

# The HR's Role In Employee Engagement: With Reference To Information Technology Sector In India

**Dr Shaik Mastan Vali,**

*1 Associate Professor, Dept of Masters in Business Administration,*

*Malla Reddy Engineering College and Management Sciences, Medchal & Hyderabad, Telangana – 501 401*

---

## ABSTRACT

The research aims to identify the HR'S Role in Employee Engagement in Information Technology Sector in India. Good employee engagement requires HR having a holistic view of the employer-employee contract. HR has to ensure employees have the right skills, tools and environment to perform their jobs to the best of their ability. They have goals to work towards, both personal goals and organisational goals. Employee engagement is a very big issue for organisations and it's a very big issue for HR. For this study the researcher used the structured questionnaire was administered to employees of selected IT companies in selected locations in India. Several recommendations are suggested to improve employee engagement constructed on the study of data collected for this research.

***Key Words: HR's Role, Employee's Engagement, Information Technology and India***

## INTRODUCTION:

The role of the human resources department in employee engagement, more broadly, employee engagement is a workplace approach aimed at strengthening the emotional and emotional connection between employees and the company, their job responsibilities, and their position in the company, Their colleagues and company culture. ... Use employee retention strategies to improve health and productivity at all levels of the organization. Through various measures, initiatives and methods, employee engagement encourages all members of the company to do their best every day.

The commitment of employees in the human resources department also helps to ensure that each employee is fully committed to the company's mission, goals, and values, and maintains motivation and inspiration to contribute to the company's overall success. This strategy aims to improve the well-being of every employee. Employee engagement levels are low, critically low according to the US research organisation Gallup. Its annual workforce report claims there is a worldwide employee engagement crisis, with just 15% of the global staff being engaged with their work.

According to recent research, disengaged employees cost the U.S. over \$450 to \$550 billion per year in lost productivity, and only 19 percent of employees consider themselves "very engaged."The Global Employee Engagement Index research conducted by us in 2018 revealed that globally just 25.3% of employees were engaged, and in India Employee Engagement is about 51%.

According to Gallup 85% of the employees are either no active participation or separation in work. The 2018 Global Employee Engagement Index™ (GEEI) shows that worldwide, engagement and commitment levels have increased by 4% over the last four years. The overall employee engagement and engagement is still less than 30%, which means that the company has a large number of untapped talents being wasted, and in the worst case, it is consuming the company's resources. There is a lot of room for improvement.

**Employee Engagement and Human Resource:** Employees are like the engine of an organization. Every engine must be maintained to run smoothly and efficiently. Employees also need continuous

commitment to maintain a satisfactory workforce. The concept of employee engagement was first proposed by Kahn. Introduction(1990). Kahn understands that commitment means that the members of the organization themselves are used to fulfil their professional roles. Employees are divided into various roles designed to make the organization work better. The degree of role adaptation requires individuals and their commitment to the role. In the state of participation, people will express themselves physically, emotionally and cognitively and complete their work. In a highly competitive and globalized company, environmental protection organizations will be able to make good use of employee engagement to give full play to their role.

**The HR's Role in Employee Engagement:** Although all departments of the company can and should implement various measures to retain employees, the human resources department is particularly important for successful employee retention methods. The impact of employee engagement on employee retention, well-being, and productivity must remain a priority for the HR department in its plan. In improving employee engagement, each human resources department plays five key roles and the roles are 1) Executive Leadership, 2) Employee Engagement, 3) Employee Training, 4) Employee Activities, 5) Employee Measurements.

**LITERATURE REVIEW:** The literature review is absorbed onconceptualizes and Comprehensive employee engagement.

After Khan (1990) introduced the perception of employee engagement, there were no significant research initiatives to study employee engagement until researchers decided to reintroduce the concept of engagement of the numerous attempts to study employee engagement through rigorous testing, some other approaches emerged: Maslach and Leiter's (1997) job engagement and Schaufeli' s work engagement (2002). Schaufeli et al. (2002) proposed a new definition of work engagement: "a positive, fulfilling, work -related state of mind that is characterized by vigor, dedication, and absorption" (p. 74). Vigor is characterized by high levels of energy and resilience. Dedication is characterized by an employee being highly involved in their work. Absorption is described as having high levels of concentration.

