

## Assessing the Role of Human Resource Strategies in Enhancing Organizational Performance

**Yashmita Yeshwant Ghatwal**

Assistant Professor,

Department of Commerce,

The C.E.S. College of Arts and Commerce,

Cuncolim, Goa, India

yashmitaghatwal@gmail.com

### Abstract

In the rapidly changing and competitive business environment of today, organizations are realizing increasingly the central role played by Human Resource (HR) practices in bringing sustainable performance and development. With companies competing to hire, keep, and grow employees, strategic deployment of HR practices has emerged as a keystone to organizational excellence. It is hence essential that researchers and practitioners recognize which HR practices are most important for performance. This research explores how critical HR practices training and development, fair pay, work-life balance, and leadership support impact organizational performance. Drawing upon the resource-based view and human capital theory, the study situates these HR antecedents as strategic drivers that drive employee capability, satisfaction, and retention and, in turn, enhance organizational outcomes. Data was collected using a structured questionnaire from a sample of 225 employees in diverse industries. Statistical techniques, such as correlation and multiple regression, was used to examine the relationship between the independent variables (HR practices) and the dependent variable (organizational performance). The findings demonstrate a strong and positive relationship among all four HR precursors and organizational performance. Of these, leadership support, training, and development were the strongest predictors, which supports the significant role of investment in human capital and a positive working environment. Equitable reward and work-life balance also had beneficial impacts, and they were strong in stimulating employees' motivation and long-term commitment. The research confirms the strategic value of HR practices for sustainable performance. By prioritizing developmental programs, equitable reward systems, employee well-being, and leadership engagement, organizations can promote a high-performance culture. The study provides empirical insights to business executives and HR

professionals who must align strategies with company objectives. Follow-up studies would investigate intervening factors like organizational culture or employee commitment to explain through which mechanisms HR practices influence performance.

**Keywords:** *HR practices, organizational performance, training and development, leadership support, work-life balance*

## 1. Introduction

In the changing global business scenario, organizations are now more and more looking towards human resource practices as strategic drivers to improve their competitiveness and long-term viability. The transition from the conventional approach of personnel management to strategic human resource management reflects the awareness that human capital is not only an asset but also a key driver for delivering improved organizational performance [1]. Effective HR practices in such a scenario are crucial to enhancing employee commitment, innovation, and productivity. Among the vast array of HR practices, some important antecedents have persistently been demonstrated to have powerful impacts on organizational performance [2]. Training and development equips employees with the appropriate skills and knowledge to evolve and thrive in changing work environments [3]. Fair compensation promotes equity, motivation, influences employee satisfaction, and retention. Work-life balance programs help employee well-being and burnout prevention, thus boosting productivity. Leadership endorsement also fosters an effective organizational culture that drives performance through alignment of organizational and individuals' goals. In spite of increased interest in the HR, practice contribution to organizational outcomes, empirical research investigating the combined and distinct effect of these practices in varying organizational contexts is yet to be conducted [4]. This study seeks to bridge this gap by investigating how these four antecedents contribute to organizational performance. Drawing on a population of 225 employees serving in different sectors, this study examines the extent to which these practices move towards developing greater organizational effectiveness. Basing its arguments on the resource-based view and human capital theory, this study adds to the wider literature about how strategic these practices can be applied in such a manner as to enable a competitive advantage [5]. The anticipated outcomes are to make important contributions to HR practitioners, managers, and policymakers when developing HR strategies to align organizational goals and performance results.

