



BIJU PATNAIK INSTITUTE OF INFORMATION TECHNOLOGY & MANAGEMENT STUDIES (BIITM), BHUBANESWAR

Approved by AICTE, Govt. of India | Affiliated to BPUT, Odisha | NAAC Accredited | ISO 9001 : 2015

Plot No. F/4, Chandaka Industrial Estate, Infocity, Patia, Bhubaneswar-24

SUMMER INTERNSHIP PROJECT 2025

REPORT TITLE

A Study on High Performance Human Resource Practices
at InteliBIM Solutions Pvt. Ltd.

SUBMITTED BY

Aditi Choudhury

MBA Batch: 2024-26

University Regn. No.: 2406258011

Faculty Guide

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Corporate Guide

Ms. Maheswari Beura
Senior HR Manager,
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Bhubaneswar



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CERTIFICATE OF FACULTY/INTERNAL GUIDE

This is to certify that Ms. Aditi Choudhury, bearing university registration no. 2406258011 of 2024-26 batch, has completed his/her summer internship at InteliBIM Solutions Pvt.Ltd. from 10th June 2025 to 24th July 2025 under the supervision of Ms. Maheshwari Beura Sr.HR Executive, InteliBIM Solutions Pvt.Ltd. and has submitted this project report under my guidance in partial fulfilment of the requirements for award of the degree of Master of Business Administration at Biju Patnaik Institute of Information Technology and Management Studies, Bhubaneswar. To the best of my knowledge and belief, this project report has been prepared by the student and has not been submitted to any other institute or university for the award of any degree or diploma.

Date:

Place: Bhubaneswar

Signature of the Faculty/Internal Guide

Name: Dr. Lopamudra Mishra

Designation: Associate Prof. (HR)



INTERNSHIP COMPLETION CERTIFICATE

This is to certify that

Ms. Aditi Choudhury

has successfully completed her internship as an HR Intern at IntelIBIM Solutions Pvt. Ltd.

from 10th June, 2025 to 24th July, 2025.

During her internship tenure, Ms. Choudhury was actively engaged in various core HR functions, where she contributed to planning, process improvement, and compliance related activities. She demonstrated strong analytical skills, attention to detail, and a clear understanding of practical HR operations. Her involvement in strategic and operational aspects of human resource management were commendable.

She consistently displayed professionalism, a willingness to learn, and the ability to work collaboratively with the team.

We appreciate her contribution and wish her all the best in her future professional endeavours.

Date: 30/07/2025

Place: Bhubaneswar

IntelIBIM Solutions Pvt. Ltd.

Maheswari Beera.

Maheswari Beera
Senior HR Executive



DECLARATION

I, Ms Aditi Choudhury Bearing university registration no 2406258011 (2024-26 batch), hereby declare that the project report titled “High Performance HR Practices” is based on my internship at InteliBIM Solutions Pvt.Ltd., during the period 10th June 2025 to 24th July 2025 and is an original work done by me under the supervision of Ms. Maheswari Beura and Dr. Lopamudra Mishra. This report is being submitted to Biju Patnaik Institute of Information Technology and Management Studies, Bhubaneswar, affiliated to Biju Patnaik University of Technology, Odisha, in partial fulfilment of the requirements for the award of the degree of Master of Business Administration. This project report has not been submitted to any other institute/university for the award of any degree or diploma.

Date:

Place:

Signature

SUMMARY

The phrase ‘high performance human resources’ (HPHR) is generally taken to refer to human resource management (HRM) practices that have positive effects on the performance of an enterprise, typically a business enterprise. During the past 20 years, a substantial body of research literature that apparently provides strong quantitative evidence of the positive contributions of sets or bundles of certain HRM practices to business performance has emerged. Whether causal, this literature developed during a period in which HRM practices ostensibly became considerably more strategically focused and considerably less operationally focused. This transition – some would say transformation – is to some extent reflected in the supplanting of the older ‘personnel management’ by the newer ‘human resource management’. Nevertheless, one can question whether and to what extent HPHR constitutes a new paradigm for the management of people in organizations and for the employment relationship more broadly. Human Resource (HR) practices are an integral part of an organization’s management strategy that focuses on effectively managing the organization's workforce. HR practices encompass a wide range of activities, policies, and procedures that aim to attract, develop, motivate, and retain employees. These practices play a crucial role in creating a positive work environment, fostering employee engagement, and ultimately driving organizational success. Key HR practices include recruitment and selection, training and development, performance management, compensation and benefits, employee relations, workforce planning, diversity and inclusion, employee engagement, HR information systems, and compliance and ethics. Each practice serves a specific purpose in managing the employee lifecycle, from attracting top talent to supporting their growth and development within the organization. Effective HR practices not only contribute to the overall success of the organization but also create an environment where employees feel valued, motivated, and empowered to perform at their best. By implementing robust HR practices, organizations can build a competitive advantage, retain top talent, enhance productivity, and adapt to changing market dynamics. In summary, HR practices are a set of strategies and activities that revolve around managing and maximizing the potential of an organization's workforce. With the right HR practices in place, organizations can build a strong foundation for growth, innovation, and success in today's dynamic business environment.

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CHAPTER- 01

INTRODUCTION

During the recent past, many studies have been devoted to the relationship between High Performance Human Resource Practices (HPHRPs) and different types of employee outcomes, such as job satisfaction, organizational commitment, and citizenship behaviors (e.g., Boon, Den Hartog, Boselie, & Paauwe, 2011; Messersmith, Patel, Lepak, & Gould-Williams, 2011; Alfes, Shantz, Truss, & Soane, 2013; Mostafa & Gould-Williams, 2013). Past research has shown that HPHRPs are related to desirable employee outcomes and, for this reason, the interest in this issue has been growing. Yet, the way in which HPHRPs produce expected performance has not been explained in a satisfactory way.

As Delery and Roumpi (2017) claim, extending the behavioral approach and building on expectancy theory (Vroom, 1964; Lawler, 1971), the Ability–Motivation–Opportunity (AMO) model (Appelbaum, 2000; Purcell & Hutchinson, 2007) was created in order to describe in a better manner how human resource management (HRM) practices produce desired outcomes. According to this model, the relationship between HRM practices and employee-level and firm-level outcomes is mediated by the effect these practices have on the abilities, motivation, and opportunities of employees.

The study of Mitchell, Obeidat, and Bray (2013) employs the AMO taxonomy of performance to categorize the components of HPHRPs. With such an approach, HPHRPs become more streamlined, linked with, and targeted toward specific outcomes as per the AMO model. In this manner, consistent with previous definitions and in alignment with Mitchell et al. (2013), for the remaining part of this article, the term HPHRPs is used to describe a collection of HR practices intended to enhance employees' skills, motivation, and opportunity to participate.

The aim of the article is to analyze the concept of High-Performance Human Resource Practices (HPHRPs) through the lenses of the Ability–Motivation–Opportunity (AMO) taxonomy and examine the emanating interrelations between these categories of practices. For that reason, we also discuss its impact on employee performance. The article begins with presenting the underlying theoretical background for both HPHRPs and the AMO model, then proceeds with the merging of these two components, and finally examines further relationships between the HPHRPs and the dimensions of the AMO model adding a perspective of multileveled in terms of the internalization process (intended, actual, and experienced HR practices)

Human Resource Management (HRM) has increasingly shifted its focus from routine administrative functions to becoming a strategic driver of organizational success. In this context, High-Performance Human Resource Practices (HPHRPs) have emerged as a critical area of study. HPHRPs are defined as a bundle of HR practices designed to enhance employees' skills, motivation, and opportunities, ultimately leading to improved employee outcomes and sustainable organizational performance (Kremmydas & Austen, 2020).

According to existing research, HPHRPs include practices such as selective staffing, extensive training, career development opportunities, performance-based appraisal systems, incentive rewards, internal mobility, employee involvement, and job design. These practices have been shown to positively influence job satisfaction, organizational commitment, psychological empowerment, and reduced turnover. By integrating such practices, organizations can also build a sustainable competitive advantage through a committed and capable workforce.

THE ABILITY–MOTIVATION–OPPORTUNITY (AMO) FRAMEWORK

The effectiveness of HPHRPs is best explained using the Ability–Motivation–Opportunity (AMO) framework. This model suggests that employee performance is maximized when:

- Ability-enhancing practices (e.g., training, staffing, skill development) build employees' knowledge and technical competence.
- Motivation-enhancing practices (e.g., rewards, recognition, promotion opportunities, job security) encourage employees to put in higher effort and remain committed.
- Opportunity-enhancing practices (e.g., participation, autonomy, communication, involvement in decision-making) give employees the platform to fully utilize their skills and ideas.

Furthermore, the internalization process of HR practices—classified as intended, actual, and experienced—plays a vital role in determining their success. While HR departments design policies with specific intentions (intended practices), they may be implemented differently by managers (actual practices) and experienced subjectively by employees (experienced practices). Gaps between these three stages can explain why HR practices sometimes fail to deliver the expected outcomes.

Despite these challenges, extensive research shows that when HPHRPs are designed well and aligned with employee expectations, they significantly contribute to higher productivity, enhanced organizational performance, stronger employee engagement, and lower attrition. They also foster a culture of inclusivity, adaptability, and continuous learning.

In the context of this SIP, analyzing employee perceptions across designation, gender, and experience levels provides valuable insights into how effectively current HR practices are functioning. Since different groups of employees may hold diverse views and expectations, identifying these variations is essential. This study therefore emphasizes the importance of tailoring and strengthening existing HR systems into High-Performance HR Practices that are inclusive, balanced, and employee-centric.



Figure: 1.1

SCOPE OF THE STUDY

- The study focuses on employees of InteliBIM Solutions, across various departments and roles.
- Covers key areas of HPHRP including recruitment, induction, HR policies, communication, engagement, training, appraisal, compensation, recognition, and teamwork.
- Provides insights into how HR initiatives are aligned with organizational vision and mission
- The findings aim to help InteliBIM Solutions strengthen HR practices and enhance employee satisfaction, commitment, and performance.
- The scope is limited to the present HR practices and employees' perceptions as captured through the survey.