The success of different organizations, public or private, such as banks, depend largely on the performance of their human resources (Uma et al., 2017), which emphasize employees' skills (Ong and Koh, 2018; Ong et al., 2019). Human resource management (HRM) practices can be regarded as a set of internally coherent and consistent practices aimed at reinforcing andpromoting employee competence, motivation as well as commitment (Elrehail et al., 2019). They also manage human talents and skills to achieve the organization's goals (Anaet al., 2019).

The term engagement has gained high significance in the ITindustry. It has emerged as a success factor for organizations and has become a critical elementin determining the business strategy in today's competitive market. Engagement not only hasthe potential to substantially influence employee commitment, productivity, employee loyalty,and employee retention, it is also a key ingredient in adding to customer satisfaction, companyrepute, and largely to stakeholder value (Andrew and Sofian, 2012). Specifically, organizationsinvolve human resource managers to establish an outline for engaging the employees andachieve a competitive edge.

Employee engagement also refers to the extent to which individuals invest themselves fully in the performance of their work (Christian et al., 2011). Thaliath & Thomas (2012) describedemployee engagement as "a heightened connection between employees and their work, theirorganization, or the people they work for or with" (p. 1). Harter, Schmidt, and Hayes (2002)define employee engagement as "an individual's involvement and satisfaction with as well asenthusiasm for work.

Within the literature, employee engagement is also referred to as workengagement or workplace engagement (Shuck, 2011).

**Significance of the Study:**The results of this research will provide practitioners and researchers with insights and information about employee participation in social services. After measuring employee engagement, team leaders can formulate and implement strategies to actually enhance the engagement of the company. This may increase the overall efficiency of the organization and may reduce burnout, absenteeism and dropout. Participation is a psychological or emotional level, not a physical level that is difficult and easily distorted. Researchers should pay special attention to employees' participation in personnel services. Professionals need experience information to understand better. Psychologically, it is understandable for employees who express themselves in the questionnaire and answer honestly. They have higher requirements for maturity, but they try to simplify and manage the questionnaire, clarify the questions and explain the details.

**RESEARCH METHODOLOGY:** The objective of the research was to examine the Human Resource's Role in Employee Engagement with reference to the Selected Information Technology Companies in Selected Cities in India.The primary data were gathered through questionnaire from the IT - Sector Employees. For the collection of data, about 200 questionnaires were circulated among the Employees through mail and only 150 replies were collected after 20 working days of distribution that is about 75 % rate of response.

**The following research questions driven the research process:** To provide better insights into the areas that enable employer to improve the management of their employees, the following research questions were formulated: 1) To Know the Demographic Profile of the Employees in Selected IT Companies in India, 2) To Know the Human Resource's Strategies in Employee Engagement in IT Companies in India, 3) To Know the Employees Engaged in Community outreach and social responsibility activities, 4) To Know the Findings of the Study with reference to the Selected IT Companies in India.5) To offer theInterventions or Suggestions to the HR Department to Improve the Employee Engagement Activities.

**Scope of the Present Study:** The Present Study was conducted in Information Technology Sector with reference to the selected companies in, Bangalore, Chennai, Hyderabad and Pune, cities in India. For this study the researcher has chosen the population of Selected IT Company Employees.The researcher has distributed about 200 standard procedure questionnaires and received only 150 responses from the IT employees.

**Sampling Design:**The sampling unit for the study includes employees of selected I.T. Companies engaged in software development in India. Multistage sampling procedure is adopted. As many as 05 companies have beenapproached for the gathering of the primary data. The companies thus selected are Tata Consultancy Services, Wipro Technologies, Tech Mahindra, Genpact and HCL Technologies.The researcher has chosen convenience sampling which forms 150 employees as the sample size.