## 2. Literature Review

Human Resource practices are most core in affecting organizational results and establishing long-term success. Various studies have confirmed that efficient practices not only enhance workers' satisfaction and motivation but also contribute to tangible organizational productivity improvement and competitiveness [6]. As per the RBV of the firm, intra-firm resources like quality and motivated employees are required in order to achieve sustainable competitive advantage. Human Capital Theory also highlights the fact that the capabilities, competencies, and knowledge of employees, when adequately developed, have a direct effect on organizational performance. Studies establish that practices to develop, motivate, and reward employees contribute significantly to individual and collective performance [7]. Moreover, combined these practices are more useful than single interventions since they yield synergistic effects in motivation and performance. Thus, studies of such key antecedents as training and development, fair compensation, work-life balance, and leadership support become pertinent to understand how organizations can leverage human capital most effectively to drive performance [8]. All of these and each one of them in isolation, have been extensively studied and endorsed in the literature as the building blocks of high-performing organizations.

### 2.1. Training and Development

Development and training are universally recognized to be fundamental HR practices that have direct contributions towards increasing employee capabilities and organizational performance. The Human Capital Theory holds the belief that an improved workforce [9] rewards companies that invest capital in educating and training employees with enhanced productivity. There is empirical evidence that has discovered consistent learning opportunities to not only promote technical as well as soft skills but also promote innovation and flexibility. Effective training programs, as outlined by [10], improve work performance, lower error rates, and increase employee confidence. In addition, development activities like career planning and mentoring yield more dedicated employees and organizational commitment [11]. Research identified a positive relationship between training expenditure and business performance among large and small firms. Training also develops internal talent pools, lowering the need to recruit externally, and realizing long-term

labor stability [12]. According to the RBV theory, a highly qualified workforce is a rare, valuable, and imitable asset, which constitutes the foundation for long-term competitive advantage.

## 2.2.Fair Compensation

Reasonable compensation is imperative in employee attraction, motivation, and retention of high-performance individuals, influencing organizational performance[13]. Compensation goes beyond basic wages but also benefits, incentives, and reward systems that depict the worth of worker contributions. Equity theory lends validity to the argument that perceived fairness in compensation results in increased levels of employee satisfaction and performance. Empirical research by [14] establishes that performance-based reward systems result in increased productivity and lower turnover. Equitable compensation also results in psychological contract fulfillment, creating confidence between employers and employees [15]. Human Capital Theory holds the view that competitive compensation is a sign of an organization acknowledging the worth of its employees and investing in them. Transparent and fair pay practices in organizations tend to recognize employees with better morale and commitment [16]. Also, from a strategic HRM perspective, well-designed compensation packages can be a competitive advantage in labor markets, and they can spur individual and organizational success.

## 2.3.Work-Life Balance

Work-life balance has been a key aspect of contemporary HR practice, addressing the increasing demand for the enhancement of employees' work and personal well-being. Work-life balance strategies such as flexible working hours, telework plans, and health promotion programs-help minimize stress and improve job satisfaction posits that optimal work-life interface helps improve performance, reduce absenteeism, and enhance organizational commitment [17]. The Resource-Based View maintains that organizations that espouse employee well-being through balance-based policies generate a healthier and more committed workforce [18]. Research indicates that workers who see high levels of support from their firms for work-life balance are more likely to display organizational citizenship behaviors. Such practices also decrease burnout and turnover, especially in high-stress situations [19]. From the Human Capital Theory perspective, developing workers' non-work needs enables them to utilize their capacities and abilities to the full in work [20]. Organizations, which develop balance, promote not only individual productivity but also teamwork and creativity.

## 2.4. Leadership Support

Leadership sponsorship is a feature of quality HR practice and the primary motivation for and determinant of employees' performance and motivation [21]. Transformative and participative leadership has been associated with increased levels of staff satisfaction, retention, and employee engagement [22]. The Resource-Based View enforces leadership centrality to human capital creation and utilization as a source of strategic advantage. Leaders who positively encourage worker development, give frequent feedback, and sympathize build psychologically safe spaces that maximize performance. As per [23], supportive leadership affects followers by harmonizing organizational and individual objectives. Perceived leadership support also boosts job involvement and commitment, which are inextricably linked to organizational performance, research demonstrates [24]. Leadership availability supports the effectiveness and implementation of other HR practices like training and compensation systems [25]. Leadership is also a strategic facilitator, putting HR policies into practice and coordinating employee efforts with the organization's overall objectives.

