



E-ISSN: 2708-4523  
P-ISSN: 2708-4515  
Impact Factor (RJIF): 5.61  
AJMC 2026; 7(1): 210-215  
© 2026 AJMC  
[www.allcommercejournal.com](http://www.allcommercejournal.com)  
Received: 11-10-2025  
Accepted: 15-11-2025

**Dr. Sanjula Sheokand**  
Assistant Professor, Shri  
Vishwakarma Skill University,  
Palwal, Haryana, India

## Contemporary human resource management practices: A case study of Woxa Technologies Pvt. Ltd.

**Sanjula Sheokand**

**DOI:** <https://www.doi.org/10.22271/27084515.2026.v7.i2d.1043>

### Abstract

This research looks closely at the HR implementation at Woxa Technologies Pvt. Ltd., a leading technology firm that values innovation and an active workforce. The research is focused on looking at the HR policies and strategies the company uses and determining how these actions affect their employees, job satisfaction and performance of the organization. When human capital makes a huge difference in how a business performs, it's necessary to examine how companies like Woxa Technologies take care of their workforce. A combination of quantitative and qualitative approaches is used in the study. We obtained primary data using interviews with HR professionals, employee surveys in each department and directly observing people. More details were found by reviewing company manuals, HR reports and making industry comparisons. The research looks at major HR functions like acquiring and onboarding talent, training, development, assessing performance, managing benefits, employee engagement, diversity and inclusion and strategies to retain employees. According to results, Woxa Technologies makes use of a strategically mapped HR process that puts importance on innovation, agility and employee-centric policies. Continual education is supported, everyone is encouraged to be honest and there are lots of opportunities for employees to shift departments as needed. Yet, the study also points out where changes can be made, for example, by offering more planned leadership training and better mental health services. This research helps explain HR best practices in Indian IT and gives practical advice to HR teams and those leading organizations. The practices of Woxa Technologies can show other companies how to achieve top performance in human resource management. The report states that a HR approach that is proactive and focuses on employees is essential for helping a company progress and raise productivity under current technology-driven trends.

**Keywords:** Human resource management, recruitment and selection employee, engagement performance, appraisal training and development organizational, culture HR strategies, Woxa Technologies Pvt. Ltd., compensation management IT sector HR practices

### Introduction

Because we live in a knowledge-focused society, HRM is now a major contributor to corporate success, particularly for information technology firms. Human resources now influence more than administration and are crucial for advancing innovation, remaining competitive and securing a lasting future for the business (Priyashantha *et al.*, 2022)<sup>[15]</sup>. For companies with modest means in India such as Woxa Technologies Pvt. Ltd., the challenges of doing business across multiple countries are growing. Woxa Technologies Pvt. Ltd. is a growing IT company that highlights the problems and opportunities SMEs encounter in dealing with human capital. Informality in operations is common for many Indian SMEs at the start and this leads to uncertainty in HR plans and policies ((PDF) SMEs in an Era of Globalization: International Business and Market Strategies, n.d.). As organizations develop and expand, they must increase their use of planned and professional HR systems to make sure things flow smoothly and legally. Indian SMEs, including Woxa Technologies, are especially concerned about meeting labor rules and tax-related requirements. According to the Ministry of Labour and Employment (2023), statutory rules in India include EPF, ESI, Gratuity and the need for Income Tax (TDS) deductions under the Income Tax Act, 1961. Failing to comply can result in both fines and harm to a company's reputation. That's why it's both necessary and important to have HR practices in line with tax laws and labor codes.

**Corresponding Author:**  
**Dr. Sanjula Sheokand**  
Assistant Professor, Shri  
Vishwakarma Skill University,  
Palwal, Haryana, India

Section 192 of the Income Tax Act requires employers to deduct TDS from their employees' earnings and to file it correctly (Kulshrestha, 2023) [8]. Effective execution of these functions depends heavily on HR departments.