**Statistical tools used for the Study:** Relevant statistical tools are applied for the purpose of data collection. All the collected questionnaires are coded and Statistical tools used for data analysis with simple sampling percentage methodand ANOVA was adapted to draw more efficient results

**Reliability Analysis for the Statement:** Reliability is defined as the extent to which a questionnaire, test, observation or any measurement procedure produces the same results on repeated trials.

**Table#01. The standardized Cronbach's coefficient alpha has been calculated for the (30)items of the data collected.**

Cronbach Alpha	Selected Information Technology Companies in Indian: With reference to
----------------	--

	Selected Locations only.
30- Items	0.764

**Cronbach’s Alpha Test Results:** The internal consistency of the questionnaire of 30 questions with value of the Cronbach’s Alpha is .764, which shows that data is good and acceptable,

**DATA ANALYSIS AND INTERPRETATION:** This section provides the results of the data analysis of the present research study. The results of the analysis seek to answer the study's focus of the investigation of the HR’s Role in Employee Engagement.

**Table.2 Demographic Profile of the Respondents in Selected It Companies in India:**

Demographic Profile	No of Respondents (150)-F	Percentage%
<b>Employees Positions Levels</b>		
Entry Level	45	30.00
Middle Level	65	43.33
Senior Level	40	26.67
<b>Years of Experience in Existing Company</b>		
Less than 2 Years	35	23.33
More than 2 Years and Less than 5 Years	50	33.34
More than 5 Years	65	43.33
<b>Age wise Respondents</b>		
Between 22 -25 Years	25	16.67
Above 26 and less than 30 Years	40	26.67
Above 31 and less than 40 Years	35	23.33
Above 41 Years	50	33.33
<b>Gender Wise Respondents</b>		
Male	85	56.67
Female	65	43.33
<b>Marital Status of the Respondents</b>		
Married	70	46.67
Un-Married	80	53.33

The above table stating about the demographic profile of the respondents with reference to the selected IT Companies in Selected cities in India and in this variable the researcher has taken 5 sub – variables, i.e., Employees Positions Levels, Years of Experience in Existing Company, Age wise Respondents, Gender Wise Respondents and Marital status of the respondents. The 1<sup>st</sup> sub variable Statistical analysis of the Respondents is Middle level positions are 43.33% (65), Entry level are 30.00% (45) and Senior level positions are 26.67% (40) respondents were responded. 2<sup>nd</sup> Sub – Variable statistical analysis is more than 5-year experience is about 43.33% (65), More than 2 Years and Less than 5 Years is 33.34% (50) and less than 2 Years is 23.33% (35) only. 3<sup>rd</sup> Sub variable data analysis is above 41-year age category is 33.33% (50), above 26 and less than 30 years category is 26.67% (40), above 31 and less than 40 years age category is 23.33% (35) and between 22-to-25-year category is only 16.67% (25). And Gender wise category is 56.67% (85) are male and 43.33% (65) are

female respondents. Final sub variable is marital status category is majority of the respondents are un – married 53.33% (80) and married respondents are 46.67% (70) only.

**Table#02. Descriptive Statistics for the HR’s Strategies in Employee Engagement in Selected Information Technology Companies**