## 2.5. Theoretical Linkage

The present study relies on two complementary theories, the RBV and Human Capital Theory, which both offer strong explanations of HR practices and organizational performance [26]. As the RBV suggests, companies achieve a lasting competitive advantage through efficient handling of valuable, rare, inimitable, and non-substitutable assets [27]. To this end, these functions like training and development, equitable compensation, work-life balance, and sponsorship by leadership are strategic drivers to develop and retain human capital, quite possibly one of the most valuable inside assets of any organization [28]. The Human Capital Theory also validates the same by highlighting the fact that an investment in employees' knowledge, skills, and abilities is being returned in terms of increased individual and organizational performance [29]. Training and development of leadership, for example, increase the employees' productivity and creativity, while fair pay and work-life balance practices retain good performers [30]. All these HR practices thus not only build a talented and motivated workforce but also fortify the competitive advantage of the firm [31]. Through such theoretical structures incorporated, the present research brings a complete overview of how HR practices strategically enforced act as catalysts of organizational success.

### 3. Research Methodology

The present research employs a quantitative approach in examining the influence of some selected HR practices, training and development, equitable compensation, work-life balance, and leadership support on organizational performance. Descriptive and causal research approach was employed in comprehending the nature of relationships and the intensity of their impact. Data were gathered through a standardized survey questionnaire from a sample of 225 employees representing various industries such as manufacturing, services, and information technology. Participants were recruited through a stratified random sampling technique to attain representation across job levels and organizational position. In identifying validity and reliability, pilot test was done for 30 people, and measures of Cronbach's alpha of all the constructs were well over the threshold level of 0.70. Statistical techniques of descriptive analysis, correlation analysis, and multiple regressions were utilized employing SPSS software to test independent variables (HR practices) and a single dependent variable (organization performance). This approach offers a firm foundation to analyze the immediate impact of HR practices on performance and provides empirical evidence to substantiate strategic HR decision-making.

### 4. Data Analysis and Interpretation

#### 4.1. Demographics of the Data

The sample for the present study includes 225 employees from different industries such as manufacturing, services, and information technology. Demographic information of the participants was gathered to have a representative sample of the workforce. The below table gives the important demographic information of the respondents:

**Table 1: Demographic Information**

Demographic Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	120	53.33%
	Female	105	46.67%
Age	18-30 years	80	35.56%
	31-40 years	70	31.11%
	41-50 years	50	22.22%
	51 Above	25	11.11%
Educational Qualification	Plus II	50	22.22%

	Graduate	120	53.33%
	Postgraduate	55	24.44%
Job Role	Entry-level	80	35.56%
	Mid-level	95	42.22%
	Senior-level	50	22.22%
Years of Experience	0-5 years	100	44.44%
	6-10 years	75	33.33%
	11-20 years	40	17.78%
	20+ years	10	4.44%
Sector	Manufacturing	75	33.33%
	Services	100	44.44%
	Information Technology	50	22.22%

Table 1, states the sample consists of 53.33% male and 46.67% female respondents for gender balance. Most of the participants (66.67%) fall in the age group 18-40 years, a young and energetic workforce. The majority of them hold graduate degrees (53.33%), whereas 24.44% have postgraduate or doctorate degrees. About job titles, 42.22% are at middle-level positions, 35.56% are at entry-level positions, and 22.22% are at senior-level positions. From the experience perspective, 77.77% have 0-10 years of experience, and 22.22% have more than 10 years of experience. The largest group (44.44%) is from the service industry, followed by manufacturing (33.33%) and information technology (22.22%). These groups give a spread-out and representative sample to find out the effects of HR practices on organizational performance.

#### 4.2. Mean and Standard Deviation

Descriptive statistics give a broad idea of the data set, i.e., measures of central tendency (mean) and variation (standard deviation), giving a preliminary idea of the distribution and type of variables used in the study.