OBJECTIVES OF THE STUDY

- To understand the High-Performance HR Practices in InteliBIM Solutions Pvt.Ltd
- To study the comparison of opinion among various groups of experience on the High-performance HR Practices of InteliBIM Solutions Pvt.Ltd
- To study the comparison of opinion among various groups of designation on the High performance HR Practices of InteliBIM Solutions Pvt.Ltd

Hypotheses:

H₁₀: There is no significant difference between various groups of experiences on the HPHRP of InteliBIM Solutions Pvt.Ltd

H₁₁: There is a significant difference between various groups of experiences on the HPHRP of InteliBIM Solutions Pvt.Ltd

H₁₀: There is no significant difference between various groups of designation on the HPHRP of InteliBIM Solutions Pvt.Ltd

H₁₁: There is a significant difference between various groups of designation on the HPHRP of InteliBIM Solutions Pvt.Ltd

REVIEW OF LITERATURE

1. Introduction

With the increasingly fierce market competition, how to establish the core competitiveness of the organization is particularly important. With the advent of the era of knowledge economy, people gradually realize that human capital is valuable, can help organizations gain core competitive advantages, and play a decisive role in the success or failure of organizations. In this context, strategic human resource management came into being, which stimulated a wave of research to find the so called "Best Human Resource Management Practices" that can create sustainable competitive advantages for the organization, and produced a large number of excellent research results.

In addition, previous studies on HPHRP generally adhere to the "monistic" view, that is, managers' perception of HPHRP is consistent with employees' perceived HPHRP, and does not distinguish between different HPHRP levels. However, with the inclusion of employees' perceived HPHRP into research, many scholars have found that managers' ratings of HPHRP are generally higher than employees' ratings of HPHRP..

Although the theoretical and empirical researches on HPHRP in academia have achieved very rich results, the current academic research on HPHRP is still relatively scattered. Sorting out, summarizing and integrating the existing research on HPHRP will help us to fully, systematically and deeply understand and grasp the research progress and future direction of HPHRP. Based on this, this study firstly introduces the connotation, composition and measurement of HPHRP; Secondly, the antecedents, effects and mechanism of action of HPHRP are described in detail; Finally, this paper puts forward the prospect of future research.

2. The Connotation of HPHRP

Academia and business have many names for high-performance HR practices. Popular names include High-Involvement Works System, High-Performance Work Systems, High-Performance Human Resource Practices, Flexible Work Systems, and Best Human Resource Practices. Among them, high-performance human resource practices and high-performance work systems are the two most used names

For this reason, this study uses the name High-Performing HR Practices. There is no consensus in the academic community on the definition of HPHRP.

Way defines it as a series of human resource management practices that companies use to select, develop, retain and motivate their employees [1]. Although these practices have different characteristics, they are all related. HPHRP can improve employees' work skills by organizing training and learning, and encourage employees to invest their skills in work through compensation systems and promotion mechanisms, thereby achieving corporate performance growth. Heffernan argue that HPHRP can be broadly understood as a set of innovative HR practices and job design processes that, when bundled in some way, reinforce each other and generate synergies [2]. Among the many concepts, the most influential and widely cited is the "AMO" theoretical model proposed by Appelbaum et al.

3. Outcome Variables of HPHRP

3.1. The effect of HPHRP on organizational-level variables

Through the analysis and combing of past research literature, it is found that the impact of HPHRP on organizational level variables is mainly concentrated in two aspects: organizational performance and organizational capability.

3.1.1 Organizational Performance

The correlation between HPHRP and organizational performance has been concerned by scholars at home and abroad, because HPHRP is generated in the context of hoping to have a positive effect on organizational performance. Studies have found that various practical activities within HPHRP can play a synergistic role in the process of organizational operation, which has a significant positive effect on organizational performance. A meta-analysis of 53 empirical literatures on the relationship between HPHRP and firm performance in a Chinese context found that HPHRP had a significant positive impact on firm performance[10]. Shin's analysis of three-period longitudinal data shows that HPHRP implemented in the past has a positive impact on future organizational productivity, and in turn, historical productivity can also promote HPHRP implementation, and there is a benign reciprocal relationship between the two [11].

A domestic case study with China Evergrande Group as a sample concluded that HPHRP has a positive impact on enterprise growth [12]. Multiple studies have collectively shown that HPHRP, known as "best practice," does indeed play a significant role in driving organizational performance.

3.2.1 Employee attitude

For example, Wang Yaoguang's study found that HPHRP had a significant positive effect on job satisfaction and organizational identity, and organizational identity played a partial mediating role between HPHRP and job satisfaction [19]. Giannikis et al found that HPHRP was able to promote organizational commitment, and this relationship was mediated by psychological contract rupture [20]. Castanheira believes that employees' perception of HPHRP can affect employees' emotional commitment by affecting work engagement [21]. Cao Man studied the relationship between HPHRP and employees' psychological well-being from the perspective of self determination theory [22]. The results show that employees' basic psychological needs satisfaction plays a partial mediating role.

HPHRP can reduce the likelihood of employees developing negative attitudes, such as turnover intentions. Pichler et al conducted a survey of 171 human resource managers and found that HPHRP was negatively correlated with employees' turnover intention, and HPHRP had a stronger negative correlation with female employees' turnover intention. In addition, HPHRP can also reduce employee burnout and emotional exhaustion [23].

In the research of Yan Aimin et al. , it is believed that the perceived HPHRP of the new generation of employees is significantly negatively correlated with job burnout [24].

Zhang et al surveyed 207 medical workers in mainland China and found that HPHRP can promote medical workers' work engagement and job satisfaction, which in turn negatively affects medical workers' emotional exhaustion [25].

3.2.2 Employee behavior

Organizational citizenship behavior. Kehoe found through a survey of a food service company that employee-perceived HPHRP promotes employee organizational citizenship behavior by enhancing employee emotional commitment.

Innovative behavior. Fu et al conducted a survey of 195 managing partners and human resource managers in 120 Irish accounting firms and found that HPHRP has a significant positive impact on employees' innovative work behavior [26].

From the perspective of matching theory, domestic scholars Wang Min explored the impact mechanism of HPHRP on employees' innovative behavior by taking person-post matching (including requirement-ability matching and demand-supply matching) as mediating variables.

The study found that HPHRP and its three dimensions (ability management, motivation management and opportunity management) have positive effects on employees' innovative behavior [27].

Voice behavior. Xu Long found that the impact of HPHRP on employee voice behavior can be achieved through the following paths: HPHRP→Voice behavior; HPHRP→Employee well-being→Voice behavior; HPHRP→Employee well-being→Human capital→Voice behavior [28]. Some scholars have also explored the inhibitory effect of HPHRP on employees' negative behavior. For example, Yan Aimin explored the impact mechanism and differences of HPHRP on the silent behavior of employees with different motivations on the basis of self-determination theory. The results show that HPHRP has a significant inhibitory effect on employees' tacit silence, defensive silence and disregard of silence [29]. Li Nan pointed out that HPHRP has a significant negative impact on employee counterproductive behavior.

5.2.3 Employee performance

Regarding the work performance of employees, some scholars pointed out that within the organization, the human resource management practices implemented by HPHRP that are compatible with each other and promote each other have a significant positive effect on the improvement of employee work performance. Subsequent studies also support this view.

For example, Zhang Chuanqing conducted a research on 912 employees of 92 knowledge-intensive financial service companies, and the results showed that HPHRP has a significant positive impact on employees' in-role and out-role service performance [31]

Li et al verified the significant positive effect of HPHRP on employee performance through a survey of 250 employees in the textile industry, and found that job satisfaction, organizational support and employee engagement played a mediating role between HPHRP and employee performance [32]. In addition, some scholars have explored the impact of HPHRP on employee innovation performance.

For example, Luo Zhengqing et al discussed the mechanism of HPHRP on the innovation performance of the new generation of knowledge workers based on the three dimensions of the AMO [33]. The results show that the three dimensions of HPHRP (ability improvement, motivation and empowerment) all have a significant positive impact on the innovation performance of the new generation of knowledge workers, and employee engagement plays a mediating role.

5.2.4 Negative effects of HPHRP on employees

Most of the previous studies have examined the positive outcomes of HPHRP, while relatively few studies have explored the negative effects of HPHRP. Some recent studies have found that HPHRP also has a potential “dark side”. Jensen examined the negative effects of HPHRP based on the theoretical framework of job demand-control. Specifically, when employees have a low level of job control, HPHRP enhances employee anxiety and role overload, which in turn enhances employees' willingness to leave. Based on attribution theory, van De Voorde found that HPHRP leads to negative attribution of employees to the organization, and further verified the negative impact of HPHRP on employee well-being and performance [34].

Heffernan found that higher levels of HPHRP were positively correlated with employee job stress and negatively correlated with job satisfaction and emotional commitment. Although these studies are based on different research perspectives, they all found that HPHRP can have a negative impact on employees

So, what is the source of the negative impact of HPHRP on employees? What is the internal mechanism of these negative effects?

Based on the above problems, domestic scholars Sun Jianmin et al. analyzed the source of the negative impact of HPHRP on employees from the perspective of “pluralism”

The Research Framework of HPHRP

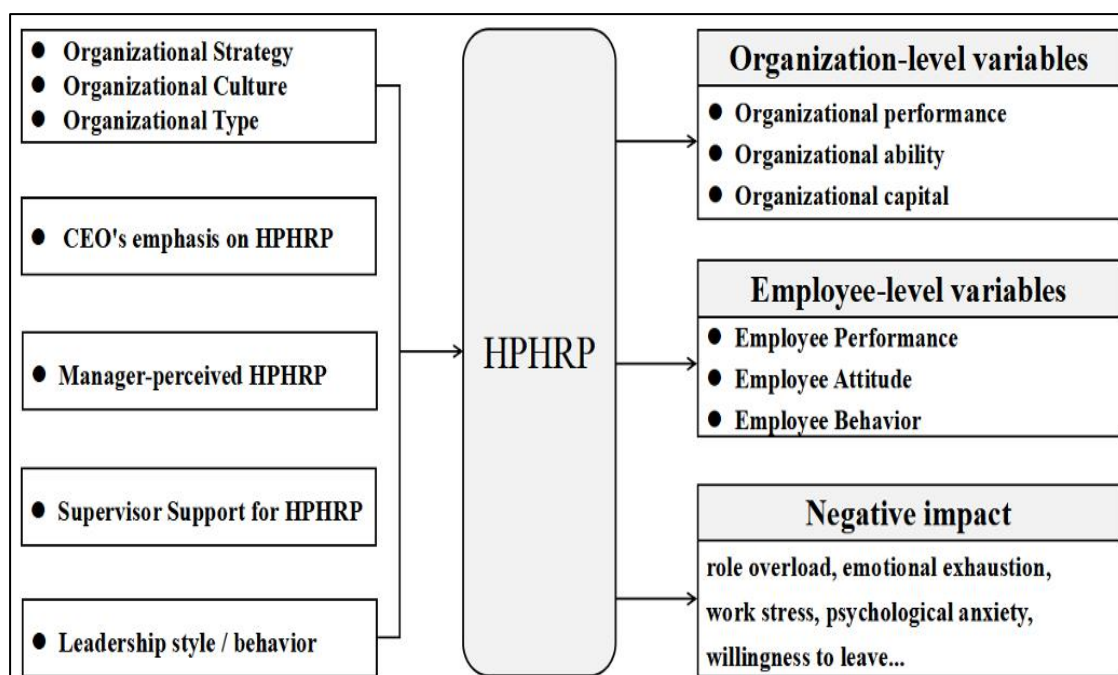


Figure 1.2 : Variables Of HPHRP

RESEARCH METHODOLOGY

Research methodology is mainly needed for the purpose of framing the research process and the designs and tools that are to be used for the project purpose. Research methodology helps to find the customer satisfaction based on product. This time research methodology is framed for the purpose of finding the level of "A STUDY ON HIGH PERFORMANCE HR PRACTICES AT INTELIBIM SOLUTIONS PVT.LTD." .

