

# Investigating and Validating the Factors Influencing Employees' Perception Towards Safety and Welfare Measures in Transport Corporation Limited

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## ABSTRACT

Any organization anticipates employee well-being initiatives and safety measures. Health advocates and government welfare programs also symbolize the inherent aspects of human existence, particularly in the context of employees. This encompasses the preferred approach to ensuring an individual's overall survival, encompassing their emotional, physical, ethical, and cognitive well-being. This research paper delves into the complex field of management of human resources (HRM), emphasizing its pivotal role in the recruitment, development, utilization, and compensation of employees while ensuring workplace safety. HRM's significance extends beyond organizational benefit; it encompasses safeguarding employees' health, safety, and overall well-being. This research employed an exploratory approach and a carefully selected sample from transport depots. The data collection process involved distributing and collecting questionnaires during various times of the day, focusing on factors such as Construction Orientation, Communication of Safety, Amount of Security Measures, and Safety Education. The results of this study, analyzed using structural equation modeling, indicate that Safety Education significantly influences the Amount of Security Measures, while Communication of Safety and Construction Orientation do not exert a significant effect on the same construct. Key findings include the importance of safety education in promoting security measures, shedding light on areas where organizations can improve and optimize their safety practices for the betterment of both employees and the organization as a whole.

**Keywords:** *Safety, Security, Welfare Measures, Exploratory Factor Analysis, Confirmatory Factor Analysis.*

## INTRODUCTION

Human Resource Management involves the recruitment, development, utilization, and compensation of employees to meet the organization's needs. It encompasses all levels and categories of staff and places significant importance on ensuring workplace safety. Since employees are valuable assets, HRM isn't just about retaining them for the organization's benefit but also looking after their health, safety, and well-being, which is a crucial aspect of HR practices. This involves ensuring the safety of employees in the workplace, outside the organization, as well as the safety of consumers and society.

Organizations are complex social systems with various roles, relationships, and interactions among individuals in different positions. They are established to achieve their primary goals, and in an era of increased globalization and information flow, the responsibility of the workforce in achieving these objectives is greater than ever. Regardless of the latest technology and machinery, organizational performance ultimately depends on the efforts and contributions of the human factor, which is a dynamic and essential part of the organization. Human resources energize other production factors and make them valuable.

Within the various aspects of HRM, safety and welfare measures are crucial in promoting the well-being of employees from the organization's perspective. Providing employees with the necessary safety measures leads to increased productivity and, ultimately, the profitability of the organization. The process of determining and lowering the risks of disease or harm for workers is known as workplace safety. The primary objective of occupational safety is to safeguard the company's most precious resource—its workforce.

### NEED FOR THE STUDY

The low labor efficiency is one of the main drivers behind the investigation. There are numerous industries in India where workers are forced to work in appalling conditions. A worker cannot commit to work and deliver the desired outcome without a pleasant work environment in terms of amenities and psychological atmosphere. In addition to decreasing labor productivity, unfavorable working conditions can lead to boredom, stress, and poor health. As a result, the management must act in the best interests of the employees by improving working conditions and providing necessary amenities. The services and amenities that fall under labor welfare may include things like transportation, sanitary housing, rest homes, recreational centers, and subsidized canteens. Welfare amenities above these prerequisites must be provided; in addition, management may be responsible for providing these facilities. Thus, This study's goal is to ascertain the present working circumstances and labor welfare offerings of the Tamilnadu State Transport Corporation with respect to the workers' socio-democratic characteristics.

### STATEMENT OF THE PROBLEM

The importance of human resources management in transportation sector projects has grown recently due to significant increases in both the quantity and quality of services provided as well as an increase in employee strength. These developments necessitate managing a number of issues, including hiring the right staff, providing adequate training, and building rapport among employees regardless of their level of authority. Human resource management, which is essentially a shared perspective between management and labor, focuses primarily on staff development for increased performance. Accordingly, the management and skill of human resources determines a company's productivity in the transportation sector. An organization that values human resource management will undoubtedly see a rise in employees' commitment to the mission of the company, which will boost labor productivity. Hence, the Investigating and validating the factors influencing Employees' Perception towards Safety and welfare measures in Transport Corporation Limited has been chosen for the current research.