**Table 2: Mean & SD**

Variable	Mean	Standard Deviation
Training and Development	4.18	0.65
Fair Compensation	4.35	0.72
Work-Life Balance	4.12	0.60



Leadership Support	4.45	0.70
Organizational Performance	4.29	0.68

Table 2, interprets that Training and Development has a mean of 4.18, indicating agreement of respondents in terms of training and development needs within organizations. The standard deviation of 0.65 indicates a mean of relatively moderate level with no extreme difference in agreement by any of the respondents. Fair Compensation achieves a highest mean score of 4.35, indicating that employees find compensation fair and deserving, supporting the indication that compensation is highly regarded among HR practices. Work-Life Balance has a mean of 4.12, which suggests that employees greatly value work-life balance programs, although slightly lower than the other variables, indicating some variability in response. Leadership Support is the highest mean score of 4.45, indicating high perceived leadership involvement and support in the studied organizations. Lastly, Organizational Performance, where the mean was 4.29, demonstrates that employees hold their organizations to be performing excellently, and they are experiencing the fruits of good HR practices. The deviation of 0.68 points to the majority of respondents sharing positive views regarding the performance of their organizations.

#### 4.3. Correlation Analysis

Correlation analysis to examine the direction and strength of relationship between pairs of variables was applied. Pearson correlation coefficients were calculated between all independent variables (HR practices) and the dependent variable (organizational performance).

**Table 3: Correlation Analysis**

Variable	Training and Development	Fair Compensation	Work-Life Balance	Leadership Support	Organizational Performance
Training and Development	1	0.62	0.55	0.64	0.70
Fair Compensation	0.62	1	0.60	0.72	0.75
Work-Life Balance	0.55	0.60	1	0.68	0.69
Leadership Support	0.64	0.72	0.68	1	0.80
Organizational Performance	0.70	0.75	0.69	0.80	1

Training and Development is highly positively related to organizational performance ( $r = 0.70$ ) and to other HR practices ( $r = 0.64$  Leadership Support), indicating that organizations well-equipped with training and development measures would have greater overall performance and more effective leadership support. Fair Compensation is highly related to organizational



performance ( $r = 0.75$ ) and leadership support ( $r = 0.72$ ), and the two indicate the significance of fair compensation and remuneration to high performance as well as effective leadership. Work-Life Balance has a positive relation with organizational performance ( $r = 0.69$ ) that organizations practicing work-life balance function well. The co-relation with leadership support ( $r = 0.68$ ) also reveals that leadership is a critical factor in the implementation and support of work-life balance interventions. Leadership Support co-relates strongest with organizational performance ( $r = 0.80$ ), highlighting the critical role that leadership has in strengthening organizational performance through stimulating HR practices.

#### 4.4. Regression Analysis

Regression analysis was carried out to test the degree to which the HR practices would predict the organizational performance. Multiple regression analysis was carried out with organizational performance as the dependent variable and the four HR practices (training and development, fair compensation, work-life balance, and leadership support) as independent variables.

**Table 4: Model Summary**

R	R <sup>2</sup>	Adjusted R <sup>2</sup>	F-value	Sig.
0.87	0.76	0.74	45.32	0.000

The 0.76 R<sup>2</sup> further shows that the four HR practices account for 76% of organizational performance variance, demonstrating how crucial these HR practices are in influencing performance. The 45.32 F-value is also statistically significant ( $p < 0.05$ ), meaning the model fits and the independent variables as a group account for a significant percentage of organizational performance variance.