Effective marketing research involves five steps

- Defining the problem and research problems
- Developing the research plan
- Collecting the information
- Analyzing the information
- Presenting the finding

A. Defining the problems and research problems

- To understand and examine the current scenario of employees working at OMC in respect to the Performance Appraisal process
- To determine the main idea behind appropriate management of performance of employees
- To determine the responses and views of the employees at OMC with respect to their present performance management system

B. Developing the research plan

The research design of this study is descriptive in nature. Both primary and secondary data used to investigate the study of performance appraisal of employees. The major interest, however, is in the use of primary data via the questionnaire method. The data is gathered using a structured questionnaire, and the sample size is 60 . With the feasibility of the employees 32 complete responses has been undertaken for the analysis.

The frequency and reliability tests were used to analyze the data. Percentage analysis has been used for research analysis.

The second step of research call for developing an effective research plan which need to identify and establish various effects like:

1. Type of data

On the basis of the above objectives the data to be collected from the target unit. To find out the current situation of the employees working in the head office of Odisha Mining Corporation in relation to their performance. This data can only be collected in a primary format as no secondary document can support the current scenario of the employees working in the company.

2. Data Sources

Basically, the data for any type of research is collected from two sources. The primary and the secondary. For study we have collected only primary data. Since the study is a descriptive type the survey approach was adopted. A survey on the performance management system of employees was undertaken. Two more methods of direct observation and discussion with the employees was also included in the collection of data

3. Research Instrument

Primary questions and discussions are accessed as research aids by me for my conduct of research. Questionnaire is for the most common instrument used for the present-day study.

4. Sampling plan

Sampling of the total number of employees is a must for this type of field research work. This is because sampling takes a lot of time and effort and the results are extremely accurate as per the responses received.

The sampling plans calls for the three decisions:

a. Sampling Unit

It is the decision about the target segment of employees to be surveyed, the sampling unit in my case are the employees of all three levels of management working at OMC.

b. Sampling size

The sample size or the number of units to be surveyed was fifty. With the time and feasibility of employees thirty-two complete responses has been undertaken or the analysis. Though it may not be adequate, taking a large sample size is difficult because it is highly time consuming in a short period of time.

c. Sampling Procedure

Primarily three methods were followed, for the procedure of sampling. These methods not only gave a clear view of the current scenario but also gave much more knowledge about the immediate.

5. Contact Method

The method of contacting the respondents was also decided beforehand. The various methods of contact used are distribution of questionnaire, discussion and direct observation. Though these methods are time consuming yet it gathers valuable and relevant information.

6. Collecting the information

It was quite a tough task to gather such important information from the employees

7. Data Analysis

This is the most important step in the market research process. More collection of data will not give a clean picture of the problem. After collection of the data is to be prepared for analysis which involves editing, coding, tabulating, statistical summarisation and graphical summarisation. In the present study both simple and cross tabulation was given, percentage analysis is also used to know the percentage of respondents for various questions. Graphical summarisation was also done by creating appropriate tables and charts.

8. Presentation of finding

Inference is drawn from the result of analysis and are summarized in the analysis and interpretation part of the report

SAMPLE SIZE : Having a **sample size of fifty(50) respondents**, a number of **thirty two (32) complete responses** has been undertaken for analysis, it would not be accurate to derive the exact conclusions on behalf of all the employees working at InteliBIM Solutions..

LIMITATIONS OF THE STUDY

- The study is restricted to InteliBIM Solutions, so results may not be applicable to other organizations.
- The findings rely on employee responses, which may involve bias or hesitation to share true opinions.
- The sample size may not fully represent the entire workforce, depending on the number of responses collected.
- Time and resource constraints may limit deeper exploration of all HR dimensions.
- Since HR practices evolve with time, the results reflect the current scenario and may change in the future.

CHAPTER-02

COMPANY PROFILE

InteliBIM Solutions Private Limited is a Private Limited Company registered under the Companies Act, 2013 with CIN U72900KA2019PTC130606. It was incorporated on 13th December 2019 in Bangalore, though the firm began operations in 2017. The company is promoted by Mr. Deependra Samal (Founder & CEO) and Ms. Jhilina Priyadarshinee, and is structured as a company limited by shares with an authorized share capital of ₹10,00,000 and a paid-up capital of ₹1,00,000. Headquartered in Bangalore, InteliBIM also has a regional office in Colorado Springs, USA, enabling it to serve a global clientele across the United States, Europe, and Asia.

Vision, Mission, and Values

- **Vision:** To be a global leader in Digital Twin and BIM solutions by driving innovation and delivering sustainable engineering outcomes.
- **Mission:** To simplify, strengthen, and transform businesses by leveraging advanced construction technologies, fostering R&D, and creating value for stakeholders.
- **Values:** Innovation, integrity, customer focus, sustainability, and collaboration.

Services and Business Focus

InteliBIM is a global provider of engineering design and consulting services specializing in Building Information Modeling (BIM), Digital Twin solutions, 3D Laser Scanning, Scan-to-BIM, and Augmented Reality. The company has executed projects across diverse sectors, including power and energy, aviation, retail, education, transportation, and facility management. Its track record includes over 150 Scan-to-BIM substation and powerhouse projects, along with significant aviation projects such as airport cargo transport systems in the US.

The company emphasizes a research-driven approach, with a dedicated R&D team working on IoT-enabled smart 3D models, intelligent buildings, and advanced AR/VR integrations. This innovation-led strategy strengthens InteliBIM's positioning as an industry pioneer in integrating disruptive technologies into infrastructure projects.

HR Policies and Practices

The HR framework at InteliBIM is designed to align employee performance with organizational goals while ensuring fairness and transparency. Recruitment and selection are structured, with new hires starting as trainees before moving up the BIM hierarchy.

All new employees undergo a six-month probation period, after which confirmation is subject to performance reviews.

Employees work Monday to Friday and alternate Saturdays, with general working hours from 9 AM to 6 PM and additional rotational shifts of 6 AM to 3 PM and 3 PM to 12 midnight. Employees are expected to work at least nine hours daily, with flexibility for project needs.

On confirmation, employees are entitled to 18 Privilege Leave, 6 Casual Leave, 6 Sick Leave, and 1 Special Leave (for birthdays/anniversaries) along with 16 public holidays annually. Compensation packages are structured, combining basic pay, HRA, transport allowance, medical allowance, and special allowance.

Strict confidentiality and code of conduct policies are enforced. Employees are prohibited from taking up external assignments or engaging in competing activities. Violations such as fraud, harassment, absenteeism, or gross negligence can lead to termination without notice. The retirement age is 60 years, and employees must maintain physical and mental fitness for continued service.

Employees also sign a Non-Disclosure and Non-Compete Agreement (NDA) that requires them to safeguard all proprietary information, including client lists, trade secrets, and intellectual property. Any inventions made during employment belong to the company. Importantly, employees are restricted from joining or setting up competing businesses, soliciting clients, or poaching staff for up to 10 years post-employment, with breach penalties of up to ₹10 lakh

SWOT Analysis

- **Strengths:** Global presence; specialized expertise in Digital Twin and BIM; proven projects in power and aviation sectors; strong R&D culture.
- **Weaknesses:** Limited public financial disclosure; relatively small workforce compared to multinational competitors.
- **Opportunities:** Expanding demand for Digital Twin/BIM in India; government push for smart infrastructure; global growth in Industry 4.0 adoption.
- **Threats:** Intense competition from established global firms; rapid technological changes; reliance on niche expertise.