### REVIEW OF LITERATURE

**Aisha Khan (2019)** conducted a study in Dehradun's pharmaceutical industry, analyzing safety and welfare practices' impact on employee retention and motivation. Their survey, involving 164 employees, confirmed that employee retention can be improved through various welfare and safety measures. For instance, enhancing the availability of safety equipment, improving personal safety, and adapting to employee needs were identified as effective strategies.

**Osama Mohammad Abu Nawwas (2017)** examined the state of occupational safety and health in industries across Arab nations, emphasizing the need for improvement and efficiency in these areas. Their study focused on reviewing pertinent literature regarding the application of occupational safety and health systems to enhance employee performance. The study's recommendations included providing training courses, establishing specialized safety and health departments, appointing supervisors to oversee safety procedures, fostering safe and stimulating work environments, and adopting international and local safety regulations.

**Mojapelo (2016)** examined the opinions of South African steel industry officials on occupational health and safety regulations. They polled 165 workers of a major steel processing plant in the Gauteng Province, and statistical analysis

was used to assess the results. The research revealed that employees in the steel industry perceived the occupational health and safety standards as satisfactory across various dimensions, such as training, awareness, behavior, reporting mechanisms, workplace inspection, and the work environment.

**VinothaP (2015)** studied health and safety measures aimed at enhancing employee performance. They collected and analyzed data using the Weighted Average Method and percentage analysis, focusing on employee protection measures and safety education to improve work efficiency. The study aimed to provide a better quality of life and health for workers within the organization.

Cornelissen (2014) examined the areas that record designers should put first in order to properly support safe and healthy work environments. They developed a survey for workers in a high-tech, high-risk Dutch warehouse where safety rules are essential. The results highlighted the relationship between safety climate and safety performance. Among various motivation and capability factors, personal motivation and external capacity were found to be the most relevant for fostering a healthy safety climate and promoting safety performance.

Thakar and Urmila Kisan Dubal (2012) examined labor safety and welfare measures in the Maharashtra State Transport Corporation in India. They emphasized the role of welfare in enhancing human relations and noted its benefits for both the government and employees.

The study concluded that MSTC employees were generally satisfied with the various labor safety and welfare measures they received.

### **OBJECTIVES OF THE STUDY**

- To research the demographic profile of the respondents.
- To investigate the contributing elements affecting safety and welfare measures.
- To validate the effect of factors affecting safety and welfare measures.

### **HYPOTHESES**

H<sub>a</sub> 1. There is a significant effect of Construction Orientation over Amount of Security Measures

H<sub>a</sub> 2. There is a significant effect of Communication of Safety over Amount of Security Measures

H<sub>a</sub> 3. There is a significant effect of Safety Education over Amount of Security Measures

### **LIMITATIONS OF THE STUDY**

The present study's objective was to evaluate how employees felt about welfare and safety measures. It made a contribution to the literature on security and health-related initiatives. This training was agreed to be offered in a few transportation corporation units, specifically the Tanjavur and Kumbakonam units in the Kumbakonam Region. Of these, 252 samples were taken in Tanjavur. The analysis for this study was carried out using SPSS. The information gathered via the questionnaire. A few of the participants complied with the data collection process.

### **RESEARCH METHODOLOGY**

A research design serves as the overarching framework that outlines the methods and procedures used by a researcher to gather and analyze data. Scientists commonly employ three main types of experimental models: exploratory, informative, and causal. In this particular analysis, the study's objective is to acquire and assess data through an exploratory and concise approach. The research sample was drawn from five distinct transport depots within the Kumbakonam region. The Thanjavur District Transport Corporation is divided into six regions: Kumbakonam, Trichy, Karur, Pudukottai, Karaikudi, and Nagapattinam. Each region is overseen by a General Manager, with support from teams of officers in various areas such as Commercial, Technical, Operations, Accounts, and Audit.