**Table 5: Coefficients Table**

Variable	B	Standard Error	Beta	t-value	Sig.
Training and Development	0.22	0.06	0.18	3.67	0.000
Fair Compensation	0.30	0.07	0.25	4.29	0.000
Work-Life Balance	0.18	0.08	0.14	2.25	0.025
Leadership Support	0.38	0.05	0.32	7.60	0.000

Regression analysis shows that Training and Development ( $B = 0.22$ ,  $p < 0.001$ ) is significantly and positively correlated with organizational performance in the context that an increase of one unit in training and development practices is followed by an increase of 0.22 in performance. Fair

Compensation ( $B = 0.30$ ,  $p < 0.001$ ) has the strongest HR practice relationship with organizational performance, and it suggests that fair compensation has a very strong positive influence on performance with 0.30 increase in performance for each unit increase in compensation practices. Work-Life Balance ( $B = 0.18$ ,  $p = 0.025$ ) also positively correlates with organizational performance, though to a lesser extent than compensation and leadership support, suggesting work-life balance enhances performance but to a lesser extent than the other HR practices. Leadership Support ( $B = 0.38$ ,  $p < 0.001$ ) has the greatest positive effect on organizational performance with the greatest beta value (0.32), suggesting that leadership support is the most effective HR practice to enhance performance. Conclusion from Analysis: Regression analysis verifies that HR practices, in this case, leadership support, fair compensation, and training and development, are predictors of organizational performance. Leadership support, in fact, comes across as the single most powerful force behind performance, followed by equal pay and training programs.

## 5. Findings

The findings show high correlations between organizational performance and HR practices (training and development, leadership support, fair compensation, and work-life balance). Leadership support was the strongest predictor, followed by training and development and fair compensation. The model accounted for 76% of the variance in organizational performance, which supports the fact that HR practices are key drivers of performance outcomes. It was also found through correlation analysis that these HR practices were positively strongly correlated with one another, with leadership support having the strongest correlation ( $r = 0.80$ ) with organizational performance. These results further validate the need for a strategic HR approach to create an environment conducive to improved performance.

## 6. Conclusion

The current study verifies the significant function of HR practices in organizational performance. It could be through investment of organizational resources on significant HR practices such as leadership support, equitable pay, and training and development. According to the study, it verifies the need for organizational HR strategies that have to be synchronized with business needs such that persistent competitive edge as well as performance enhancement is realized. The results show empirical support for the significance of human capital in determining organizational achievement.

## 7. Future Research Gaps

Future studies can investigate the effects of other emerging HR practices, including online training and teleworking, on organizational performance. There is also a need to investigate the moderating roles of industry-specific factors or cultural differences in order to have a better insight into contextual use of HR practices across industries.

## 8. References

1. Chowhan, J. (2016). Unpacking the black box: Understanding the relationship between strategy, HRM practices, innovation and organisational performance. *Human Resource Management Journal* , 26(2), 112–133. doi:10.1111/1748-8583.12097
2. Boon, C., Hartog, D. N., & Lepak, D. P. (2019). A systematic review of human resource management systems and their measurement. *Journal of Management* ,45(6), 2498–2537. <https://doi.org/10.1177/0149206318818718>
3. BK Kumari, VM Sundari, C Praseeda, P Nagpal, J EP, S Awasthi (2023), Analytics-Based Performance Influential Factors Prediction for Sustainable Growth of Organization, Employee Psychological Engagement, Work Satisfaction, Training and Development. *Journal for ReAttach Therapy and Developmental Diversities* 6 (8s), 76-82.
4. P. Nagpal, "The Transformative Influence of Artificial Intelligence (AI) on Financial Organizations Worldwide," 2023 IEEE International Conference on ICT in Business Industry & Government (ICTBIG), Indore, India, 2023, pp. 1-4, doi: 10.1109/ICTBIG59752.2023.10455998
5. S. H. Abbas, S. Sanyal, P. Nagpal, J. Panduro-Ramirez, R. Singh and S. Pundir, "An Investigation on a Blockchain Technology in Smart Certification Model for Higher Education," 2023 10th International Conference on Computing for Sustainable Global Development (INDIACom), New Delhi, India, 15 – 17 March, 2023, pp. 1277-1281.
6. Abbah, J. E. I., Olukade, F T., & Hassan, U. U. (2020). A effect of strategic alignment on performance of selected indigenous construction firms in FCT. *Journal of Accounting, Finance and Development* , 5(1), 57-75. Retrieved from <https://www.binghamuni.edu.ng/library/images/pdf/BUJABi.pdf>
7. Nagpal, P., Pawar, A., & Sanjay, H. M. (2025). Analysis of entrepreneurial motivation on entrepreneurial success in SMEs. In *Sustainable smart technology businesses in global economies* (pp. 149–162). Routledge. <https://doi.org/10.4324/9781003616306>
8. Kuipers, B. S., & Giurge, L. M. (2016). Does alignment matter? The performance implications of HR roles connected to organisational strategy. *The International Journal of Human Resource Management* , 28(22), 3179–3201. doi:10.1080/09585192.2016.1155162