Organisation Structure

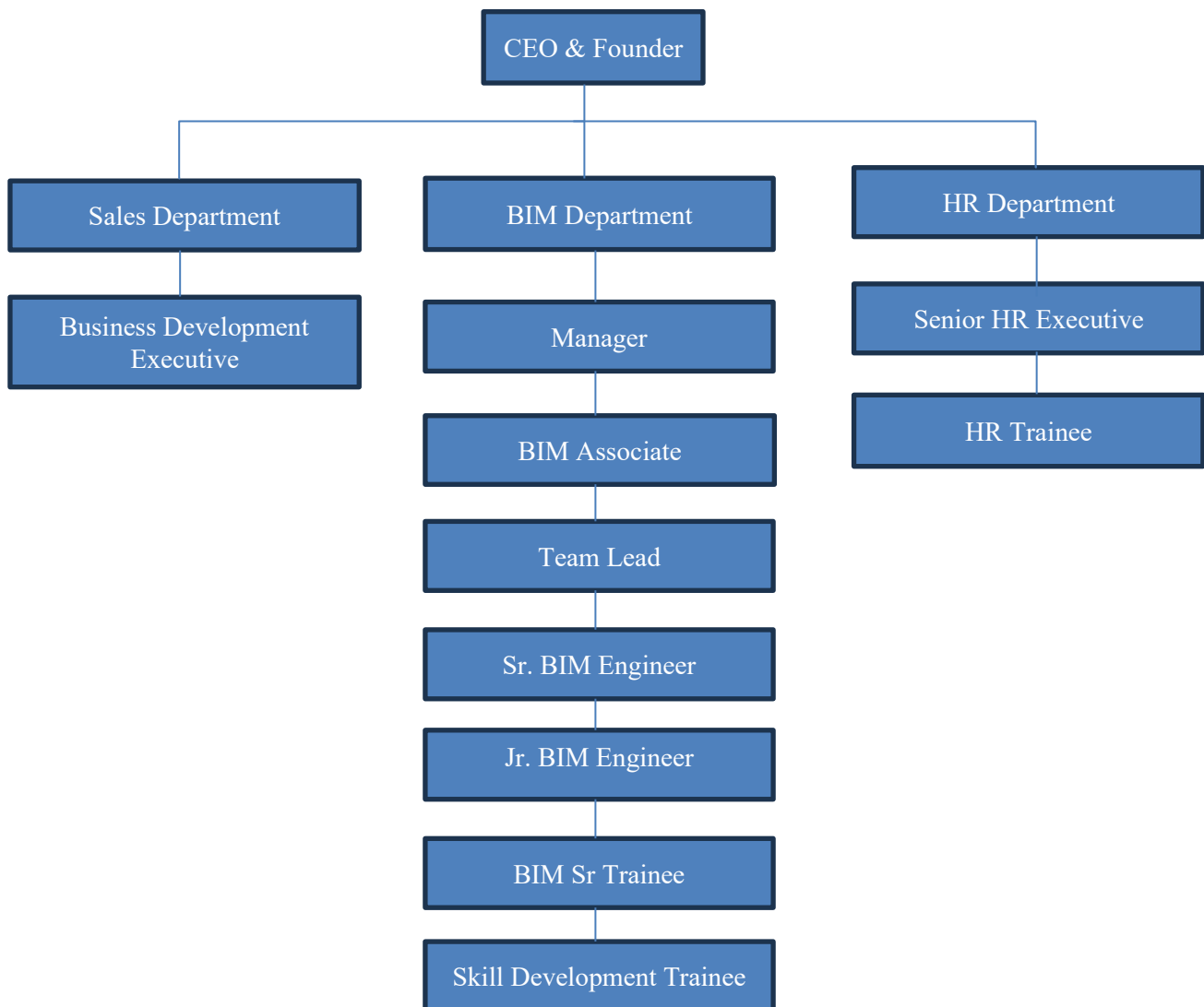


Figure- 2.1

Business Analysis

IntelBIM operates on a high-margin, low-volume business model, catering to clients who require specialized, high-value services rather than commoditized outsourcing. Its offerings—Digital Twin, BIM, Scan-to-BIM, AR/VR consulting, and R&D-driven innovations—are delivered on a project-based or milestone-driven pricing model. The company serves both domestic and international clients across AEC, aviation, energy, and infrastructure development.

Its place strategy combines cost-effective delivery from India with international project reach. Promotional strategies focus on LinkedIn engagement, media features, partnerships, and

Research And Development Showcases.

The customer base primarily consists of AEC firms, infrastructure developers, and facility management companies. InteliBIM's positioning strategy is built around being a trusted end-to-end partner for Digital Twin and BIM solutions, while its branding strategy highlights innovation, technology adoption, and measurable client outcomes.

Awards & Industry Recognition

- In 2021, *SiliconIndia Magazine* featured InteliBIM in a spotlight story titled “*Accelerating Construction Industry with BIM and Digital Twin Technology*”, where Founder & CEO Mr. Deependra Samal emphasized achieving at least 12% cost savings and improved lifecycle building performance using their solutions. The narrative highlighted the company's resource strength of 300+ man-years, deep industry footprint, and a high rate of repeat business (75%).
- In 2024, InteliBIM was ranked among the “10 Most Promising BIM Consultants” by *SiliconIndia Magazine*, recognized for delivering comprehensive Digital Twin and BIM services to clients across over 43 countries.



Figure :2.2



Figure:2.3

Industry Analysis – BIM & Digital Twin Consulting Industry

Market Structure and Competition

The Building Information Modeling (BIM) and Digital Twin consulting industry has emerged as a critical driver of transformation in the construction and infrastructure ecosystem. Globally, the BIM market was valued at USD 8–10 billion in 2022 and is projected to grow at a CAGR of 12–15%, crossing USD 20 billion by 2030. In India, adoption is still at a growth stage but is rapidly expanding, driven by large infrastructure projects, the Smart Cities Mission, and private real estate development.

The industry has two main types of players:

1. Software vendors (e.g., Autodesk, Bentley Systems, Trimble, Dassault Systèmes), who control platforms and licensing.
2. Service consultancies (e.g., Pinnacle Infotech, L&T’s digital engineering wing, and emerging players like IntelliBIM Solutions), who provide end-to-end project execution, customization, and integration of BIM/Digital Twin solutions.

Competition is oligopolistic on the software side, but fragmented on the services side, where multiple mid-sized firms compete for market share, primarily through differentiation in expertise, technology integration, and human resource practices.

Force	Intensity	Key Insights
Threat of New Entrants	Moderate	While demand is growing, high software licensing costs, need for specialized skills, and long client acquisition cycles act as barriers.
Supplier Power	Moderate–High	Software vendors like Autodesk and Bentley hold strong bargaining power; additionally, senior BIM professionals are scarce and act as powerful “suppliers.”
Buyer Power	High	Contractors, developers, and government clients have multiple options and often negotiate aggressively on pricing and delivery.
Threat of Substitutes	Low–Moderate	Legacy 2D CAD tools remain in use but provide far less efficiency compared to BIM and Digital Twin, making substitution unattractive in the long term.
Industry Rivalry	High	Numerous consultancies compete for a limited pool of skilled BIM professionals, resulting in intense rivalry and rising HR costs.

Table:2.1

Emerging Trends and HR Implications

- **Product Life Cycle Stage:** BIM consulting is in the growth phase, while Digital Twin consulting is in the introduction to early growth phase. This makes talent development and organizational readiness critical differentiators.
- **Talent Market Dynamics:**
 - Average time-to-hire for BIM roles is 30–60 days.
 - Training costs are high: ~₹6 lakh per employee in India and ~\$20,000–25,000 in US/Europe.
 - Attrition rates are significant post-training, forcing firms to invest in retention measures.

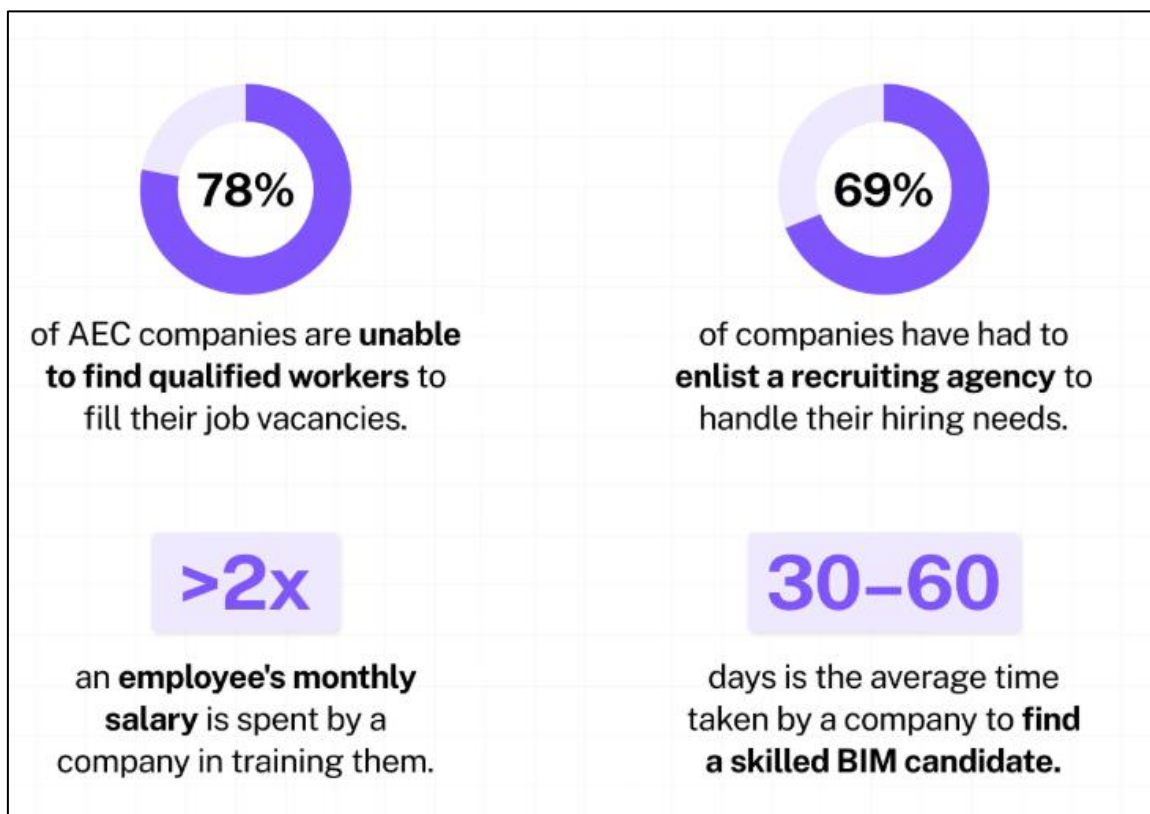


Figure: 2.4

- **Organizational Readiness:** Firms that adopt structured strategies in process, people, technology, and information management are more successful in scaling BIM delivery.
- **Skill Gaps:** While universities produce technically capable graduates, gaps exist in BIM workflows, project management, and leadership skills. Employers must bridge this with internal training academies.
- **Differentiation Practices:** Firms compete not just on cost but on domain specialization, global delivery standards, integration of AR/VR/IoT technologies, and strong HR practices that ensure project efficiency and innovation.