The research sample is taken from the specific population being studied, represents a portion of the population that is studied in order to make generalisations about the population as a whole.. When the sample is sufficiently representative, it shares the characteristics of the larger population, as noted by Lohr (2009). The selection of

respondents from the sampling unit was conducted through **judgmental sampling**, with careful consideration given to various demographic characteristics.

The research sample comprises **252 respondents**, with a total of 280 questionnaires distributed among depot staff working in the **Kumbakonam and Tiruvarur units**. Of these, 265 questionnaires were returned, but 13 were discarded due to incomplete responses. Questionnaires were provided to each respondent, along with explanations on how to complete them, and the completed questionnaires were collected.

The survey was carried out at different times throughout the day, including during and after work hours, allowing ample time for respondents to complete the questionnaires without interfering with their job duties. Collecting data from depot staff during their work hours was particularly challenging. Various attempts were made on different days and at different times, including mornings, afternoons, and evenings.

Within the TNSTC Kumbakonam Division I, there are 21 branches organized into five units: Kumbakonam, Thanjavur, Tiruvarur, Mayiladuthurai, and Nagapattinam. The main study focused on all five units but excluded the Chidambaram branch, which falls under the Cuddalore revenue district, to minimize demographic differences.

In total, there are two types of bus routes within these units: Mofussil routes (long-distance) and Town routes (short-distance). One route was selected from each unit, ensuring a balanced representation of both Mofussil and Town routes. The list of routes where the Corporation operates buses was used as a source for selecting the sample routes.

## ANALYSIS AND INTERPRETATIONS

### Reliability Statistic

Table no.1 shows the reliability analysis using Cronbach's Alpha of the data for further analysis.

**Table No.1**

### Reliability Analysis

Cronbach's Alpha	No of Items
0.881	20

The reliability value of the entire data is 0.881 which is above the recommended value of 0.50 (Nunnally (1978); Hair et al. (2006)).

## PERCENTAGE ANALYSIS

**Table No.2**

### Percentage Analysis

Particulars	No. of. respondents	Total Percentage
<b>Age</b>		
Below 30 Years	45	17.9
31-40 Years	85	33.7
41-50 Years	76	30.2
Above 50 Years	46	18.3
<b>Total</b>	<b>252</b>	<b>100%</b>
<b>Marital status</b>		
Single	124	49.2
Married	128	50.8
<b>Total</b>	<b>252</b>	<b>100%</b>

<b>Educational Qualification</b>		
School level	44	17.5
Diploma or ITI	89	35.3
UG	78	31
PG	41	16.3
<b>Total</b>	<b>252</b>	<b>100%</b>
<b>Type of Employment</b>		
Regular	64	25.4
Contract	134	53.2
Daily Wage	54	21.4
<b>Total</b>	<b>252</b>	<b>100%</b>
<b>Annual Income</b>		
Below 200000	47	18.7
200000-350000	84	33.3
350000-500000	78	31
Below 500000	43	17.1
<b>Total</b>	<b>252</b>	<b>100%</b>
<b>Years of work experience</b>		
Less Than 2 Years	41	16.3
2-5 Years	71	28.2
5-10 Years	96	38.1
Above 10 Years	44	17.5
<b>Total</b>	<b>252</b>	<b>100%</b>

<b>Duration of working hours per day</b>		
8 hours	31	12.3
9 hours	85	33.7
10 hours	99	39.3
More than 10 hours	37	14.7
<b>Total</b>	<b>252</b>	<b>100%</b>

The Table 2 provides information about various demographic and professional characteristics of a group of 252 respondents. The data is categorized into different parameters, and the corresponding number of respondents and their percentages are displayed. Regarding the age distribution of the respondents, the majority falls within the age range of 31 to 40, accounting for 33.7% of the total respondents. The 41-50 years age group closely follows, representing 30.2%. Those below 30 years and above 50 years make up 17.9% and 18.3% of the total respondents, respectively.

