company's employees are capable of achieving success.

Ulrich and Lake (1990) noted, "Human Resource Management systems can be a source of

organisational competences that enable organisations to learn and capitalise on new opportunities."

Human resource management is concerned with achieving organisational performance, human capital management, knowledge management, reward management, strong employee relations, managing varied expectations, and bridging the rhetoric-to-reality gap.

When diverse people are brought together to pursue the same purpose, good management practices are vital for a successful firm. Human resource management (HRM) is a business philosophy based on the belief that all human resources are equally effective in attaining long-term commercial success.

The practice of coordinating human resources to fulfill a company's goals is known as human resource management (HRM). Employees may get the most out of themselves and create a work environment that fits their current and long-term requirements by balancing competing expectations. The knowledge, skill, and capabilities of an organisation's personnel determine its success. Employees must understand the company's mission, their job, and what is expected of them in order for Human Resources Management to be successful. They must also have the skills, resources, and environment to succeed, as well as the encouragement, constructive feedback, and learning and growth opportunities (Mishra, 2018).

In today's knowledge-based enterprises, people are becoming more strategic, necessitating human resource management. High performance and productivity are encouraged by top managers who advocate current human resource strategies. Human resource management is an important part of building competitive strategic business plans for successful firms. Significant patterns can be identified quickly and effectively, resulting in a win-win situation for the entire firm. For the past decade, competitive strategic business plans have emphasised globalisation, adoption of new technologies, change management, talent or human capital, market reaction, and cost minimisation. To compete in today's culture, all of these developments necessitate a trained and adaptable staff. In addition to the competitive challenges that firms face, managers, particularly HR managers, must be

concerned with changes in the makeup and expectations of their workforce.

Achieving a strong work environment assures that future employees will want to join the company and stay once they do. This strategy can be used by pharmacists to motivate their employees to become more invested in the pharmacy and more involved in their work. Employee loyalty is enhanced and staff turnover is reduced when an environment with positive employer-employee connections is created.

Knowledge sharing is defined as the preservation of knowledge in databases to allow broader access to information submitted by the company or its employees with regard to the company and the overall attainment of the company success. This method can be used in a pharmacy by creating forums for staff to debate material obtained from the different continuing education programmes that pharmacists are required to attend to stay current. Not only can news about the profession be shared on these platforms, but also news about the pharmacy and any organisational changes can be made and have the greatest impact in the shortest amount of time, thanks to technological advancements that allow most (if not all) employees to get information in real time. By having open conversations with their employees, managers may gain new ideas and insights from their most precious data source: their staff. Pharmacy managers can tap into their staff depth of knowledge through open house discussions, employee-management meetings, and suggestion boxes, to name a few methods.

The motivational notion that supports reward techniques is related to performance, which is only achievable when there is a clear and usable relationship between performance and outcome, and the outcome is perceived as a means of meeting needs. This explains why, as discussed in Providing Performance Incentive, financial incentives only work if the link between effort and reward is evident, or if, as Lawler (1990) says, there is a "line of sight" between effort and reward, There is a "line of sight," and the benefit surpasses the effort. It also explains why intrinsic motivation, or a reward obtained from one's labour, is more potent than extrinsic financial motivation. This is particularly true in the pharmacy industry, where financial gain is insufficient motivation.

Porter and Lawler (1968) say the worth of incentives to individuals and the probability that benefits are dependent on their efforts are two elements that determine how much time people are putting into their employment.

The element of surprise encourages companies to not just acknowledge top achievers, but also to surprise other employees with unexpected gifts, such as an award, a gift, or a plaque commemorating their achievements. The objective is to provide positive support to employees who require it in order to reach their full capabilities.

- The current state of HRM practices in the pharmaceutical business is one of the key objectives of this study.
- To evaluate human resource management practices in this study, the following research question was developed.
- RQ1 What are the current HRM practices in the pharmaceutical industry in Nepal?