HR’s Strategies in Employee Engagement in IT Companies	N	Selected Information Technology Companies in India	
		Mean	Std. Deviation
Q1. I am satisfied with the hr promotional policies, procedures, Rules and Regulations in the Company.	150	1.806	.948
Q2. The HR Manager and Team Motivates me in my work and professional related Activities?	150	1.766	.885
Q3. In the workplace my co-workers and subordinates give due respect to my thoughts and feelings.	150	1.666	.747
Q4. Training and Development Program is facilitative and helps me to perform better.	150	1.998	.897
Q5. I am always informed of expectations and me current performance	150	1.866	.848
Q6. My organization would forgive an honest mistake on my part	150	2.133	.924
Q7. My organization strongly considers my goals and values	150	2.066	.931
Q8. Most often I use all the Skills at work and I will get the Fair and transparent pay structure	150	2.153	.825
Q9. I wouldn’t hesitate to recommend this organization to a friend	150	1.880	.989
Q10. Career Planning and Development Opportunities in the company.	150	1.733	.774
Q11. Good work environment-Infrastructure facilities and new ways of working arrangements.	150	1.566	.560
Q12. Opportunity for employees to contribute towards bigger challenges and Employee Feedback System	150	1.933	.856
Q13. Are you Motivated by Your Company Vision, Mission, Policies and Values?	150	1.933	.894
Q14. How Important is Work-Life Balance, Compared with other Professional Benefits (Compensation, Advancement and Stability) at this stage of your career.	150	1.600	.665
Q15. How Important was your company’s Vision, Mission and Policies while searching the Job?	150	1.700	.865

The above table is presenting the Hr’s Strategies in Employee Engagement the researcher satisfied with the selected variables of the study. It states the mean values of employees Engagement are satisfied with the parameters of the study.

**Table#03. ANOVA Table for HR’s Strategies in Employee Engagement in Selected Information Technology Companies:**

	Sum of Squares	Df	Mean Squares	F	Sig
Q1	1.454	2	.727	.970	.000
Q2	8.836	2	4.418	6.166	.002
Q3	8.501	2	4.250	6.118	.002
Q4	5.105	2	2.552	3.211	.004
Q5	5.507	2	2.753	3.366	.003
Q6	7.025	2	2.341	2.558	.005
Q7	5.892	2	2.946	3.155	.004
Q8	13.346	2	6.673	7.920	.004
Q9	7.118	2	3.559	4.952	.007
Q10	9.436	2	4.718	8.603	.000
Q11	13.060	2	6.530	10.614	.000
Q12	10.756	2	5.378	8.169	.000
Q13	8.836	2	4.418	6.647	.001
Q14	3.020	2	1.510	2.162	.006
Q15	3.523	2	1.174	1.631	.005

From the ANOVA table, it is observed that HR’s Strategies in Employee Engagement I am satisfied with the hr promotional policies, procedures, Rules and Regulations in the Company, In the workplace my co-workers and subordinates give due respect to my thoughts and feelings. Training and Development Program is facilitative and helps me to perform better, I am always informed of expectations and me current performance, my organization would forgive an honest mistake on my part, my organization strongly considers my goals and values, most often I use all the Skills at work and I will get the Fair and transparent pay structure, Career Planning and Development Opportunities in the company, good work environment-Infrastructure facilities and new ways of working arrangements. Opportunity for employees to contribute towards bigger challenges and Employee Feedback System, are you Motivated by Your Company Vision, Mission, Policies and Values?and it is observed that I wouldn’t hesitate to recommend this organization to a friend and How Important is Work-Life Balance have significant impact on employee engagement and compared with other Professional Benefits (Compensation, Advancement and Stability) at this stage of your career., have no significant impact on Employee Engagement.

**Table#04. How frequently does you participate in community outreach and create an environment of social responsibility both inside and outside the workplace?**

	Once a Week	Once a Month	Once a Quarter	Occasionally	Never
Q.16. Workplace Parties and Organize a session on work-life balance.	25%	65%	5%	5%	-
Q17. Learning Lunches or Organize regular team dinners.	40%	50%	4%	5%	1%
Q18. Recognize and reward the employee of the month	20%	80%	-	-	-

Q19. Celebrate the teammate's birthdays and milestones.	-	-	-	70%	30%
Q20. Fun Friday activities or Special Days.	15%	35%	30%	15%	5%
Q21. Team-building Activities or Team outings.	10%	25%	20%	40%	5%
Q22. Bring your family and pets to work.	-	5%	25%	35%	35%
Q23. Celebrate all festivities	-	-	-	85%	15%
Q24. Employee Sports and Games, Tournaments, and Competitions.	-	35%	45%	10%	10%
Q25. Fundraisers and Charity Days and CSR Activities.	-	10%	20%	65%	5%

*\*Q19&Q23 the employees Can Celebrate at the time of the Festivals and Birthdays*

The above table is presenting the statistical data according to the simple sample percentage method used for the analysing the respondent's community outreach and create an environment of social responsibility both inside and outside the workplace and the statistical analysis for Workplace Parties and Organize a session on work-life balance is about 65% responded once a month they can attend the same, about 25% said once a week and 5% respectively once a quarter or occasionally attend the same.