In terms of marital status, an almost equal split is observed between single and married respondents, with single individuals accounting for 49.2% and married individuals making up 50.8% of the total sample. Educational qualifications of the respondents show a diverse mix. The highest percentage of respondents, 35.3%, has a diploma or

ITI qualification, followed by those with an undergraduate (UG) degree at 31%. School-level education and postgraduate (PG) qualifications represent 17.5% and 16.3% of the respondents, respectively.

The type of employment reveals that contract employment is the most common among the respondents, with 53.2% of the total, while regular employment and daily wage labor account for 25.4% and 21.4%, respectively. The distribution of annual income shows that a significant portion of the respondents, 33.3%, falls within the 200,000-350,000 income range. The categories "below 200,000," "350,000-500,000," and "below 500,000" represent 18.7%, 31%, and 17.1% of the total respondents, respectively.

In terms of work experience, individuals with 5-10 years of experience make up the largest group at 38.1%, followed by those with 2-5 years of experience at 28.2%. Respondents with less than 2 years or more than 10 years of experience account for 16.3% and 17.5%, respectively. Lastly, the table provides insights into the duration of working hours per day. The majority of respondents, 39.3%, reported working 10 hours per day, while 33.7% work 9 hours per day. A smaller proportion works for 8 hours or more than 10 hours, representing 12.3% and 14.7% of the total respondents, respectively.

**Descriptive Statistics**

**Table No.3**  
**Mean, Standard Deviation & Validity Measures**

Factors	$\bar{X}$	S.D.	CR	AVE	MSV	CON <sup>1</sup>	COM <sup>2</sup>	AMO <sup>3</sup>	SEC <sup>4</sup>
CON <sup>1</sup>	3.868	1.866	0.922	0.667	0.004	<b>0.817</b>			
COM <sup>2</sup>	3.763	1.136	0.918	0.652	0.399	0.057	<b>0.807</b>		
AMO <sup>3</sup>	3.743	1.108	0.874	0.635	0.283	0.049	0.395	<b>0.797</b>	
SEC <sup>4</sup>	3.665	1.252	0.810	0.518	0.399	0.065	0.632	0.532	<b>0.720</b>

Note: (1) CON - Construction Orientation; (2) COM - Communication of Safety; (3) AMO - Amount of Security Measures; (4) SEC - Safety Education.

From the table 3, the values of mean is categorized between 3 and 4 and the standard deviation value is placed above the value of 1. All the constructs are having the validity values of above 0.7.

**EXPLORATORY FACTOR ANALYSIS**

The sample adequacy is checked using the KMO and Bartlett test of sphericity, which also measures the intercorrelation between the variables.

KMO has a value that ranges from 0 to 1. Hair et al. (2006) state that a significant KMO value should exceed 0.50 and a significant Bartlett test of sphericity should be larger than 0.000.

**Table No.5**

**Communalities**

Particulars	Initial	Extraction
In our company, employees are frequently questioned about their safety concerns.	1.000	.736
Employees who behave safely are praised	1.000	.720
When employees disregard proper safety procedures, they are informed.	1.000	.769
Workers are frequently questioned about the safety Procedures	1.000	.712
The topic of safety is one that is frequently discussed in my Workplace	1.000	.645
Decisions that influence workers' safety are made with their input.	1.000	.648

When an issue or safety concern is mentioned, my organisation responds immediately.	1.000	.685
When employees have suggestions for enhancing safety, my company pays close attention.	1.000	.599
Management and employees collaborate to provide the safest circumstances possible.	1.000	.739
I am aware of my obligations and rights regarding safety.	1.000	.734
I feel comfortable to raise safety issues where I work.	1.000	.646
I understand how the safety guidelines apply to me.	1.000	.734
I am given clear instructions about my safety obligations at work.	1.000	.842
Everyone at my employment has access to the tools and equipment they need to complete their task safely.	1.000	.682
I understand how the safety regulations apply to me.	1.000	.741
At work, I make sure I am aware of my obligations regarding safety.	1.000	.680
At my place of employment, enough safety training is offered.	1.000	.654
Our management provides sufficient safety equipment.	1.000	.858
In my workplace, I do all of our tasks safely.	1.000	.718
I make sure that none of our safety equipment has any flaws.	1.000	.666
Principal Component Analysis is the extraction method used.		