9. Alshamrani, M., Alharthi, S., Helmi, M., & Alwadei, T. (2023). Determinants of employee retention in pharmaceutical companies: Case of Saudi Arabia. *Journal of Business and Management Studies*, 5(2), 8–22.
10. Rajagopal, N. K., Anitha, L., Nagpal, P., & Jitendra, G. (2024). Green HR techniques: A sustainable strategy to boost employee engagement. In D. A. Karras et al. (Eds.), *Advancements in business for integrating diversity, and sustainability: How to create a more equitable and resilient business world in the developing world* (pp. 104–107). Taylor & Francis. ISBN 978-1-032-70828-7
11. G. Gokulkumari, M. Ravichand, P. Nagpal and R. Vij, "Analyze the political preference of a common man by using data mining and machine learning," 2023 International Conference on Computer Communication and Informatics (ICCCI), Coimbatore, India, 23-25 January 2023, pp. 1- 5, doi: 10.1109/ICCCI56745.2023.10128472
12. P. Nagpal, A. Pawar and S. H. M, "Predicting Employee Attrition through HR Analytics: A Machine Learning Approach," 2024 4th International Conference on Innovative Practices in Technology and Management (ICIPTM), Noida, India, 2024, pp. 1-4, doi: 10.1109/ICIPTM59628.2024.10563285.
13. Ramon-Jeronimo, J. M., Florez-Lopez, R., & Araujo-Pinzon, P. (2019). Resource-based view and SMEs performance exporting through foreign intermediaries: *The mediating effect of management controls. Sustainability* , 11(12), 3241.doi:10.3390/su11123241
14. Pooja Nagpal., (2022). Organizational Commitment as an Outcome of Employee Engagement: A Social Exchange Perceptive using a SEM Model. *International Journal of Biology Pharmacy and Allied Science*,11(1): 72-86
15. Rubel, M. R. B., Rimi, N. N., Yusoff, Y. M., & Kee, D. M. H. (2018). High commitment human resource management practices and employee service behavior: Trust in management as mediator. *IIMB Management Review* ,30(4), 316-329. doi:10.1016/j.iimb.2018.05.006
16. F. A. Syed, N. Bargavi, A. Sharma, A. Mishra, P. Nagpal and A. Srivastava, "Recent Management Trends Involved With the Internet of Things in Indian Automotive Components Manufacturing Industries," 2022 5th International Conference on Contemporary Computing and Informatics (IC3I), Uttar Pradesh, India, 27-29 April 2022, pp. 1035-1041, doi: 10.1109/IC3I56241.2022.10072565.
17. Xiu, L., Liang, X., Chen, Z., & Xu, W. (2017). Strategic flexibility, innovative HR practices, and firm performance. *Personnel Review*, 46(7), 1335–1357. doi:10.1108/pr-09-2016-0252
18. Pooja Nagpal (2022). Online Business Issues and Strategies to overcome it- Indian Perspective. *SJCC Management Research Review*. 12 (1): 1-10. Print ISSN 2249-4359. DOI: 10.35737/sjccmrr/v12/i1/2022/151
19. Zhu, C., Liu, A., & Chen, G. (2018). High performance work systems and corporate performance: The influence of entrepreneurial orientation and organizational