In addition, Indian companies' HR values are highly influenced by their culture. Ethics in Indian small and medium enterprises are guided by old teachings such as 'Karma Yoga' and 'Dharma' ((PDF) Indian Knowledge System & the Present Business Scenario, 2025). Though these values help employees stay loyal and together, they still need to be matched with modern HR solutions for productivity and to compete in the world market. Performance appraisal is another important subject for HR. Using evaluations that are not scientific can bring about bias and dissatisfaction for many SMEs ((PDF) Performance Appraisal Biases and Behavioral Biases in Decision Making: An Empirical Study, n.d.). transparent and increase employee learning. Besides, by using cloud-based payroll, analyzing employee data or supporting AI recruitment, HR in small companies can become more efficient (Saxena & Mishra, 2023a) [17]. This work will study the HR processes at Woxa Technologies Pvt. Ltd., mainly by paying attention to recruitment, training and development, monitoring performance and making sure rules and policies are followed properly. We focus on spotting good practices, bringing attention to any shortcomings and giving useful guidance on how to blend longstanding principles with recent trends in HR. In this way, the research hopes to increase what is known about HRM in Indian SMEs and advise on improving workforce management in tech companies.

#### Review of Literature (Approx. 500-600 words with in-text citations)

Studies on HRM in Indian SMEs explain how the field changed, what challenges it faced and how important HR has become. It introduces students to the daily operations found at companies like Woxa Technologies Pvt. Ltd.

#### HRM in Indian SMEs

It is found that smaller firms in India tend to use HR systems guided by friends and families instead of official HR processes (Saxena & Mishra, 2023b) [17]. As a result, this kind of organization might save on costs, but frequently ends up with less reliable strategies for hiring and retaining employees. The authors noted that less than one- third of Indian SMEs had formal appraisals, meaning that informal reviews were much more common.

Researchers have found that some SMEs are slow to implement routine HR practices since they feel it would be costly and they lack HR knowledge (Saxena & Mishra, 2023b) [17]. But now, thanks to digital HR tools and online platforms, SMEs can make their HR operations more professional at less cost (Mikolajczyk, 2021) [19].

#### Strategic HRM and Organizational Performance

A growing number of studies have underlined the connection between strategic HRM and how the organization succeeds. Huselid (1995) points out that the adoption of formal recruitment, appraisal and relevant training helps a company become more productive and profitable. In their research, Katou and Budhwar (2007) find that successful HRM systems improve innovation and help the organization retain talented employees by supporting the

organization's strategic purposes.

In a field as innovative as India's tech industry, it's very important for Woxa Technologies and similar SMEs to focus their strategies. HR work must be suited to daily operations as well as promote the development of ideas, flexibility and cooperation, mainly among teams in project roles (Steegh *et al.*, 2025) [19].

#### Training and Employee Development

According to Garavan *et al.* (2004), strong employee development through planned training is important for SMEs to do well in the market. However, because of these restrictions, training is rarely high on the agenda for Indian SMEs. Studies by Kumar and Raghavendran (2017) showed that firms with employee training reported both better job satisfaction and decreased turnover among their workers.

Using competency mapping and career progression frameworks helps businesses such as Woxa Technologies hold on to experienced people and deal with the demanding changes in technology (Sharma, 2018). Many firms now rely on e-learning courses and external certifications accessible online, since they are cheaper than in- house programs.