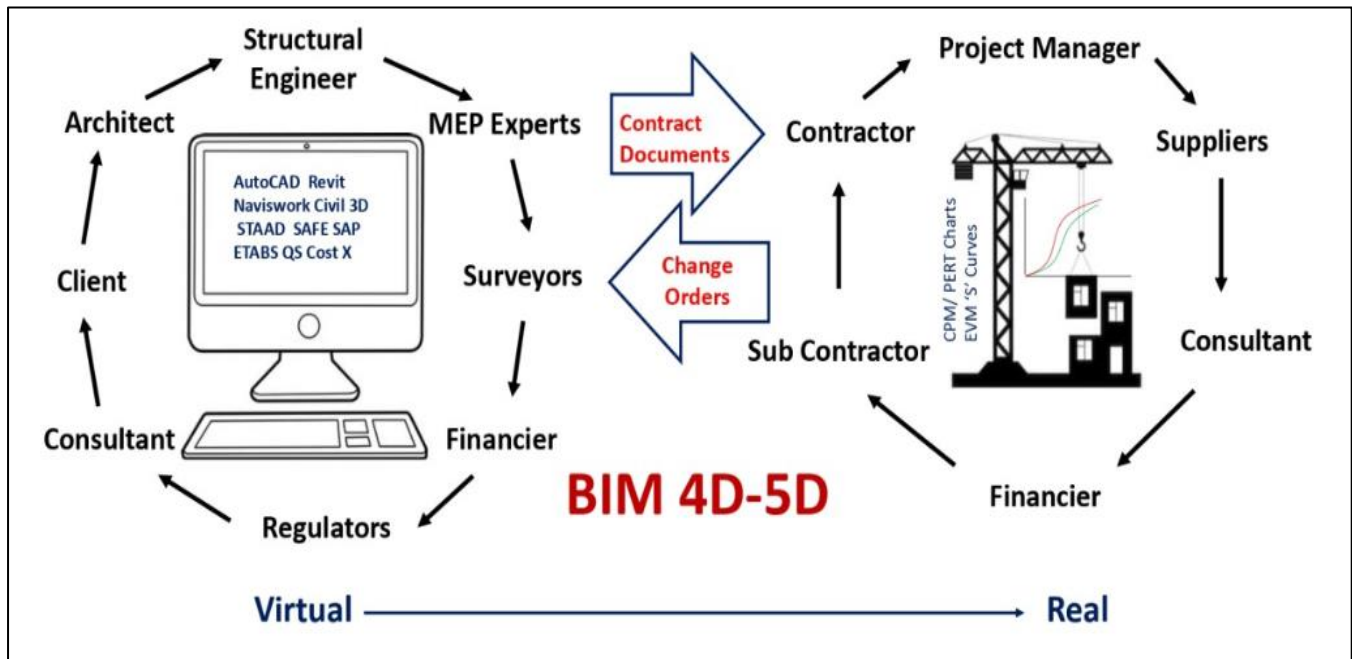


Figure : 2.5

Capability Cluster	Client Expectation	HR/HPHRP Relevance
Role Architecture	Clear role definitions (Modeler, Coordinator, Manager)	Enables structured hiring, promotions, and performance reviews
Organizational Readiness	Smooth adoption and scalability	Requires SOPs, knowledge systems, and ongoing training
Soft Skills & Leadership	Effective collaboration & client handling	Justifies investment in soft skills and leadership training
Time-to-Hire Efficiency	Faster project staffing	Strong recruitment pipeline and onboarding academies
Outcome-Based KPIs	Tangible results (clash reduction, timely delivery)	Aligns appraisals and recognition with measurable client value

Table:2.2

Strategic Implications for HPHRP at IntelBIM

1. **Structured Role Architecture:** Implement well-defined career ladders aligned with global BIM actor roles.
2. **Talent Development Systems:** Establish internal academies to reduce time-to-hire and improve training ROI.
3. **Knowledge & Process Systems:** Build strong SOPs and knowledge repositories for organizational readiness.
4. **Outcome-Based Performance Management:** Tie employee recognition and promotions to measurable project results.
5. **Retention Strategy:** Focus on engagement, recognition, and growth opportunities to minimize attrition post-training.

Dimension	InteliBIM Solutions	Large Firms (e.g., L&T Tech, Pinnacle)	Small Boutique Firms
Role Clarity & Growth Path	Clear career ladder (Trainee → Manager)	Broader but slower progression	Informal or undefined
Staffing Speed	Moderate, with reliance on targeted hiring	Faster ramp-up due to larger benches	Slower, resource-constrained
Training & Development	Customized, innovation-driven training	Standardized enterprise modules	Tool-specific, less leadership focus
Retention & Recognition	Emphasis on recognition and outcome-based appraisal	Retention via stability and brand equity	Cultural or founder-driven
Outcome Orientation	KPIs tied to clash reduction, RFI management, delivery speed	KPIs tied to throughput and cost	Project-by-project outcomes

Table:2.3

Role	Strategic						Management				Production	
	Corporate Objective	Research	Process+ Workflow	Standards	Implementation	Training	Execution Plan	Model Audit	Model Coordination	Content Creation	Modelling	Drawing Production
BIM Manager	Y	Y	Y	Y	Y	Y	Y	N	N	N	N	N
BIM Coordinator	N	N	N	N	N	Y	Y	Y	Y	Y	Y	N
BIM Modeler	N	N	N	N	N	N	N	N	N	Y	Y	Y

Figure: 2.6:Work Profile of BIM Roles

CHAPTER-03

COMPETITOR ANALYSIS

1. INTELIBIM VS AUTODESK

Products Compared (Feature Matrix)

Feature	InteliBIM	Autodesk
Digital Twin Offering	Core focus: AI-driven, real-time monitoring	Autodesk Tandem: Digital Twin for AEC, limited predictive AI
BIM Services	Yes, integrated	Revit: Industry-leading BIM software
AI / Predictive Analytics	Yes, advanced	Limited
AR/VR Visualization	Yes, immersive	No
Real-Time Monitoring	Yes	No
Target Sectors	AEC, infrastructure	AEC, construction
Global / Local Presence	India + international	Global
Unique Selling Proposition	Tailored Digital Twin + predictive analytics	Strong BIM + Digital Twin software

Table : 3.1

Differential Competitor Analysis

Strength of Autodesk: Well-established globally, huge user base, comprehensive BIM tools.

InteliBIM Advantage: Offers AI-driven Digital Twin specifically for AEC with real-time monitoring and AR/VR, which Autodesk lacks.



Figure : 3.1

2. INTELIBIM VS BENTLEY SYSTEMS

Products Compared (Feature Matrix)

Feature	InteliBIM	Bentley Systems
Digital Twin Offering	Yes, core focus	iTwin: Digital Twin for infrastructure, civil engineering
BIM Services	Yes, integrated	OpenBuildings: BIM software for architecture
AI / Predictive Analytics	Yes, advanced	Limited
AR/VR Visualization	Yes, immersive	No
Real-Time Monitoring	Yes	Yes, mainly for industrial & civil infrastructure
Target Sectors	AEC, infrastructure	Infrastructure, civil engineering
Global / Local Presence	India + international	Global
Unique Selling Proposition	Tailored for AEC Digital Twin + AI	Infrastructure-focused digital twin

Table : 3.2

Differential Competitor Analysis

Strength of Bentley: Strong in civil and infrastructure projects, widely adopted globally.

InteliBIM Advantage: Focused on AEC buildings, AI-driven predictions, real-time monitoring for operational management, and AR/VR visualization.



Figure: 3.2

3. INTELIBIM VS SIEMENS

Products Compared (Feature Matrix)

Feature	InteliBIM	Siemens
Digital Twin Offering	Core focus	Xcelerator: Industrial & building Digital Twin
BIM Services	Yes, integrated	Solid Edge: limited BIM for design
AI / Predictive Analytics	Yes, advanced	Advanced for industrial applications
AR/VR Visualization	Yes, immersive	No
Real-Time Monitoring	Yes	Yes, mainly industrial
Target Sectors	AEC, infrastructure	Industrial, infrastructure
Global / Local Presence	India + international	Global
Unique Selling Proposition	AEC-focused, AI-driven Digital Twin	Industrial-grade Digital Twin

Table : 3.3

Differential Competitor Analysis

Strength of Siemens: Large-scale industrial and infrastructure Digital Twin solutions.

InteliBIM Advantage: Tailored AEC solutions, AR/VR for visualization, predictive AI specific to buildings.

SIEMENS

Figure:3.3

4. INTELIBIM VS DASSAULT SYSTÈMES

Products Compared (Feature Matrix)

Feature	InteliBIM	Dassault Systèmes
Digital Twin Offering	Core focus	3D EXPERIENCE: Digital Twin for AEC & industrial
BIM Services	Yes, integrated	CATIA: design & modeling
AI / Predictive Analytics	Yes, advanced	Limited in building-focused AI
AR/VR Visualization	Yes, immersive	No
Real-Time Monitoring	Yes	Limited
Target Sectors	AEC, infrastructure	Industrial, AEC
Global / Local Presence	India + international	Global
Unique Selling Proposition	AI-driven Digital Twin for AEC	Comprehensive product lifecycle platform

Table : 3.4

Differential Competitor Analysis

- **Strength of eLogicTech:** Established BIM + Digital Twin services in India.
- **InteliBIM Advantage:** Advanced AI, real-time monitoring, immersive visualization, specialized for AEC buildings.



Figure:3.5

7. INTELIBIM VS FUSION VR (INDIA)

Products Compared (Feature Matrix)

Feature	InteliBIM	Fusion VR
Digital Twin Offering	Core focus	Yes, immersive Digital Twin
BIM Services	Yes, integrated	Limited
AI / Predictive Analytics	Yes, advanced	Limited
AR/VR Visualization	Yes, immersive	Yes, VR/AR focus
Real-Time Monitoring	Yes	Limited
Target Sectors	AEC, infrastructure	Oil & Gas, industrial, AEC
Global / Local Presence	India + international	India
Unique Selling Proposition	AI-driven Digital Twin + AR/VR	Immersive Digital Twin experience

Table: 3.7

Differential Competitor Analysis

- **Strength of Fusion VR:** Strong AR/VR visualization for immersive Digital Twins.
- **InteliBIM Advantage:** Combines immersive visualization with predictive AI, real-time monitoring, and BIM integration, making it more operationally functional for AEC.



Figure:3.7

CHAPTER - 04

ACTUAL WORK DONE

- Based on my daily diary record, the following tasks were carried out during the internship:
- Prepared and issued experience and excellence certificates for IT and Non-IT employees.
- Designed job templates for hiring and posted openings on LinkedIn.
- Screened CVs, coordinated interviews, and maintained a candidate database in Excel.
- Sent acceptance and rejection emails to applicants.
- Drafted employee feedback forms for IT and Non-IT staff.
- Worked on salary structure components including PF, ESI, statutory deductions, and compliance.
- Helped in preparing the holiday list.
- Supported in exit formalities of employees.
- Participated in organizing employee engagement activities such as Fun Fridays and Reward & Recognition programs.
- Conducted SWOT analysis of the company.
- Studied the company's vision and mission.
- Carried out competitor database analysis.

FINDINGS AND ANALYSIS

RELIABILITY:

Case Processing Summary			
		N	%
Cases	Valid	32	100.0
	Excluded ^a	0	.0
	Total	32	100.0
a. Listwise deletion based on all variables in the procedure.			