## 2. RESEARCH METHODOLOGY

With a view to having a pragmatic solution for the status and issues of human resource (HR) in pharmaceutical industry (Mishra 2019), this research has reviewed extensive literature and validated this through informal expert consultations. The global literature related to emerging concept of human resource such as green human resource, HR analytic, corporate social responsibility, and so on has been found in volumes, but the Nepali Industry might not be of the level (Mishra A.K., 2018). To accomplish the objectives, a set of research questions was created to collect comments, and research hypotheses were created to investigate the views of pharmaceutical industry employees. Employees from several pharmaceutical firms were given self-administered questionnaire to fill out. Quantitative research employs methodological tools to portray human experience in alpha-numerical categories. A descriptive research design was utilised to accomplish the study's goals. The current study was based on the perspectives of personnel working in Nepal's manufacturing sector (mostly pharmaceutical businesses), and descriptive statistical measures such as frequency, mean, and standard deviation were used. The study's main goal is to look into HRM practices in general as HR has emerged with HR Analytics, Audit, Corporate Social Responsibility and Green Human Resource but local context might

be different (Mishra, 2019; Ghimire et al, 2022; Tamang et al, 2022; Koirala et al, 2022; Kushwaha et al,2022).

### 3. FINDINGS & DISCUSSION

#### 3.1 HRM Practices in Nepali Organisations: Present Situation

One of the main objectives of this analysis is to find the current state of HRM practices in Nepali organisations. Human resource management practices are a critical factor in determining an organisation's performance. This section presents the outcomes of HRM practices in Nepal's businesses (in terms of HR planning, selection, training, performance appraisal, career planning remuneration, and employee participation).

#### 3.2 Human Resource Planning

Most of the very well functioning companies have an HRM policy that regulates their human resource strategy and implementation. It is a widely held belief that effective planning is feasible and necessary. The study included a number of questions

about HR planning in order to determine the methods of a few pharmaceutical corporations.

The study examined how Nepali companies, particularly pharmaceutical companies, manage their human resources. The study looked into the practice of employee's replacement, including estimating the probability of a job vacancy in advance, ideal staff size, skill requirements for staff, goal-oriented planning, legislation-related planning, job planning, and plans to support the organisation's mission, vision, and value. All of the analysed variables have a mean value that is higher than average, indicating that human resource planning is a strong practice in all organisations (3).

According to the frequency data in Table 1, overall 'Agree and strongly agree' responses in measured variables varied from 41 to 61 percent, whereas 28 to 44 percent of respondents gave an average response on the Five point Likert's scale. The least mean value was 3.32 for the question 'the organisation identifies in advance the roles that will be vacant,' while the highest mean value was 3.73 for the question 'the skills obtained by employees in the organisation specify their area of deployment.'

**Table 1: Frequency distribution of Human Resource Planning**

		Strongly Disagree	Disagree	Average	Agree	Strongly Agree	Total	Mean
Immediately when an employee leaves the organisation, staff replacements are made.	percent	3.0	12.2	30.7	33.3	20.8	100.0	3.57
The unfilled roles are determined in advance by the organisation.	percent	6.4	15.6	30.9	33.3	13.7	100.0	3.32
The amount of employees required to carry out the organisation's functions is optimal.	percent	.9	6.1	36.6	36.8	19.6	100.0	3.68
Employees' areas of deployment are determined by the abilities they have learned in the organisation.	percent	.3	9.5	28.8	39.2	22.0	100.0	3.73
In the organisation, there is a detailed succession plan.	percent	4.9	7.5	37.8	34.2	15.6	100.0	3.48
The company has a human resource strategy in place to help it achieve its objectives.	percent	1.6	11.8	36.6	36.6	13.4	100.0	3.48
In the organisation's human resource plan, relevant labour laws are taken into account.	percent	1.6	13.5	37.2	33.9	13.9	100.0	3.45
All of the organisation's labour needs have been meticulously planned.	percent	1.9	11.8	44.4	29.3	12.5	100.0	3.39
The organisation's purpose, vision, and values are supported by the human resource plan.	percent	1.7	10.8	37.3	35.2	14.9	100.0	3.51