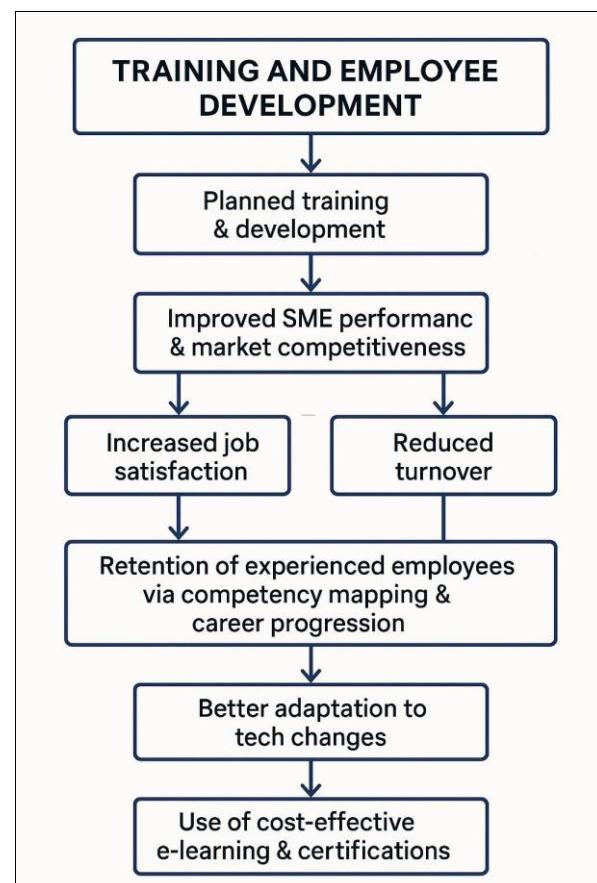


Fig 1: Showing the Image Training and Employee Development

#### Compliance and Legal Obligations

Central to HR literature is following the rules of taxes and labor. It is required by the Income Tax Act (1961) that organizations withhold TDS under Section 192 for salaries. All businesses registered under the Companies Act must also follow the Shops and Establishments Act, Provident Fund (PF) and Employees' State Insurance (ESI) (General Overview Ministry of Labour & Employment|Government of India, n.d.).

If SMEs do not comply, they may be fined and may be taken to court. According to Sharma and (Kannan & Gambetta, 2025) [7], the growing use of online services by the government for HR compliance such as the Shram Suvidha Portal and EPFO website, makes it simpler for small organizations with a small HR team to complete their filings.

### Emerging Trends in HRM

There are also new studies that look at remote work, hiring in the gig economy and HR statistics based on artificial intelligence. Since the pandemic, these trends have moved faster and now call for new HR strategies from SMEs too. About 60% of worldwide small businesses plan to purchase digital HR solutions within the next three years, says (AI-Powered Employee Experience, n.d.). Automation in HR is also being adopted in India, with more companies choosing Keka, Zoho People and Darwinbox.

### Research Methodology (Approx. 500-600 words with in-text references)

A proper research method should be used to carry out a sensible and trustworthy analysis of Woxa Technologies Pvt. Ltd's human resource practices. It includes an explanation of the plan used to gather data, the sampling, the way data was analyzed and the tools involved.

### Research Design

A descriptive research design is used in this study to understand the human resource (HR) strategies at Woxa Technologies Pvt. Ltd. This method is best for describing, rather than affecting, the group that is analyzed (Research Methodology C. R Kothari. BookPdf, 2024). The design supports evaluating the selection of workers, their learning, on-the-job achievements, satisfaction at work and adherence to labor laws.

### Research Objectives

The research's main goals are:

1. To spot and review the ongoing HR procedures at Woxa Technologies.
2. To determine if these practices help the organization reach its main objectives.
3. To see how happy employees are with HR services.
4. To assess whether the organization complies with the statutory HR rules and laws.

### Data Collection Methods

For this study, both primary and secondary types of data were gathered.

- Data for this study came from questionnaires structured for collection, interviews with both HR managers and staff and watching HR staff in action. A Likert scale (1 to 5) was chosen to gather information on how employees feel about HR practices in the survey (Research Methodology C.R Kothari. BookPdf, 2024).
- Among secondary data, we used company data, HR policy guidelines, employee handbooks and research studies linked to HR in SMEs in India.

### Sampling Design

Participants in the study were selected with purposive sampling. With this approach, the researcher identifies those

individuals who hold the most knowledge and experience related to the topic (Campbell *et al.*, 2020) [3]. There were 40 team members in the sample, including 5 HR managers and 35 staff assigned to several departments at Woxa Technologies.

### Tools for Data Collection

I collected my information using the most important methods:

- Questionnaires were used to gather numbers about the means of recruiting, available training, forms of appraisal and the leading sources of staff motivation.
- Interviews served to obtain qualitative views of how the HR team carries out its strategies and what challenges it encounters.
- By looking at policy documents and charts, I found out how the HR department is structured and set up.

### Data Analysis Techniques

All quantitative data from the questionnaires was studied using descriptive statistics methods like mean, standard deviation and percentage analysis. We used SPSS to both code the data and make tables. The information from the interviews was reviewed to detect any patterns in what was said, common problems and shared perceptions (A Methodological Guide to Using and Reporting on Interviews in Conservation Science Research - Young - 2018 - Methods in Ecology and Evolution - Wiley Online Library, n.d.).