The second item in the above table stating Learning Lunches or Organize regular team dinners statistical evaluation is 50% of the respondents said once a month, 40% said once a week and Occasionally 5% once a quarter 4% said they can organize the regular team dinners and lunches. Majority of the respondents said about the Celebrate the teammate's birthdays and milestones and Celebrations of all festivities and they said, they can celebrate on the occasion days. And the Fun Friday activities or Special Days celebrations analysis are 35% once a month, 30% once a quarter and 15% said once a week.

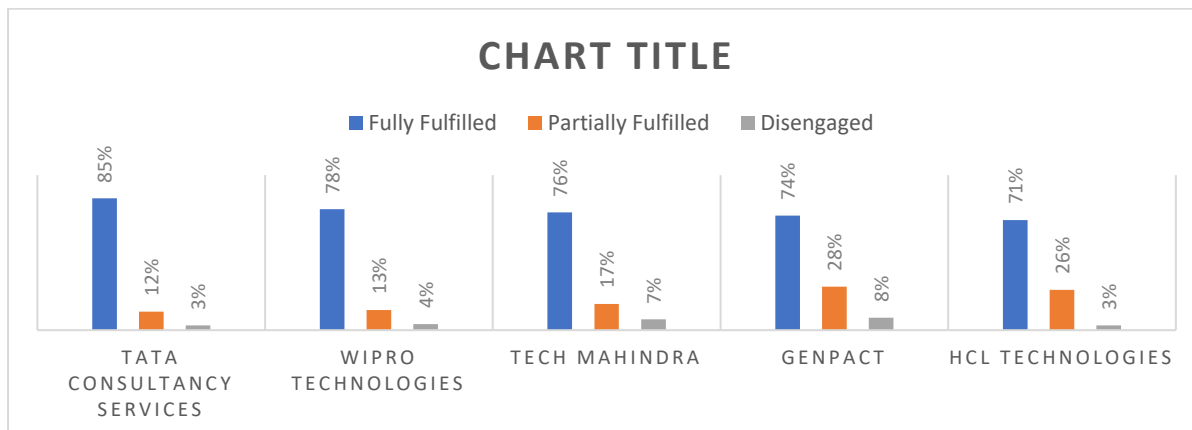
Another employee community activity is Team-building Activities or Team outings presenting the data is 40% said occasionally, 25% and 20% said once a month and once a quarter and 5% said they did not participate in these activities.

In Employee Community activities bringing to the family and pets to the work place and the study analysis are each 35% responded they won't bring nether family nor pet and 25% said they can bring the same at the work place. another physical activity for employees is Sports and Games, Tournaments, and Competitions the participation status is about 40% of the employees said they can play the same once a quarter and 35% once a month. Finally, the employee's contribution in Fundraisers and Charity Days and CSR Activities is Occasionally 65% actively they can participate for the social activities.

**Table#06. The Overall Fulfilment of Human Resource's Role in Employee Engagement in Selected IT –Companies in India: with reference to selected locations.**

Company.	Fully Fulfilled	Partially Fulfilled	Disengaged
Tata Consultancy Services	85%	12%	3%
Wipro Technologies	78%	13%	4%
Tech Mahindra	76%	17%	7%