Human resource planning and implementation are critical for effective human resource management in any firm. The company's mission, vision, and objectives should be understood by all personnel, who should be driven to achieve them. The findings of this study reveal not just how HR planning functions, but also how employees are aware of it. Only 41.8 percent of respondents agreed or strongly agreed that the organisation has devised strategies for all of its workforce needs, with 44.4 percent responding in the middle. Similarly, 56.4 percent of respondents say the firm has the right number of employees to complete its tasks. The majority of respondents (61.1 percent) believe that employees' competencies in the organisation will determine their deployment area. When an employee leaves, 54.1 percent of respondents said.

Overall, it was determined that HR planning is employed in all organisations, but it is not

implemented as well as the employee response. The findings show that the investigated firms' human resource planning procedures are mostly satisfied. As a result, HR planning must be improved. HR planning should handle employee recruitment, replacement, mobilisation, empowerment, motivation, and evaluation, among other things, in accordance to the organisation's values.

### 3.3 Selection practices

Table 2 shows that 38.5 percent (average), 41.1 percent (agree), and 4.5 percent (strongly agree) of total respondents thought 'our organisation's selection procedures were extremely scientific and rigorous,' with a mean value of 3.28. With a mean value of 3.48, 37.7 percent of respondents (average), 36.3 percent (agree), and 13.5 percent (very agree) indicated line managers and HR managers participated in HR selection at their organisation. When it comes to the mission of the organisation.

**Table 2: Frequency distribution of HR selection practices**

		Strongly Disagree	Disagree	Average	Agree	Strongly Agree	Total	Mean
Our organisation's selecting processes are scientifically sound and thorough.	percent	6.6	9.2	38.5	41.1	4.5	100.0	3.28
Line managers and HR managers both take part in the hiring process at our company.	percent	3.0	9.5	37.7	36.3	13.5	100.0	3.48
When it comes to the selecting procedure, valid and standardised tests are used.	percent	6.8	10.4	42.5	33.5	6.8	100.0	3.23
Our organisation's selection approach looks for people with the right knowledge, abilities, and attitudes.	percent	4.5	7.8	38.0	39.8	9.9	100.0	3.43

*Source: Field Survey*

Participants argued their organisation employed reliable and standardised assessments in the HR selection process with a mean score of 3.23, 42.5 percent (average), 33.5 percent (agree), and 6.8 percent (strongly agree). The questionnaire also disclosed the qualifications, experience, talent, and attitude of the targeted individuals. With a mean score of 3.43, 38.0 percent (average), 39.8 percent (agree), and 9.9 percent (very agree) indicated their organisation's selection system selected persons with the requisite knowledge, talents, and attitudes.

### 3.4 Training Practices

The frequency distribution of parameters used to determine training practice in the investigated firms is shown in Table 3. They agreed that the training programme was required for improved employee performance, which may help the company function better, during a face-to-face meeting with the HR managers and employees. Each business has provided some form of training to its staff, but a single brief lesson is insufficient for long-term benefit and performance, necessitating



consistency and repetition. For firms to keep their competency, follow-up training is required, thus the study inquired about training plans and approaches that took these factors into account.

Table 3 shows that 46.4 percent of respondents agreed that their company had substantial training programmes for employees in all areas, including quality, while 32.8 percent said they had an average level of training. Similarly, just 38.7 percent of respondents believed that staff in each job should attend annual training sessions, versus 37 percent who said this was standard procedure. Only 37 percent of respondents believed training needs were discovered through a formal performance evaluation process, whereas 41 percent felt it was standard practice.