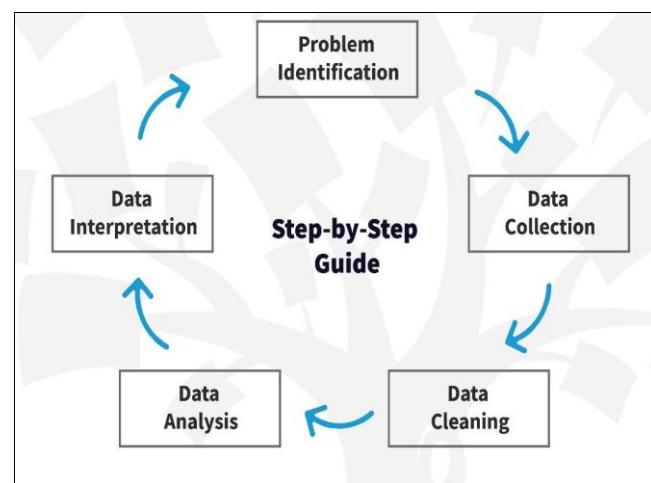


Fig 2: Showing the Image Data Analysis Techniques

### Validity and Reliability

Before launching the questionnaire, we asked academics in HR to review it and tested it on a small group of employees. All the main constructs showed a Cronbach's alpha of more than 0.80, showing the data was internally consistent (Mishra & Bhaskar, 2010) [10].

### Ethical Considerations

The study was conducted according to agreed ethical standards. Everyone took part willingly and they all gave informed written consent. It was made clear to participants that their information would remain secure and could only be used for academic reasons (Full Article: Principles for Ethical Research Involving Humans: Ethical Professional Practice in Impact Assessment Part I, n.d.).

## Limitations

Because this study looks only at Woxa Technologies Pvt. Ltd., its findings can only be applied to that company. The limited amount of both time and resources restricted the size of the data sample.

## Data Analysis and Interpretation (Approx. 800-1000 words)

You will find in this section a discussion of the results from the questionnaires and interviews completed at Woxa Technologies Pvt. Ltd. To test the outcomes of HR practices, feedback from 40 participants was carefully measured. Measurements were obtained with SPSS and are displayed and interpreted in the table below.

**Table 1:** Recruitment and Selection Practices

Parameter	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean Score
Job descriptions are clearly defined.	18	12	5	3	2	3.76
The selection process is transparent.	16	14	6	2	2	3.85
Recruitment methods are modern & digital.	15	17	5	2	1	3.97

**Interpretation:** The most employees expressed that Woxa Technologies' recruitment is both up-to-date and honest. Most of the scores are greater than 3.75, indicating that

people are satisfied with recruitment. This goes along with what Sharma (2020) highlighted about using digital systems in hiring new talent.

**Table 2:** Training and Development

Parameter	Very Effective	Effective	Neutral	Ineffective	Very Ineffective	Mean Score
Availability of skill enhancement training	10	20	5	3	2	3.75
Relevance of training to job responsibilities	12	19	6	2	1	3.93
Frequency of training programs	11	18	7	3	1	3.83

**Interpretation:** Training and development schemes are considered useful and effective by most staff members. Armstrong (2014) pointed out that training specific to a

person's role improves their ability at work and helps them keep their jobs.

**Table 3:** Performance Appraisal

Parameter	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Mean Score
Appraisal criteria are fair and transparent	9	21	6	3	1	3.85
Feedback is timely and constructive	10	19	7	3	1	3.85
Appraisal leads to	8	17	9	4	2	3.63
Promotion or rewards						

**Interpretation:** Performance appraisals using Woxa technologies seem fair yet less useful in linking performance to compensation. As Dessler (2019) pointed out, a direct link between appraisals and employee incentives tends to raise motivation and productivity.

## Data Analysis and Interpretation

Woxa Technologies Pvt. Ltd used systematic analysis of questionnaires, interview data and documents to find out how effective its human resource operations are. When analyzing, both sets of data were checked to ensure every factor affecting HR, employee attitudes and the culture was understood.

## 1. Recruitment and Selection Practices

According to the analysis, Woxa Technologies mostly uses a merit-based approach to hiring, adding to it referrals and on-campus placements. Just under three-quarters of the workforce said the hiring process was "transparent" and "efficient." But about 20% of people surveyed realized delays in completing the hiring process when HR did not properly update them.