It is clear from the communalities that every one of the twenty variables has an extraction value greater than .7. Thus, in order to proceed with the factor analysis of the research, twenty variables are chosen. With these overall indicators, factor analysis is conducted with all 20 items. Communalities indicate how much one variable is accounted for by the collective underlying factors.

**Table No.6**  
**Rotated Component Matrix**

Particulars	Component			
	1	2	3	4
Our management provides sufficient safety equipment.	.924			
I understand how the safety regulations apply to me.	.858			
In my workplace, I do all of our tasks safely.	.845			
At work, I make sure I am aware of my obligations regarding safety.	.823			
I make sure that none of our safety equipment has any flaws.	.810			
At my place of employment, enough safety training is offered.	.806			

I am given clear instructions about my safety obligations at work.		.878		
Management and employees collaborate to provide the safest circumstances possible.		.841		
I am aware of my obligations and rights regarding safety.		.834		
Everyone at my employment has access to the tools and equipment they need to complete their task safely.		.798		
I understand how the safety guidelines apply to me.		.763		
I feel comfortable to raise safety issues where I work.		.742		
When employees disregard proper safety procedures, they are informed.			.854	
In our company, employees are frequently questioned about their safety concerns.			.830	
Workers are frequently questioned about the safety Procedures			.814	
Employees who behave safely are praised			.787	
The topic of safety is one that is frequently discussed in my Workplace				.778
When an issue or safety concern is mentioned, my organisation responds immediately.				.749
Decisions that influence workers' safety are made with their input.				.729
When employees have suggestions for enhancing safety, my company pays close attention.				.675

As seen in Table 8, the EFA carried out with all research variables produced three unique factors with an Eigen value greater than 1. The investigation of the differences between the data collected from the questionnaire has been done using a Maximum Likelihood with Varimax rotation. based on the factor analysis, 4 constructs namely CON - Construction Orientation, COM - Communication of Safety, AMO - Amount of Security Measures and SEC – Safety Education were explored.

**CONFIRMATORY FACTOR ANALYSIS**

**Confirmatory Factor Analysis (Initial Model)**

In the present study, to further confirm the factors obtained after Principal Component Analysis (PCA), confirmatory factor analysis was carried out using Amos 22 software. Confirmatory factor analysis is a distinct form of factor analysis, primarily used in social research (Kline, 2011). In the measurement model all the construct are treated as

same and there is exogenous or endogenous variable. The present model yielded poor fit indices. Therefore, the model requires modification in order to get better fit. The results of present model are shown below.

**Table No. 7**  
**Fit indices for initial model**

Model	Values	Cutoff values
$\chi^2/df$	2.262	< 5
GFI	0.876	> 0.70
AGFI	0.841	> 0.70
CFI	0.935	> 0.80
TLI	0.925	> 0.80
NFI	0.891	> 0.80
IFI	0.936	> 0.80
RMSEA	0.071	< 0.10
RMR	0.049	< 0.05

The first model's outcomes show that the model and the data did not fit together well. The model was deemed unacceptable based on the additional fit data. ( $\chi^2/df = 2.262$ , GFI = 0.876, AGFI = 0.841, CFI = 0.935, TLI = 0.925, NFI = 0.891, IFI = 0.936, RMSEA = 0.071, RMR = 0.049 shown in Table 9). Thus, the model was modified.

**Chart No. 1**

**Confirmatory Factor Analysis (Modified Model)**

A few items have been removed from the updated model, which makes it difficult to get a proper fit. The model is modified in accordance with the Modification Indices' suggestions (MI). The modification indices suggested that a correlation of the error terms between item 1 and item 3, item 2 and item 4, item 7 and item 10 in individual consideration. All these observed variables are related to the same construct individual consideration. Therefore, allowing their error terms to be correlated seems to be statistically acceptable and conceptually meaningful. After making the modification in the initial model the result provides better level of acceptance in fit indices. ( $\chi^2/df = 1.766$ , GFI = 0.901, AGFI = 0.871, CFI = 0.962, TLI = 0.955, NFI = 0.916, IFI = 0.962, RMSEA = 0.055, RMR = 0.047 shown in Table 10). The model yields the satisfactory level of acceptance.