The study, on the other hand, looked into formal training programmes for new employees to learn the

skills they'll need to succeed in their jobs. In all, 36.3 percent of respondents agreed that the organisation had plans in place to equip new employees with the training they needed to perform their tasks, whereas 44.1 percent gave the average response (neither agree, nor disagree). In a team situation, knowledge is required to execute tasks swiftly and efficiently. Employees are also taught how to work together in groups at the organisation. A collaborative effort and a participative attitude are extremely beneficial to the job at hand. Only 39.3 percent of respondents agreed with this, while 41.1 percent were undecided. Finally, respondents were asked whether the stated training requirements were feasible, beneficial, and aligned with the organisation's business objectives. Only 36.2 percent thought it was practical and feasible, while 43.8 percent couldn't determine whether it was or wasn't.

**Table 3: Frequency distribution - Training**

		Strongly-Disagree	Disagree	Average	Agree	Strongly Agree	Total	Mean
Our company provides substantial quality training to all of its employees.	percent	1.6	19.1	32.8	42.7	3.8	100.0	3.28
Every year, employees in each job will often go through training programmes.	percent	6.6	17.7	37.0	31.9	6.8	100.0	3.15
A structured performance appraisal system is used to identify training requirements.	percent	3.0	19.1	41.0	33.5	3.5	100.0	3.15
There are established training programmes in place to give new employees the abilities they'll need to succeed in their positions.	percent	2.8	16.8	44.1	29.2	7.1	100.0	3.21
Employees receive new knowledge and skills on a regular basis in order to work in groups.	percent	6.4	13.2	41.1	34.4	4.9	100.0	3.18
The training requirements identified are realistic, practical, and aligned with the organisation's business goal.	percent	5.9	14.2	43.8	29.9	6.3	100.0	3.16

**Source: Field Survey**

Each variable used to have a mean value ranging from 3.15 to 3.28. These mean values show the average answer of all respondents, implying that employees were dissatisfied with the research firm's training practices. Concerned companies must improve their training operations in order to meet

their goals and objectives. The average response to each question about their organisation's training approach was high, which is not a good sign. As a result, human resources should design and conduct training to improve service quality, capacity, performance, teamwork, and employee motivation.

### 3.5 Performance Appraisal

The frequency distribution and mean value of numerous questions asked to learn more about performance reviews are shown in Table 4. Employee performance was evaluated based on objective, quantifiable findings, according to the question asked of responders -- 43.2 percent of responders agreed that performance was measured using objective quantifiable findings with mean values of 3.36, according to the statistics. The mean value is similar to the 'average' response, indicating that the respondents evaluated this activity on a scale of one to ten. The purpose of the research was to see if the organisation's evaluation system was geared toward growth and development. With a mean score of 3.45, only 48.6 percent of respondents believed the appraisal process was focused on growth and development.

Employees were provided performance-based feedback and counseling in 36.6 percent of cases, while 31.9 percent were given the average response with 3.18 mean values. In a similar vein, 36.6 percent of respondents agreed that employees had faith in the performance appraisal system, while 48.6 percent said they were undecided (3.27 mean values).

The survey also asked if the appraisal method had a major impact on individual and team performance during the discussion with responders. In this case, 48.9 percent agreed, while 44.6 percent said they were undecided (mean values of 3.42). Some 38.1 percent stated assessment data influenced decisions such as work rotation, training, and salary, while 47.6 percent were unsure. The average response was 3.29, which is very close to the 'average' number. Only 34.9 percent of respondents believed that all employees understood the purpose of the assessment system, according to the survey.

**Table 4: Frequency distribution – Performance appraisal**

		Strongly Disagree	Disagree	Average	Agree	Strongly Agree	Total	Mean
Employee performance is evaluated using objective, quantifiable outcomes.	percent	3.3	8.3	45.1	35.6	7.6	100.0	3.36
Our organisation's appraisal method focuses on growth and development.	percent	2.3	8.3	40.8	38.9	9.7	100.0	3.45
Feedback and coaching are given to employees based on their performance.	percent	2.3	18.4	42.7	31.9	4.7	100.0	3.18
Employees trust the performance appraisal system. The performance appraisal system has a significant impact on individual and group behaviour.	percent	3.1	11.6	48.6	28.6	8.0	100.0	3.27
Job rotation, training, and remuneration decisions are all based on the appraisal data.	percent	1.4	8.2	41.5	44.6	4.3	100.0	3.42
All employees understand the goals of the appraisal system.	percent	2.4	12.0	47.6	29.9	8.2	100.0	3.29
Employee performance is evaluated using objective, quantifiable outcomes.	percent	2.4	18.9	43.8	30.4	4.5	100.0	3.16