Table: 4.1

Reliability Statistics	
Cronbach's Alpha	N of Items
.964	20

Table: 4.2

INTERPRETATION- The above table reflects the Cronbach's value, i.e., 0.964, which is greater than 0.7. Hence, it indicates that the questionnaire is reliable

DESIGNATION ANALYSIS

Designation	Percentage
BIM Engineer	34.375
BDE	15.625
BIM Modeler	9.375
Skill development Trainee	18.75
Software Developer	9.375
Team Lead	12.5

Table 4.3

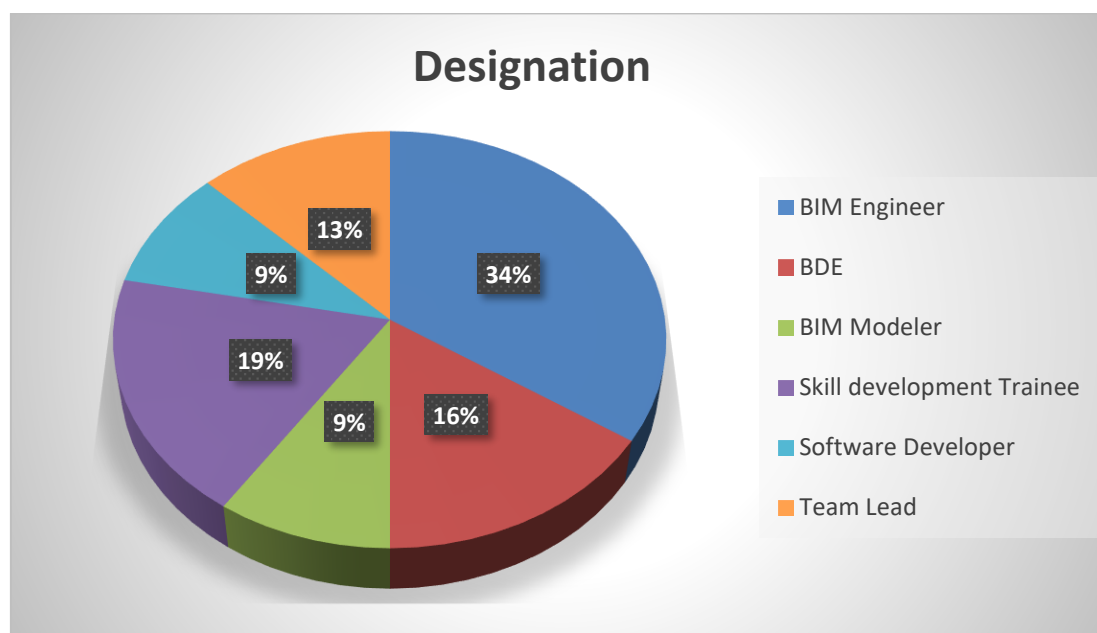


Figure: 4.1

INTERPRETATION - The above Figure 4.1 shows that the workforce is dominated by BIM Engineers (34%), with notable shares of Skill Development Trainees (19%) and Software Developers (16%). BDEs make up 13%, while BIM Modelers and Team Leads each account for 9% showing a clear focus on BIM oriented roles.

EXPERIENCE ANALYSIS

Experience(years)	Percentage
0 to 2	40.625
2 to 4	34.375
4 to 6	12.5
6 to 8	12.5

Table: 4.4

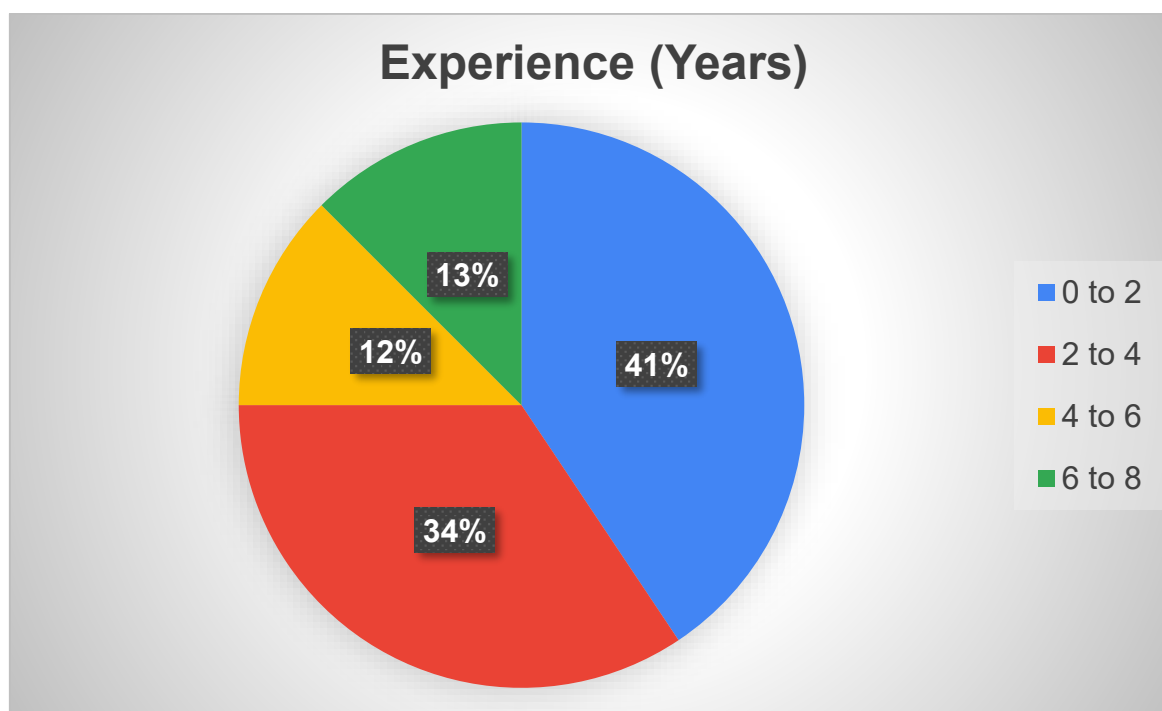


Figure: 4.2

INTERPRETATION - The above Figure 4.2 shows that the largest share of employees has 0-2 years of experience (41%), followed by those with 2-4 years (34%). Smaller segments include employees with 6-8 years of experience (13%) and 4-6 years (12%) of experience. This indicates workforce dominated by relatively fresh talent, with fewer employees in mid to senior level experience.

GENDER ANALYSIS

Gender	Percentage
Male	71.875
Female	28.125

Table:4.5

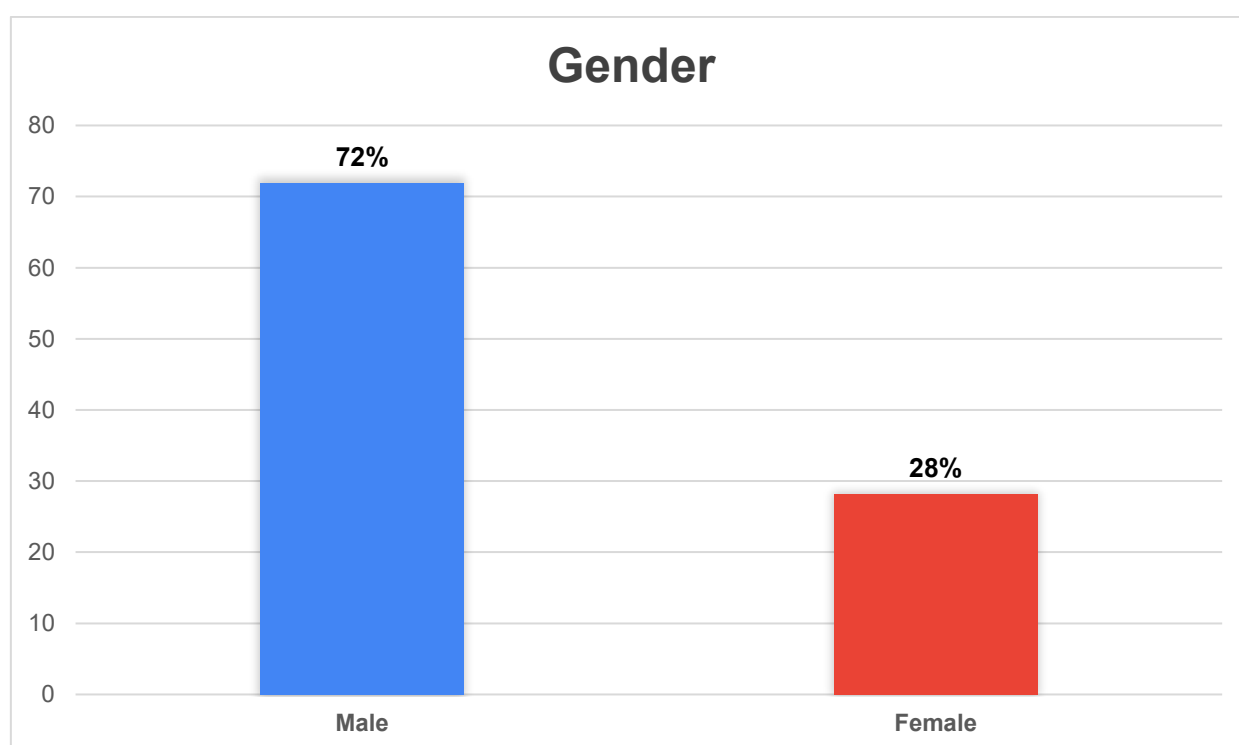


Figure:4.3

INTERPRETATION- The above figure 4.3 shows that the workforce comprises 72% males and 28% females, reflecting a predominantly male team while also highlighting the presence of women contributing to the organization's diversity

DESIGNATION WISE ANOVA

Anova: Single Factor				
SUMMARY				
<i>Groups</i>	<i>Count</i>	<i>Sum</i>	<i>Average</i>	<i>Variance</i>
2	20	75	3.75	0.197368
6	20	84	4.2	0.168421
4	20	100	5	0
2	20	75	3.75	0.197368
3	20	98	4.9	0.094737
4	20	100	5	0
2	20	76	3.8	0.168421
5	20	70	3.5	0.263158
6	20	75	3.75	0.197368
4	20	75	3.75	0.197368
3	20	77	3.85	0.134211
2	20	76	3.8	0.168421
6	20	99	4.95	0.05
4	20	77	3.85	0.134211
2	20	77	3.85	0.134211
1	20	84	4.2	0.484211
2	20	75	3.75	0.197368
2	20	81	4.05	0.05
2	20	73	3.65	0.239474
2	20	78	3.9	0.094737
4	20	80	4	0
1	20	84	4.2	0.168421
5	20	88	4.4	0.252632
2	20	76	3.8	0.168421
5	20	74	3.7	0.221053
2	20	81	4.05	0.05
1	20	94	4.7	0.221053
6	20	78	3.9	0.094737
3	20	80	4	0
1	20	98	4.9	0.094737
1	20	93	4.65	0.239474
4	20	80	4	0.105263

Table : 4.6

INTEPRETATION- The summary shows that employees in some designations (with highest mean = 5.0) perceive HR practices as very effective, while others (lowest mean = 3.65) rate them less favorably. Since the variance within groups is low, these opinions are consistent within each designation. This indicates that perceptions of HR practices vary significantly across designations, suggesting that current practices are effective for some roles but less so for others.