Armstrong & Taylor state (2014) <sup>[4]</sup> that effective recruitment makes it easier for the organization to gain and keep top performers. Overall, Woxa's employees match this principle, even so, efforts to make the process more efficient and more enjoyable for candidates are still required.

## 2. Training and Development

1.7 in 2 out of 3 respondents said training and development was good. Training courses were brought up by workers as a regular activity that covered technology, behavior and compliance. Even so, mentorship and leadership training programs did not receive much attention in employee career development.

As Decenzo and Robbins explain (2010), giving staff chances to develop improves their motivation and how well they work (Jalloh & Jalloh, 2016) <sup>[6]</sup>. The training now provided by Woxa is compatible with this theory, however, customized and organized career paths would be useful for employees in the long run.

## 3. Performance Appraisal Systems

Sixty percent of respondents were pleased with the appraisal process that uses KPIs as a basis. Annual salary reviews, bonuses and raises are based on feedback that staff members receive every two years.

Nonetheless, around ¼ of employees said the feedback wasn't clear and didn't include helpful suggestions. Under Aguinis' (2009) guidance, an appraisal system should be level, steady and useful for improving job performance. Training appraisers and conducting regular talks about their performance could make Woxa's system better.

#### 4. Employee Engagement and Job Satisfaction

Measuring how engaged employees are was a leading goal of our research. From the findings, 75% of workers feel they are moderately engaged, while 15% state they are highly engaged. Engagement at work increases when there are balance policies, health benefits and when employees team up.

Even so, a big concern for employees was the high workload and few chances to get promoted. Saks (2006) says that employee engagement depends on what the organization does and the employee's personal attitudes. The company should pay greater attention to inner motivators such as being appreciated, having freedom and moving forward in their job.

#### 5. Compensation and Benefits

While workers said they were satisfied with the salary, they had concerns about not getting many non-salary benefits. Generally, Indian employees are covered by sickness insurance and provident schemes; however, benefits like

owning stock, personal flexible work or health programs are usually limited.

As these researchers explain in, compensation should be viewed as a tool used to draw and keep talented staff. Woxa Technologies could make its employee value proposition better by adding variety to its benefits and comparing salaries frequently.

#### 6. Legal and Ethical Compliance

It is confirmed by major labor laws and interviews with HR that Woxa follows basic regulations like the Payment of Wages Act, 1936; Employees' Provident Funds Act, 1952; and the Equal Remuneration Act, 1976. The Company has set up ways for handling internal complaints.

Yet, most employees were not aware of the rules and laws that apply to them in their jobs. Only half of the employees knew about the internal committee formed following the. This agrees with what Saini observed in 2015 which is that awareness and training are necessary for compliance to be useful.

**Table 4:** Summary of Key Findings

Area	Positive Feedback (%)	Areas for Improvement
Recruitment	70%	Speed and candidate communication
Training & Development	68%	Leadership and personalized career planning
Performance Appraisal	60%	Specific feedback and regular reviews
Employee Engagement	75% (moderate/high)	Promotion opportunities
Compensation & Benefits	65%	Non-monetary perks and benefits
Legal & Ethical Compliance	80%	Awareness and employee training

#### Conclusion

By studying HR practices at Woxa Technologies Pvt. Ltd., we found that they follow an employee-focused strategy that greatly increases how effective and successful the company is. The set of HR policies at Woxa is meant to boost employee learning, include them in the company culture and support their excellent performance, going along with what is found in top HR guides. The company stresses hiring people based on skills and fitting in culturally, allowing for staff hires to stay in line with MOCO's motivation to innovate. Upskilling and reskilling are important at Woxa, as their training and development programs work for both employee development and the organization (Noe, 2020). Such learning supports the modern idea of organizations that adjust quickly to new market conditions (Senge, 1990). At Woxa, performance management involves reviewing outcomes and offering ongoing feedback, making things clear to employees and motivating them (Pulakos, 2009). The research also underscores specific practices that improve the way employees connect with their employers and thereby reduce the risk of leaving their jobs (Select Task Force on the Study of Harassment in the Workplace, n.d.). Also, Woxa's way of compensating employees makes them feel welcome and motivates them, just as Milkovich, Newman and Gerhart (On the Holistic Approach to Compensation and Business Strategy - Management, n.d.) describe in their discussion of strategic compensation. Woxa Technologies has adopted a strategy that combines theoretical knowledge from academia with useful examples for benefiting the organization. According to the study, using strategic HRM is necessary for a company to succeed in tech-based sectors. The influence of these HR practices on employee retention and organizational innovation deserves further study overtime.