*Source: Field Survey*

According to the results of the performance appraisal, 41 percent agreed with the procedure, while 44 percent were to neither agree nor disagree, meaning that they were not completely aware of their organisation's performance review method. The

outcome was disappointing because a disproportionately large percentage of employees were unaware of and perplexed by their company's human resource management procedures. As a result, there was an urgent need to improve the performance

review process and the way information was provided with each employee. In order to increase their performance appraisal score, employees need to be aware of this. Employee performance has an impact on the overall performance of the organisation.

### 3.6 Career Planning

The study queried about employees' career routes in the workplace, connections with superiors, promotion opportunities, individual and organisational growth, organisational techniques for employee career development, and employee awareness of their own career path. Employee retention is influenced by the organisation's rules, objectives, and activities.

When queried, if employees have a clear career path, 50.3 percent replied no, while 33.7 percent said yes. 3.27 percent was the average response, which is close to the mean value. It implies that employees were unsure about their workplace's career

opportunities. Similarly, 45.8 percent of employees claimed their direct supervisor understood their professional goals, indicating that they were unsure. With 3.37 mean values similar to the average response, only 39.8 percent and 4.5 percent agreed that an employee's career ambitions inside the company were understood by his or her immediate supervisor.

Employees were split on the probability of promotion to a new division or section in a comparable function, with 42 percent responding with a neutral response. Only 33 percent agreed, and only 6.3 percent strongly agreed, that several positions for advancement might be available. The topic of whether individual and organisational advancement should be matched received a neutral response from 48.8 percent of respondents, with a mean score of 3.18. Only 26 percent agreed, with only 6.3 percent strongly agreeing.

**Table 5: Frequency distribution – Career Planning**

		Strongly Disagree	Disagree.	Average	Agree	Strongly Agree	Total	Mean
This organisation has a well-defined career path for employees.	percent	1.9	10.4	50.3	33.7	3.6	100.0	3.27
The immediate superior of an employee is aware of his or her career goals inside the company.	percent	1.6	8.3	45.8	39.8	4.5	100.0	3.37
Employees at our company have the opportunity to advance in more than one way.	percent	1.2	17.5	42.0	33.0	6.3	100.0	3.26
This organisation matches individual and organisational growth needs.	percent	1.2	17.7	48.8	26.0	6.3	100.0	3.18
Employees' careers and growth are planned in our organisation.	percent	3.0	14.6	41.3	38.4	2.8	100.0	3.23
When a vacancy occurs, our company prefers to hire an internal employee.	percent	2.1	19.8	43.9	30.2	4.0	100.0	3.14
Each employee is well-versed in the company's career path.	percent	2.3	10.2	46.2	34.4	6.9	100.0	3.34

**Source: Field Survey**

Because each question's mean values were confined to the average response, it was determined during a discussion with employees from various pharmaceutical businesses that they were not entirely in agreement on workplace career planning. The average response underlined the organisation's aims for employee career and development, a preference

for internal employees for every new vacancy, and each employee's level of awareness of their career path. The outcome is unsatisfactory because career planning was found to be weak in the study of companies because employees did not agree on the organisation's policy and plan for employee career development.



### 3.7 Compensation

Table 6 shows the frequency distribution of all five compensation questions, indicating employee satisfaction and dissatisfaction with the research organisation's remuneration methods. With 3.64 mean values, 57.5 percent of respondents thought job performance was an essential component in deciding incentive or compensation for employees. Employees agreed to work hard in exchange for

good incentives, inspiring them to work harder in order to improve job performance and receive greater rewards. Employees should be paid market-rate salaries and other perks in order to be able to live off of their job-related earnings. Basic necessities must be provided in order to retain employees, and then other benefits should be gradually developed in order to better the employees' socioeconomic conditions.