Genpact	74%	28%	8%
HCL Technologies	71%	26%	3%



The present study HR's role in Employee Engagement with reference to the selected IT Companies and the overall Hr performance and their role fulfilment in the engaging the employees in selected companies are in TCS about 85% of the respondents said that the hr fulfilled their role, about 12% responded partially fulfilled their duties and only 3% said they did not engage any activities. In Wipro majority of the respondents said 78% said that the hr fulfilled their role, about 13% responded partially fulfilled their duties and only 4% said they did not engage any activities. In Tech Mahindra about 76% of the respondents said that the hr fulfilled their role, about 17% responded partially fulfilled their duties and only 7% said they did not engage any activities. And in Genpact and HCL Technologies the respondent's analysis about the Hr role in employee engagement is about 74% and 71% of the respondents said that the hr fulfilled their role, about 28% and 26% responded partially fulfilled their duties and only 8% & 3% said they did not engage any activities.

**FINDING OF THE STATEMENT:** About the demographic profile of the respondents the 1<sup>st</sup> sub variable Statistical analysis of the Respondents is Middle level positions are 43.33% (65), Entry level are 30.00% (45) and Senior level positions are 26.67% (40) respondents were responded. 2<sup>nd</sup> Sub – Variable statistical analysis is more than 5-year experience is about 43.33% (65), More than 2 Years and Less than 5 Years is 33.34% (50) and less than 2 Years is 23.33% (35) only. 3<sup>rd</sup> Sub variable data analysis is above 41-year age category is 33.33% (50), above 26 and less than 30 years category is 26.67% (40), above 31 and less than 40 years age category is 23.33% (35) and between 22-to-25-year category is only 16.67% (25). And Gender wise category is 56.67% (85) are male and 43.33% (65) are female respondents. Final sub variable is marital status category is majority of the respondents are un – married 53.33% (80) and married respondents are 46.67% (70) only.

From the ANOVA table, it is observed that HR's Strategies in Employee Engagement all the HR Strategies have significant impact on employee engagement and compared with other Professional Benefits (Compensation, Advancement and Stability) at this stage of your career., have no significant impact on Employee Engagement.

The present study HR's role in Employee Engagement and the overall Hr performance in TCS about 85% of the respondents said that the hr fulfilled their role, in Wipro majority of the respondents said 78% said that the hr fulfilled their role, in Tech Mahindra about 76% of the respondents said that the hr fulfilled their role, and in Genpact and HCL Technologies the respondent's analysis about the Hr role in employee engagement is about 74% and 71% of the respondents said that the hr fulfilled their role in all the activities.



### **SUGGESTIONS FOR THE PRESENT STUDY:**

The study found that a large proportion of IT employees do not understand their expectations of the workplace. Companies should follow Edgar Schein's consulting process to break down communication barriers between customers/managers and employees. A commitment that enables customers and employees to analyse what is happening at the same time and create a friendly and motivating atmosphere between them. According to the Research shows that the IT industry can organize training courses to help employees feel involved in the decision-making process, collect information about their main problems, analyse root causes, and formulate action plans to solve the problem. And develop a timetable for completing the repair work. Most people in Industry I have the opportunity every day to improve their skills by listing their interests and weaknesses, and thus perform better. The industry must train employees through innovation seminars; cross-functional teams and how they work together so that employees have innovative ideas. According to the survey, employees need to know how their behaviour affects them. For example, employees must deal with their own behaviour patterns and customer expectations. To solve this problem, organizations can use tools to organize interpersonal seminars. For example, the Johari window, which helps them understand and understand others. Most of the personnel in I.T. enterprise is of the opinion that, the verbal exchange among superiors and subordinates isn't always very frequent. So, on line dialogue forums and utilization of social media may also assist them to speak and percentage their thoughts, ideas, and emotions freely which empowers personnel to explicit themselves. The personnel can be skilled on a way to use social media in managerial communications.