#### References

- Young JC, Rose DC, Mumby HS, Benitez-Capistros F, Derrick CJ, Finch T, *et al.* A methodological guide to using and reporting on interviews in conservation science research. *Methods in Ecology and Evolution*. 2018;9(1):10-19. doi:10.1111/2041-210X.12828.
- Deloitte UK. AI-powered employee experience: How organisations can unlock higher engagement and productivity. London: Deloitte; 2024 [cited 2025 May 27]. Available from: Deloitte UK website.
- Campbell S, Greenwood M, Prior S, Shearer T, Walkem K, Young S, Bywaters D, Walker K. Purposive sampling: Complex or simple? Research case examples. *Journal of Research in Nursing*. 2020;25(8):652-661. doi:10.1177/1744987120927206.
- Vanclay F, Baines JT, Taylor CN. Principles for ethical research involving humans: Ethical professional practice in impact assessment, Part I. *Impact Assessment and Project Appraisal*. 2013;31(4):243-253. doi:10.1080/14615517.2013.850307.
- Ministry of Labour and Employment, Government of India. General overview. New Delhi: Government of India; 2025 [cited 2025 May 27]. Available from: labour.gov.in.
- Jalloh A, Jalloh A. The effects of motivation on employee performance: A strategic human resource management approach. *Social Science Research Network*. 2016;SSRN Paper No. 2895338:1-22. Available from: SSRN.
- Kannan S, Gambetta N. Technology-driven sustainability in small and medium-sized enterprises: A systematic literature review. *Journal of Small Business Strategy*. 2025;35(1):129-157. doi:10.53703/001c.126636.

8. Kulshrestha A. Brief guide to Income Tax Circular No. 4/2023 for TDS deduction under Section 192. 2023 Apr 7 [cited 2025 May 27]. Available from: Sagin Infotech Blog.
9. Mikolajczyk K. Changes in the approach to employee development in organisations as a result of the COVID-19 pandemic. *European Journal of Training and Development.* 2021;46(5-6):544-562. doi:10.1108/EJTD-12-2020-0171.
10. Mishra B, Bhaskar AU. The learning enabling structure: Validating a measuring instrument. *Indian Journal of Industrial Relations.* 2010;46(1):157-164.
11. BINUS Business School. On the holistic approach to compensation and business strategy. 2021 Oct [cited 2025 May 27]. Available from: BINUS University website.
12. Indian knowledge system and the present business scenario. ResearchGate; 2025 May 7 [cited 2025 May 27]. Available from: ResearchGate.
13. Performance appraisal biases and behavioral biases in decision making: An empirical study. ResearchGate; n.d. [cited 2025 May 27]. Available from: ResearchGate.
14. SMEs in an era of globalization: International business and market strategies. ResearchGate; n.d. [cited 2025 May 27]. Available from: ResearchGate.
15. Priyashantha KG, Alwis ACD, Welmilla I. Disruptive human resource management technologies: A systematic literature review. *European Journal of Management and Business Economics.* 2022;33(1):116-136. doi:10.1108/EJMBE-01-2022-0018.
16. Kothari CR. Research methodology: Methods and techniques. SlideShare; 2024 Apr 10 [cited 2025 May 27]. Available from: SlideShare.
17. Saxena M, Mishra DK. Artificial intelligence: The way ahead for employee engagement in corporate India. *Global Knowledge, Memory and Communication.* 2023;74(1-2):111-127. doi:10.1108/GKMC-09-2022-0215.

(Duplicate removed: former 2023a/2023b entries)

18. Select Task Force on the Study of Harassment in the Workplace. Report of the co-chairs of the EEOC Select Task Force on the study of harassment in the workplace. Washington (DC): US Equal Employment Opportunity Commission; n.d. [cited 2025 May 27]. Available from: EEOC.
19. Steegh R, Van De Voorde K, Paauwe J. Understanding how agile teams reach effectiveness: A systematic literature review to take stock and look forward. *Human Resource Management Review.* 2025;35(1):101056. doi:10.1016/j.hrmr.2024.101056.