ANOVA						
Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	126.1734	31	4.070111	27.20866	2.23E-94	1.470178
Within Groups	90.95	608	0.149589			
Total	217.1234	639				

Table 4.7

INTERPRETATION – The above table (Table 4.1) is about the designation wise one-way ANOVA as the p value is less than 0.05, hence we have failed to accept the null hypothesis. It indicates that there exists a significant difference among the responses of various job designations

EXPERIENCE WISE ANOVA

Anova: Single Factor				
SUMMARY				
Groups	Count	Sum	Average	Variance
3	20	75	3.75	0.197368
4	20	84	4.2	0.168421
1	20	100	5	0
1	20	75	3.75	0.197368
4	20	98	4.9	0.094737
1	20	100	5	0
1	20	76	3.8	0.168421
2	20	70	3.5	0.263158
3	20	75	3.75	0.197368
2	20	75	3.75	0.197368
2	20	77	3.85	0.134211
2	20	76	3.8	0.168421
4	20	99	4.95	0.05
1	20	77	3.85	0.134211
1	20	77	3.85	0.134211
1	20	84	4.2	0.484211
2	20	75	3.75	0.197368
1	20	81	4.05	0.05
3	20	73	3.65	0.239474
3	20	78	3.9	0.094737
1	20	80	4	0
1	20	84	4.2	0.168421
2	20	88	4.4	0.252632
1	20	76	3.8	0.168421
2	20	74	3.7	0.221053
2	20	81	4.05	0.05
1	20	94	4.7	0.221053
4	20	78	3.9	0.094737
2	20	80	4	0
1	20	98	4.9	0.094737
1	20	93	4.65	0.239474
1	20	80	4	0.105263

Table:4.8

INTERPRETATION- The above summary shows varied perceptions across experience levels. Freshers (0–2 years) rated moderately (≈ 3.7 – 4.2), showing they are adapting. 2–4 years employees gave slightly lower ratings (≈ 3.65 – 3.9), indicating scope for more career support. The 4–6 years and 6–8 years groups rated highest (up to 5.0), reflecting strong confidence in HR practices. Overall, the results suggest HR policies are effective but can be further refined to meet the needs of all experience levels.

ANOVA						
<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	126.1734	31	4.070111	27.20866	2.23E-94	1.470178
Within Groups	90.95	608	0.149589			
Total	217.1234	639				

Table:4.9

INTERPRETATION -The above table (Table 4.2) is about the experience wise one-way ANOVA. As the p-value is less than 0.05, hence, we fail to accept the null hypothesis. It indicates that there exists a significant difference among the responses of various groups of experience.

FINDINGS

MAJOR FINDINGS OF OBSERVATIONS

Effectiveness of High-Performance HR Practices

From the responses collected through employee feedback forms and day-to-day observations during the internship, it was identified that the organization has adopted multiple HR practices aimed at improving overall performance. Practices such as structured recruitment, employee engagement activities, and recognition programs were observed to create a positive work environment. However, employees expressed that not all practices are uniformly implemented across departments, which sometimes reduces their overall effectiveness.

Purpose of High-Performance HR Practices

The main objective of introducing high-performance HR practices is to enhance employee productivity, motivation, and retention. Based on the findings, while initiatives like Fun Fridays and Reward & Recognition were appreciated, employees felt that the practices should also focus more on career growth opportunities, structured training, and continuous performance improvement. Employees emphasized that HR practices should not be limited to engagement activities alone but should also strengthen long-term professional development.

Compensation and Motivation

It was found that employees are aware of statutory compliances such as PF and ESI, and the salary structure is transparent. However, some employees indicated that compensation alone does not drive high performance. Recognition, career development, and regular feedback play a stronger role in motivating employees. The study highlights that high-performance HR practices should combine fair compensation with non-monetary motivators.

Feedback and Recognition

Employees strongly agreed that timely feedback and recognition boost morale and performance. Engagement activities like Fun Fridays and Reward & Recognition programs were seen as effective in motivating employees and fostering teamwork. However, feedback mechanisms were not consistently applied across all employees, leading to a gap in individual development opportunities.

MAJOR FINDINGS OF ANALYSIS

• Designation

- The workforce is dominated by BIM Engineers (34%), with fewer Team Leads (12.5%) and Software Developers (9%).
- This uneven distribution creates imbalances in views and expectations—while technical staff may prioritize skill development, employees in leadership or business roles may feel limited growth prospects.
- Such differences highlight the need for High-Performance HR Practices (HPHRP) that balance technical specialization with leadership development.
- Differences in opinion towards the HPHRP were found among the various groups of designation.

• Gender Representation

- The workforce is male-dominated (72%), with only 28% female employees.
- This gender imbalance not only reduces diversity but also generates varied perceptions of HR policies—male employees may feel HR systems are adequate, whereas female employees may face challenges in inclusivity, recognition, and equal growth opportunities.
- Such disparities highlight the need for High-Performance HR Practices (HPHRP) that promote diversity and ensure fairness across genders.

• Experience Distribution

- A large proportion of employees are freshers (0–2 years: 41%), while only 25% have over 4 years of experience.
- This skew results in contrasting views about HR practices—freshers may seek training and growth opportunities, while experienced employees may expect leadership roles and recognition.
- The imbalance suggests that current practices are not equally effective for all groups, reinforcing the need for modified HPHRP policies that cater to both early-career and senior professionals.
- Differences in opinion towards the HPHRP were found among the various groups of experience.

- **Overall Observation**

- Across designation, gender, and experience, there exists a clear imbalance of workforce structure and diverse perceptions regarding HR practices.
- These imbalances underline that while existing policies support basic workforce functioning, they are not fully aligned with the principles of High-Performance Human Resource Practices (HPHRP).
- Emerging workforce gaps highlight the need for High-Performance HR Practices (HPHRP) that integrate inclusivity, continuous skill development, and leadership readiness.

CHALLENGES OF IMPLEMENTING HIGH-PERFORMANCE HR PRACTICES

The challenges identified during the study include:

- Inconsistent application of HR practices across different teams.
- Lack of clarity on long-term career growth opportunities.
- Limited focus on training and upskilling compared to engagement activities.
- Occasional delays in recognition or feedback processes.
- Balancing work responsibilities with engagement activities without affecting productivity.

CHAPTER-05

CONCLUSION

The findings reveal that there are clear imbalances across designation, gender, and experience within the organization. The dominance of BIM Engineers reflects limited role diversification and career progression opportunities, while the male-heavy workforce highlights the need for greater inclusivity. Similarly, the majority of freshers compared to experienced professionals shows a workforce that is young, energetic, and dynamic, but also in need of structured guidance and leadership development.

It is also observed that employees from different designations and experience levels hold varying points of view regarding existing HR practices. This variation suggests that while current HR practices are functional, they are not equally effective for all groups. However, this diversity of perspectives should be seen as a positive opportunity for the organization to redesign its policies into High-Performance Human Resource Practices (HPPHRP) that are more inclusive, adaptable, and employee-centric. By leveraging these diverse opinions and aligning HR practices with employee needs, the company can create a culture of continuous improvement, stronger engagement, and sustainable growth.

SUGGESTIONS FROM THE OBSERVATIONS:

1. **Strengthen Feedback Mechanisms:** Develop a systematic and continuous feedback process that allows employees to voice concerns, suggest improvements, and receive timely responses from management.
2. **Align Engagement with Organizational Goals:** Ensure that all employee engagement programs and initiatives are designed to reinforce the organization's strategic objectives, making them more purposeful and impactful.
3. **Structured Training and Development:** Introduce comprehensive training and development programs that not only enhance employees' technical skills but also focus on soft skills, leadership development, and career advancement, integrated with recreational activities to maintain motivation and work-life balance.
4. **Clarify Career Growth Paths:** Clearly define career trajectories, growth opportunities, and performance expectations for employees, ensuring transparency and fostering a culture of accountability and motivation.

5. **Recognition Programs:** Standardize recognition programs to reward not only exceptional performance but also consistent contributions, teamwork, and innovation, thereby enhancing employee morale and retention.

By implementing these measures, the organization can bridge the gap between existing HR initiatives and their intended outcomes, ensuring that high-performance HR practices contribute more effectively to both individual and organizational success.

SUGGESTIONS FROM ANALYSIS

• Designation-Wise Suggestion

- Since the workforce is heavily concentrated in BIM Engineer roles (34%) and comparatively lower in Team Leads (12.5%) and Software Developers (9%), the company should:
 - Develop career progression programs for BIM Engineers so they can grow into leadership roles.
 - Introduce cross-training and job rotation to balance expertise across designations.
 - Adopt HPHRP practices like role enrichment and skill diversification to reduce over-dependence on a single job role.

• Gender-Wise Suggestion

- With a male-dominated workforce (72% male vs. 28% female), the imbalance could affect inclusivity and perspectives.
- The company should:
 - Implement diversity hiring policies to encourage more female participation, especially in leadership and technical positions.
 - Introduce women-focused development programs under HPHRP such as mentorship, leadership coaching, and flexible HR policies.
 - Foster a culture of gender inclusivity by ensuring equal representation in decision-making committees.

• Experience-Wise Suggestion

- Since 41% of employees have only 0–2 years of experience and just 25% have more than 4 years, there is a gap in maturity and expertise.
- The company should:
 - Strengthen training and development initiatives for freshers to improve performance and engagement.
 - Provide leadership and mentoring opportunities to experienced employees to retain them and leverage their knowledge.
 - Use HPHRP tools like competency mapping, succession planning, and fast-track leadership programs to create a balanced talent pipeline.

• Overall HR Practice Suggestion

- The imbalance across designation, gender, and experience indicates diverse views and opinions regarding current HR practices.
- To make practices more effective, the company should:
 - Modify existing HR strategies into High-Performance HR Practices (HPHRP) that are inclusive, balanced, and employee-centric.
 - Regularly gather employee feedback across all categories (designation, gender, experience) and refine HR policies to ensure fairness and feasibility.
 - Encourage a performance-driven culture with equal emphasis on employee development and organizational growth.

SUGGESTIONS FOR FUTURE RESEARCH

Future studies can further expand understanding of high-performance HR practices by focusing on the following areas:

1. **HR Practices and Employee Productivity:** Examine the direct relationship between specific HR interventions (e.g., engagement programs, training initiatives, recognition systems) and measurable employee productivity metrics to identify the most effective practices.
2. **Leadership Involvement:** Investigate the role of managerial and leadership support in the successful implementation of high-performance HR practices, exploring how leadership commitment influences employee engagement and organizational performance.