**CONCLUSION FOR THE STUDY:** This is significant for HR and executives because they are accountable for creating a working environment that makes employees happy, dedicated and engaged, and contributes to the success of the organization. The best organizational commitment so that the managing and human resources section can emphasis on improving innovation, fostering employee creativity, creating greater autonomy in making decisions that touch their daily work, increasing diversity in the workroom, and executing for employees More demanding and challenging tasks. Organization can further keep their talented employees by concentrating on the part of Human Resource towards enhancing both engagement and retention. The elements of fascinating, engaging and retentive employees must be considered as a strategic business priority. By fully utilize the human resources, management can focus on defining the role people play to execute that strategy by clearly communicating the business strategy to the workforce. Creating a well and positive environment to work in can keep employees engaged despite the rewards and recognition given to employees by the organization. Moreover, retaining the talented employees also need some extra effort by the organization as organizations are facing the war of talent in this recent globalization era.

**LIMITATIONS AND FUTURE RESEARCH:** This study has some limitations. First, a convenient sampling method is used to recruit participants, so the applicability of the research results to other regions is limited, so caution should be exercised when summarizing the results. Future researchers will use various methods to collect data, such as face-to-face interviews or telephone interviews. This helps provide reliable data after refinement and disambiguation. Future researchers should attract more respondents from a larger geographic area from different sectors in private and public and where attrition and absenteeism has become a common problem. BPO industry has close similarities with that of IT industry with an equally alarming rate of attrition and also done in other sectors like hospitality, infrastructure, retail, education etc to know the Employee Engagement levels.

## REFERENCES:

- 1) Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of management journal*, 33(4), 692-724.
- 2) Maslach, C., Schaufeli, W.B. and Leiter, M.P. (2001), "Job Burnout", *Annual Review of Psychology*, Vol. 52, pp. 397-422.
- 3) Schaufeli, W.B., Salanova, M., Gonzalez-Rorna, V., and Bakker, A.B. 'The Measurement of Engagement and Burnout and: A Confirmative Analytic Approach', *Journal of Happiness Studies*, 3, 2002, 71-92.
- 4) Buckingham, M., & Coffman, C. (1999). *First, Break All the Rules: What the World's Greatest Managers Do Differently*. New York: Simon & Schuster.
- 5) Christian, M.S., Garza, A.S., & Slaughter, J.E. (2011). Work Engagement: A Quantitative
- 6) Thaliath, A., & Thomas, R. (20 12). Motivation and its Impact on Work Behaviour of the Employees of the IT industry in Bangalore. *Journal of Strategic Human Resource Management*, 1(1), 60-67.
- 7) Andrew, O. C., & Sofian, S. (2012). Individual Factors and Work Outcomes of Employee Engagement. *Procedia - Social and Behavioural Sciences*, 40, 498–508. <https://doi.org/10.1016/j.sbspro.2012.03.222>.
- 8) [www.effectory.com](http://www.effectory.com)
- 9) [https://www.tutorialspoint.com/human\\_resource\\_management](https://www.tutorialspoint.com/human_resource_management)
- 10) <https://www.bamboohr.com/hr-glossary/employee-engagement-in-hr/>
- 11) Madhavi Lakshmi, P., and P. Siva Pratap. "HR Analytics-a Strategic Approach to HR Effectiveness." *International Journal of Human Resource Management and Research (IJHRMR) ISSN (P) : 2249-6874*.
- 12) Kankal, U. S., et al. "Performance evaluation of tractor operated rotavator in dry land and wet land field condition." *International Journal of Agricultural Science and Research* 6.1 : 137-146.
- 13) Bhalla, Rupa, and P. O. O. J. A. Mehta. "Green HR: The essence for sustainability in the 21st century." *International Journal of Human Resource Management and Research (IJHRMR)* 6.1 : 1-6.
- 14) Mitsakis, FOTIOS V. "Human resource development (HRD) for societal development (SD): an overview." *International Journal of Human Resources Management* 3.2 : 1-12.
- 15) Mehta, P. A. L. L. A. V. I., and K. H. U. S. H. B. U. Mehta. "Green HRM practices and organizational culture." *International Journal of Human Resources Management* 6.1 : 1-6.
- 16) Babaei, Fahimeh. "Explanation of electronic synergistic applications of human resource management according to the e-HRM system." *International Journal of Human Resource Management* 3.1 : 37-50.