**Table 6: Frequency distribution - Compensation**

		Strongly Disagree	Disagree	Average	Agree	Strongly Agree	Total	Mean
Employee incentive compensation is largely determined by their success on the job.	%	.9	7.3	34.4	42.0	15.5	100.0	3.64
Salary and other benefits in our company are equal to the market.	%	1.7	5.9	39.8	43.8	8.9	100.0	3.52
Compensation is determined in our organisation based on the employee's skill or ability.	%	1.9	15.8	50.7	27.6	4.0	100.0	3.16
All employees' pay is directly proportional to their performance.	%	2.1	15.1	45.5	32.8	4.5	100.0	3.23
Profit sharing is employed as a tool to reward improved performance in our company.	%	7.6	18.6	42.7	26.4	4.7	100.0	3.02

*Source: Field Survey*

Only 31.6 percent of respondents agreed that their employer made remuneration decisions based on employee skill or aptitude, while 50.7 percent were undecided. Only around one-third of those polled agreed, and the majority did not believe compensation should be paid. It is widely agreed that all employees' compensation should be directly related to their performance in order to ensure fairness and transparency. On this area, just 37.3 percent of respondents stated their company has linked employee compensation to performance. Employees were also unsatisfied with the company's

profit-sharing rules, with 42.7 percent saying negative.

### 3.8 Employee Participation

Table 7 demonstrates that the vast majority of respondents (44 to 48 percent) gave a neutral response when questioned about employee participation in cost and quality decision-making, operational activities, and organisational improvement. Because fewer than half of the employees conveyed their engagement in the decision-making process, it was insufficient.

**Table 7: Frequency distribution - Employee Participation**

		Strongly Disagree	Disagree	Average	Agree	Strongly Agree	Total	Mean
Employees in this organisation have the power to make decisions about cost and quality.	percent	1.6	12.2	44.4	35.9	5.9	100.0	3.32
Employees in this organisation are asked to participate in operational choices by their bosses.	percent	.9	7.1	48.8	36.6	6.6	100.0	3.41
Employees are given the opportunity to offer ways to enhance how things are done here.	percent	1.2	15.5	45.7	32.6	5.0	100.0	3.25

*Source: Field Survey*

It was close to the average because the mean value of all three questions was just 3.25 to 3.41. It emphasises the need for pharmaceutical companies to improve their management practices

### Nature of human resource practices in Nepal

**Table 8: Frequency distribution of Human Resource Practices (total average percent)**

Variable	Strongly Disagree	Disagree	Average	Agree	Strongly Agree	Mean	Std. Deviation
Human Resource Planning	2.47	10.97	35.58	34.64	16.26	3.51	0.96
HR selection practices	5.22	9.22	39.17	37.67	8.67	3.35	0.94
Training	4.38	16.68	39.96	33.60	5.40	3.19	0.93
Performance Appraisal	2.45	12.24	44.30	34.27	6.71	3.31	0.85
Career Planning	1.90	14.07	45.47	33.64	4.91	3.26	0.82
Compensation	2.84	12.54	42.62	34.52	7.52	3.31	0.86
Employee Participation	1.23	11.60	46.30	35.03	5.83	3.33	0.80

Source: Field Survey

The paper delves into how Nepali pharmaceutical businesses handle their human resources. The study examined human resource planning, selection, training, performance appraisal, career planning, compensation, and employee participation. All of the variables analysed have a higher than average mean value (3), indicating that all of the companies' human resource practices are good. The range of mean values for training activities was lowest 3.188 and highest 3.51 for human resource planning practices, according to the data in Table 8. Human resource planning had the highest standard deviation of 0.962, while training had the smallest standard deviation of 3.188.