**Table 10**  
**Fit indices for modified model**

Model	Values	Cutoff values
$\chi^2/df$	1.766	< 5
GFI	0.901	> 0.70
AGFI	0.871	> 0.70
CFI	0.962	> 0.80
TLI	0.955	> 0.80
NFI	0.916	> 0.80
IFI	0.962	> 0.80
RMSEA	0.055	< 0.10
RMR	0.047	< 0.10

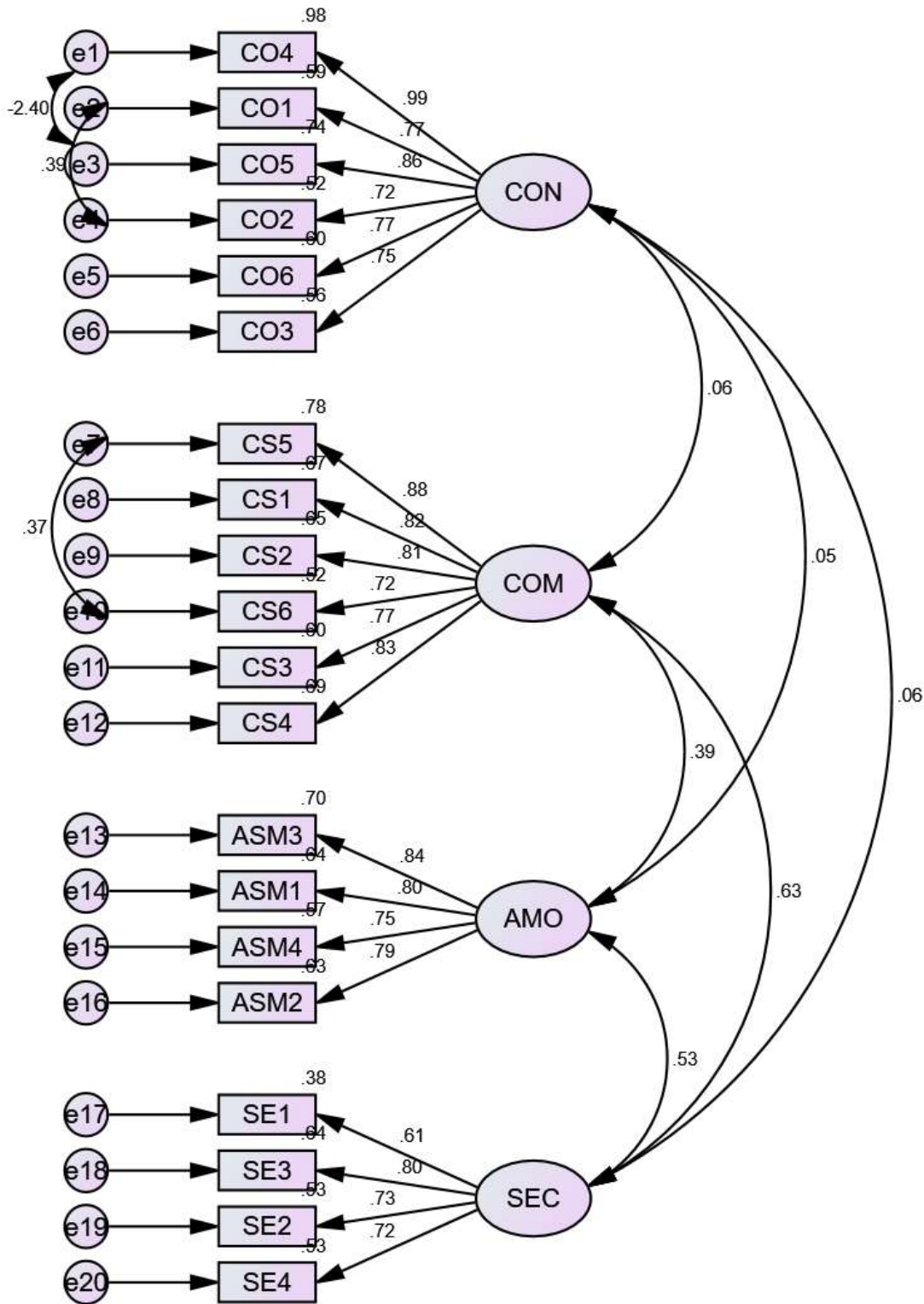


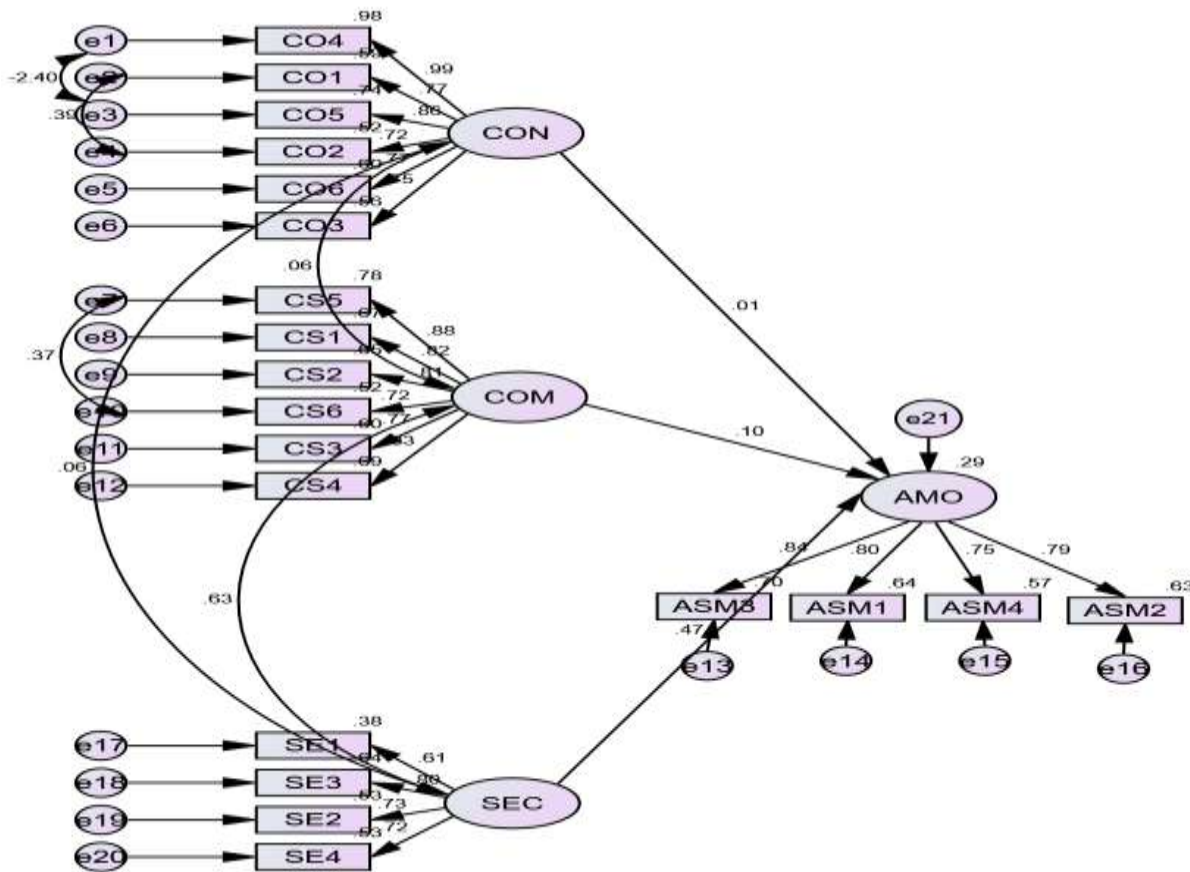
Chart 2

**Table 11**  
**Confirmatory factor values of initial and modified models**

Model	$\chi^2/df$	GFI	AGFI	CFI	TLI	NFI	IFI	RMSEA	RMR
Before Error Correction	2.262	0.876	0.841	0.935	0.925	0.891	0.936	0.071	0.049
After Error Correction	1.766	0.901	0.871	0.962	0.955	0.916	0.962	0.055	0.047

Source: Table 11, which is derived from the AMOS output, illustrates that the model that is suggested in this study is an over-identified model with positive degrees of freedom..