- learning. *Frontiers Business Research China*, 12(4). 1-22. doi: <https://doi.org/10.1186/s11782-018-0025-y>
20. Bhatti, K. K., & Qureshi, T. M. (2007). Impact of employee participation on job satisfaction, employee commitment, and employee productivity. *International Review of Business Research Papers*, 3(2), 54–68
  21. F Khanum and P Nagpal. (2019). A Study on Corporate Entrepreneurship Drivers and its Outcome. *Journal of Emerging Technologies and Innovative Research*, 7, (15), 152- 158. ISSN: 2349-5162.
  22. M Urs & P Nagpal. (2019). A study on Determinants and Outcomes of Job Crafting in an Organization; *Journal of Emerging Technologies and Innovative Research*, 7, (15). 145-151. ISSN: 2349-5162.
  23. P. William, A. Shrivastava, H. Chauhan, P. Nagpal. "Framework for Intelligent Smart City Deployment via Artificial Intelligence Software Networking," 2022 3rd International Conference on Intelligent Engineering and Management (ICIEM), 27- 29 August 2022, pp. 455-460, doi: 10.1109/ICIEM54221.2022.9853119.
  24. Nagpal, P., Pawar, A., & Sanjay, H. M. (2024). Sustainable entrepreneurship: Balancing push and pull factors for customer loyalty in organic product marketing. *African Journal of Biological Sciences*, 6(9), 1134–1144. <https://doi.org/10.33472/AFJBS.6.9.2024.1134-1144>
  25. Namita Rajput, Gourab Das, Kumar Shivam, Chinmaya Kumar, Pooja Nagpal. An inclusive systematic investigation of human resource management practice in harnessing human capital, *Materials Today: Proceedings*, 80 (3), 2023, 3686- 3690, ISSN 2214-7853. <https://doi.org/10.1016/j.matpr.2021.07.362>.
  26. Hyde, J., Stup, R., & Holden, L. (2008). The effect of human resource management practices on farm profitability: an initial assessment. *Economics Bulletin*, 17(12), 1–10.
  27. Pooja Nagpal & Senthil Kumar. (2017). A study on drivers and outcomes of employee engagement – A review of literature approach. *Asia Pacific Journal of Research*. 4 (1) 56-62. ISSN -2320-5504. Online E ISSN – 2347-4793
  28. Anurag Shrivastava , S. J. Suji Prasadb , Ajay Reddy Yeruvac , P. Manid , Pooja Nagpal , and Abhay Chaturvedi (2025). IoT Based RFID Attendance Monitoring System of Students using Arduino ESP8266 & Adafruit.io on Defined Area. *Cybernetics and Systems: An International Journal*. <https://doi.org/10.1080/01969722.2023.2166243>
  29. Gowri Shankar, V. Purna Kumari, B. Neelambari , Vinod Repalli, Pooja Nagpal, Sunita Dhote. (2024). Revolution Agri-Food Systems: Leveraging Digital Innovations for Equitable Sustainability and Resilience. *African Journal of Biological Science*. 6 (8), 520-530. doi: 10.33472/AFJBS.6.8.2024.520-530.
  30. Ogalo, H. S. (2020). Strategic management of HRM practices and innovation performance in the high-tech fiberglass sector in Bahrain: Mediating role of organisational innovation. *Annals of Contemporary Developments in Management & HR (ACDMHR)*, 2(3), 43–55.

31. Abdelraheem, A. A. E., & Hussien, A. M. (2022). The effect of application of non-financial dimensions of balanced scorecard on performance evaluation: An empirical study from Saudi Arabia. The Journal of Asian Finance, Economics and Business, 9(4), 63–72