3. **Digital HR Tools:** Analyze the impact of digital HR solutions, including Human Resource Information Systems (HRIS) and AI-driven recruitment tools, on the efficiency, accuracy, and scalability of high-performance HR practices.
4. **Long-Term Retention Impact:** Study the long-term effects of recognition, engagement, and development initiatives on employee retention, focusing on both IT and Non-IT sectors to identify industry-specific strategies.
5. **Cultural and Organizational Context:** Explore how organizational culture, work environment, and sector-specific dynamics influence the adoption and effectiveness of high-performance HR practices, providing insights into customization and scalability.

Such research can offer deeper insights into optimizing HR strategies, enhancing employee satisfaction, and driving sustainable organizational growth.

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- <https://www.indiafilings.com/search/InteliBIM-solutions-private-limited-cin-U72900KA2019PTC130606>

ANNEXURE I

Survey on the employee response on High Performance HR Practices

Name: _____

Designation: _____

Gender: _____

Experience (years): _____

Please rate your agreement with each statement using the following 5-point scale:

1 = Strongly Disagree (SD)

2 = Disagree (D)

3 = Neutral/Neither Agree nor Disagree (N)

4 = Agree (A)

5 = Strongly Agree (SA)

Sl. No.	Question	1(SD)	2 (D)	3 (N)	4 (A)	5(SA)
1.	The recruitment process in the organization is transparent and efficient.					
2.	Job roles and expectations were clearly communicated to me during hiring.					
3.	The recruitment system ensured fair and unbiased selection.					
4.	The induction session helped me understand the company's culture and policies.					
5.	HR policies are clearly communicated and easily accessible.					
6.	The HR team is approachable and helpful when needed.					
7.	HR communicates important updates and changes in a timely manner.					
8.	HR conducts employee engagement activities regularly.					

Sl. No.	Question	1(SD)	2 (D)	3 (N)	4 (A)	5(SA)
9	The organization supports employee development through training and up skilling.					
10	The organisation offers flexible work arrangements that support employee productivity.					
11	HR initiatives are aligned with the company's vision and mission.					
12	I feel valued and recognized for my contributions at work.					
13	The organization effectively rewards and acknowledges high-performing employees.					
14	The organisation has a fair compensation policy.					
15	My suggestions and feedback are heard and considered by the management.					
16	The organization has a fair and growth-oriented performance appraisal system					
17	Employees are given clear goals and expectations to achieve high performance.					
18	I have opportunities for learning and development that support my performance.					
19	I receive constructive feedback that helps me improve my performance.					
20	Employees collaborate effectively to achieve team goals					

ANNEXURE II (NON-DISCLOSURE AGREEMENT)



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PROPRIETARY INFORMATION, NON-COMPETE AND INVENTIONS

UNDERTAKING AGREEMENT

In consideration of my employment with INTELIBIM SOLUTIONS Pvt. Ltd. and as agreed in the Definitive Agreements executed at KUSUPANGI, CUTBACK, BANKI, CUTBACK, ODISHA-751007, residing at KUSUPANGI, CUTBACK, BANKI, CUTBACK, ODISHA-751007, hereby further undertake and agree as follows:

1. Recognition of Company's Rights; Non-disclosure:

1.1. On cessation of my employment with the INTELIBIM I agree that, The Information I have been handed-over or disclosed by the Company, I will hold in strictest confidence and will not disclose, use, lecture upon or publish any of the Company's Proprietary Information (defined below) to any third party or use for my personal benefit.

1.2. The term "Proprietary Information" shall mean all intellectual property, trade secrets, confidential information or knowledge, data, financial information, Client list, business plans, forecasts, estimates, or any other proprietary information of the Company. By way of illustration but not limitation, "Proprietary Information" includes (a) inventions, trade secrets, ideas, processes, formulae, source and object codes, data, programs, software, systems, otherworks of authorship, know-how, techniques, improvements, discoveries, innovations, developments, designs and development, new products, marketing and selling, business plans, operations, budgets and non-public financial information, prices and costs, suppliers and customers.

1.3. The terms "Confidential Information" shall mean shall include, all Agreements, Joint Ventures, MOU, e-mails, estimates, invoices, and all documents, inclusive of all disclosures of the investment programme without limitations, information relating to business organization, corporate structure, market data and/or documents, business

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plans, financial data, Application work flows, app functionalities, application designs, drawings, descriptions, or other technical information, data, devices and materials of itself or its clients, information relating to employees, consultants, affiliates, partners, suppliers or any other financial, technical or commercial information of any nature whatsoever, and all information supplied by it related to its hardware, software, designs, specifications, sketches, descriptions, photographs, graphics, inventions, trade secrets, patents, copyrights, future product plans, know-how and technology or other proprietary or business information of the Company.

2. Assignment of Inventions:

2.1. I hereby assign irrevocably to the Company all of my right, title and interest in and to any and all inventions, copyrightable material, designs, improvements and discoveries of any kind which I have made, conceived or developed during the period of employment with the Company, which pertain to or relate to Company's business or any of the work or businesses carried on by the Company ("Intellectual Property") shall be the sole property of the Company from the date of creation or invention thereof.

2.2. All Intellectual Property shall be the sole and exclusive property of the Company. I hereby unconditionally assign all my rights either as an employee or otherwise, in all Intellectual Property and in all related patent, copyrights and trademarks and other proprietary rights therein to the Company.

2.3. I declare unconditionally to assist and cooperate with the Company, after the period of my employment with the Company, at the Company's sole expense, to allow the Company to obtain, maintain and enforce patent, copyright, trademark and other legal protection for the Intellectual Property. I shall sign such documents, and do such things necessary, to obtain such protection and to vest the Company with full and exclusive title in all Intellectual Property against infringement by others.

2.4. I further assign all Proprietary Rights with respect thereto, whether or not patentable or registrable under copyright or similar statutes, made or conceived to practice or learned by me, either alone or jointly with others, during the period of my employment with the Company.

3. Authority and Non Infringement License:

3.1. I hereby warrant to the Company that any and all items, technologies and intellectual properties of any nature developed by me along with the Company or provided by me at any time during my employment with the Company on the instructions of the Company, and in any way for or related to the Company was, or will be, at the time developed or provided to the Company are original and are owned by Company and not by me and, as provided to the Company or when used and exploited by the Company and any customers or suppliers of the Company or any of their respective successors and assigns, I will not infringe in any respect on the rights or property of the Company.

3.2. I, without the prior written approval of the Company, will not use any equipment, supplies, facilities or proprietary information of the Company or any other person or entity.

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3.3. I will indemnify the Company and pay damages or compensation, for any and all losses, claims and expenses (including, but not limited to, reasonable fees and disbursements of attorneys) arising from or by reason of any breach of any warranty under this undertaking.

4. Non-Compete and Other Activities:

4.1. On cessation of employment, I promise, represent, and covenants that I shall not, directly or indirectly attempt in any manner to solicit from any client/customer of the Company and/or its Subsidiaries, the business of the type carried on by the Company and/or its Subsidiaries or to persuade any person, firm or entity which is a client/customer of the Company its Subsidiaries to cease doing business or to reduce the amount of business which any such client/customer has customarily done or might propose doing with the Company its Subsidiaries, whether or not the relationship between the Company and/or its Subsidiaries and such client/customer was originally established in whole or in part through his or its efforts or employ or attempt to employ or assist anyone else to employ any person who is in the Vendor ship/Partnership/Employee of the Company and/or its Subsidiaries at the time of the alleged prohibited conduct, or was in the Vendor ship/Partnership of the Company and/or its Subsidiaries at any time, failing which I will compensate the Company of the losses incurred by way of damages.

4.2. Notwithstanding the limitation of this provision by any law for the time being in force, the Parties undertake to at all times to observe and be bound by the spirit of this undertaking. Provided however, that on the revocation, removal or diminution of the law or provisions, as the case may be, by virtue of which the restrictions contained in this Clause were limited as provided hereinabove, the original restrictions would stand renewed and be effective to their original extent, as if they had not been limited by the law or provisions revoked.

4.3. I, further acknowledge and agree that the covenants contained in this undertaking are no more extensive than is reasonable to protect the Business of the Company and that the restrictions on competitive activity set forth above are required to secure the interests of the Company.

4.4. I, shall On cessation of my employment and thereafter, promise, represent, covenant and shall ensure that I shall not initiate, undertake, cause to do, abet, promote, or commit any activities that could directly or indirectly compete with the business or the proposed business of the Company and the same shall apply even after cessation of my employment with the Company.

4.5. On cessation of my employment and thereafter I will not disclose the confidential information, Intellectual Property, Business Secrets, Project details, Client list or price lists of any other confidential information of the Company to any person, third party, any existing or previous employee of the Company, new employer or competitor of the Company.

4.6. On cessation of my employment and thereafter I undertake that I will not set up a similar business of the Company or enter into any partnership, joint venture, or constitute any legal entity to directly compete with the Company including by way of approaching the Company Clients, Vendors etc.... or causing reference to any third party or related party to solicit the Company Clients and business for my benefit, profit and gain, failing which I shall pay suitable damages to the Company. This clause is applicable for 10 years from the date of agreement.

Maheswari Beena

8. Declaration:

I UNDERSTAND THAT THIS AGREEMENT AFFECTS MY RIGHTS TO INVENTIONS I MAKE DURING MY EMPLOYMENT, AND DURING OR SUBSEQUENT TO MY EMPLOYMENT RESTRICTS MY RIGHT TO DISCLOSE OR USE THE COMPANY'S PROPRIETARY INFORMATION AND MY RIGHT TO ENTER INTO COMPETITIVE ACTIVITIES. I HAVE VOLUNTARILY ENTERED INTO THIS AGREEMENT AND HAVE BEEN ADVISED THAT THIS AGREEMENT CONTAINS SERIOUS LEGAL OBLIGATIONS AND THAT I MAY HAVE MY OWN LAWYER REVIEW THIS AGREEMENT BEFORE SIGNING. I HAVE READ THIS AGREEMENT CAREFULLY AND UNDERSTAND THE TERMS.

EMPLOYEE NAME: Maheswari Beena

Signature: Maheswari Beena

Date: 11/06/2024

ADHARCAD/PAN/DL NO. 6782 7059 9416

EMPLOYEE PERMANENT ADDRESS: C/O: Azim Kumar Beena,
Kusupangi, Cutback,
Banki, Cutback,
Odisha, 751007.

(Signature)
Intelibim Solution Pvt. Ltd.
11/06/2024

Maheswari Beena