**STRUCTURAL EQUATIONAL MODELLING**



**Chart 3**

**Table 12**  
**Path co-efficient values**

Particulars	Estimate	S.E.	C.R.	P
AMO <--- CON	.014	.064	.222	.824
AMO <--- COM	.077	.070	1.099	.272
AMO <--- SEC	.697	.152	4.573	***

The following are the outcomes of investigated hypotheses using structural equation modelling, as shown in Table 12.

- Safety Education has a significant effect over Amount of Security Measures with  $P = 0.000$ .
- Communication of Safety & Construction Orientation has no significant effect over Amount of Security Measures.

## SUMMARY OF FINDINGS

The results of this study show that the amount of security measures at Transport Corporation Limited is significantly positively impacted by safety education. This suggests that when organizations provide safety education to their employees, it leads to an increase in the implementation of security measures. This finding underscores the importance of ongoing safety training and education programs in promoting a safer work environment.

On the other hand, the study did not find a significant impact of Communication of Safety and Construction Orientation on the Amount of Security Measures. This implies that merely communicating safety measures and having a construction-oriented approach may not directly contribute to an increase in security measures. It suggests that organizations need to focus more on safety education to enhance security practices rather than just communicating safety guidelines or having a construction-oriented approach.

These findings emphasize the critical role of safety education in promoting workplace safety and security measures. Employers and organizations should invest in comprehensive safety training and education programs to ensure the well-being of their employees and the overall safety of the workplace.

The research provides valuable insights into the quality of safety measures and the perception of employees in the Transport Corporation Limited. By analyzing the factors influencing safety and welfare measures, the study highlights areas where improvements can be made to enhance the welfare of the workforce and the organization's general security.

This study sheds light on the significance of safety education in influencing the implementation of security measures in the Transport Corporation Limited. These findings can guide organizations in their efforts to create safer work environments for their employees and ultimately improve their overall well-being.

## SUGGESTIONS

The researcher believes that there is a lack of employee awareness regarding safety. Actions might be performed to raise awareness and emphasize the importance of safety. Effective implementation of an annual incentive connected to productivity is necessary to further inspire personnel. All employees should receive free meals from the canteen, according to management. The defendants' belief that the machinery, tools, and equipment are poorly made and maintained is something that management must take into consideration. The acceptable portion contains the workers' responses to the close fulfillment of health initiatives.

Based on the findings, it is evident that Safety Education plays a pivotal role in enhancing the implementation of security measures in a construction environment. This underscores the importance of investing in comprehensive safety training programs for construction workers and staff. On the other hand, the lack of a significant effect of Communication of Safety and Construction Orientation on the Amount of Security Measures implies the need to reconsider and possibly improve the way safety information is conveyed and integrated into construction practices. It is crucial to prioritize safety education to ensure a safer and more secure construction workplace.

Numerous participants expressed satisfaction on the lights, drinking water, washing, latrine, and urinal facilities. It is necessary for the TNSTC to uphold the same standard among these facilities. The respondents expressed some level of satisfaction with their general work environment. Few respondents, though, expressed discontent. As a result, the business will need to make some bold decisions.

## CONCLUSION

Many of the survey participants express a sense of security when working at the Transport Corporation and believe that the welfare measures in place contribute to reducing the severity of accidents. The data from the responses indicates that there is a collection of opinions from the respondents in the relevant area regarding the effectiveness of health initiatives. This reveals that a majority of respondents are content with the existing health initiatives, though there is room for improvement to make them highly satisfactory. A few health measures, such as transportation accommodations, break chamber facilities, and the minimum space requirements, received lower satisfaction ratings. The management could consider focusing on these areas to enhance worker satisfaction with health-related aspects.

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