Table 8 reveals that 35.58 percent (average), 34.64 percent (agree), and 16.26 percent (strongly agree) of total respondents had a mean value of 3.51 with Std deviation 0.962. Similarly, with a mean value of 3.35, 39.175 percent (average), 37.675 percent (agree), and 8.67 percent (strongly agree) with Std deviation 0.944 in regards to selection practices. Overall, 33.6 percent of respondents agreed with the training techniques, while 39.96 percent gave an average rating (neither agree nor disagree). For a quick and well-organised occupation concert, there is a need for awareness on how to work in a team.

Only 34.27 percent of respondents agreed that the appraisal method was researched, and 44.3 percent (average), 6.71 percent (strongly agree) with mean value 3.30 and standard deviation 0.853. When asked about the career planning methods of employees in the workplace, 45.47 percent of respondents said they were neutral, followed by 34.27 percent who said they agreed. The average was 3.25, while the standard deviation was 1. The standard deviation is 0.823, which is close to the average response.

Similarly, with a mean of 3.31 and a standard deviation of 7.52 percent, data shows that 42.62 percent (average), 33.64 percent (agree), and 7.52 percent (strongly agree) of all respondents. Deviation 0.855 referred to the compensation approaches as such. Similarly, with a mean value of 3.33 and a standard deviation of 5.8 percent, 46.3 percent (average), 35.03 percent (agree), and 5.8 percent (strongly agree) were found. Employee Participation has a 0.798 standard deviation.

## 4. CONCLUSION

People are the most important resource a company can employ to lead, manage, and control its other resources. The organisation cannot exist, expand, or progress toward its stated objectives

without proper human resource management. As a result, in order to effectively manage the business and increase organisational performance in competitive markets, effective HRM methods must be used. Human resource management's goal is to effectively manage the company's human capital. It refers to a company's complete hiring and management procedure. Human resource management (HRM) procedures are a collection of organisational actions aimed at managing a company's pool of human resources and ensuring that they are used to achieve the company's goals.

Human resource practices have a long-term and considerable impact on an employee's ability to produce high-quality work. Growing employee numbers, new working environments, cultures, restructuring, and the widespread and often negative consequences of technology should all be addressed through industry best practices. The company will gain from the shift in human resource procedures since it will reduce labour expenditures while increasing production. As a result, HR managers must ensure that these changes are properly implemented for the organisation's benefit. When some of the new HR solutions are applied, the quality of internal organisational processes improves dramatically. HR best practices do make a difference in a company's overall productivity. They boost a company's internal capacities, allowing it to meet present and future difficulties. Human resource practices that are good for the company's employees are also good for the employees' health. Good HR practices can aid in the development of commitment and motivation, resulting in higher production and a positive impact on the company. This system, which includes good HR practices, can help the company manage itself internally and deal with external difficulties in a long-term and sustainable way. Human resource planning, selection, training, performance evaluation, and career planning, as well as remuneration and employee involvement, are all examples of HRM procedures.

Human resource planning was given a moderate level of importance in Nepali organisations in terms of staff replacement, vacancy, number of employees, required skills acquired, succession planning, the right location, labour legislations, labour requirements, and support for the organisation's

mission, vision, and values, according to the study. HR selection, employee participation, salary, performance appraisal, and career planning are just a few of the practices that are used. In Nepal's businesses, however, training has gotten less attention as a critical component of HR procedures. Performance appraisal, salary, career planning, and employee engagement in decision-making were among the other HRM variables examined in the study. All of these areas of HRM were practiced at a moderate level, indicating that the successful use of HRM practices in Nepal's pharmaceutical companies might be improved.

In Nepal's industrial enterprises, human resource management practices are common, but they are conservative. Manufacturing companies, on the other hand, are run for the advantage of a single person, hence HRM procedures should be formalised with established norms and standards. Employees should have been encouraged to use their ingenuity and creativity to help businesses thrive. For this they need to make long-term industry development and worker professional development a priority.

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