

A Study on Green HRM Practices in ITES Industry in NCR India

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Abstract

Green HRM provides a platform for assignments impact on organizational performance with organization HR practices. The realization of perfect efficiency and effectiveness is depended on the implementation of the system and delivering the business may be dependent on redeployment and skilling of HR people. The use of Green HRM success and survival of organizations in now global market will be declared a better place. The study address this problem in the following Questions: What is the effect of the contents of electronic management of human resources in the ITES companies of Delhi and to what extent contributes to the development of human resources in enhancing the impact of the contents of electronic management of technological performance of ITES companies of NCR India. It was found that there is a significant interrelationship between satisfaction of the Green HRM systems and tenure, there is a significant interrelationship between satisfaction of the Green HRM systems and work experience, and there is a significant interrelationship between satisfaction of the Green HRM systems and age but there no is a significant interrelationship between satisfaction of the Green HRM systems and gender.

Keywords: EHRM, Satisfaction, ITES Industry

Introduction

The Information and Communication Technologies (ICT) facilitate innovative ways of Emergence and success carrying on routine organizational activities in virtual work environment. (Menka, 2015) E-commerce systems GREEN HRM technology leads to making use of systems provide organizations an effective performance of improvement in activities. Is a way of aligning and coping up as well as renovating the entire Human Resource Management (HRM) function itself? GREEN HRM is the increasing its organization can make decisions contributing to company new term for this IT based HRM in every sector, provides computerized support to HR functions through the use of web technology. Thus Green HRM has reflects a significant efficiency of performed and implementation of Green HRM provides a platform assignments impact on organizational performance with organization HR practices.

The realization of perfect efficiency and effectiveness is depending on the implementation of the system and delivering the business may dependent on redeployment and skilling of HR people. They addressed the e-recruitment challenges in the economies of India. The use of Green HRM success and survival of organizations in now global market will declare a better place.

The technology has been developed and advanced over time. (Choochote, 2015) Therefore, several organizations are attempting to develop required for all business organizations themselves and demonstrate their leaderships and professional visions of the industry. The study reveals that the ITES business, the human resources department is considered as the most significant part in all business organizations as it concerns greatly with intellectual skills, required abilities and work-related experiences of employees in the organization. A large number of technologies have been applied to facilitate the management of human resources.

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- where procedures and processes are less complicated
- Ensuring accuracy
- To a rapid expansion of ITES industries that help drive economic growth for the country.
- And timeliness of communication between helps reduce work complexities both organizations and employees with unlimited distance of message transmission.
- Stimulate the employees to work effectively. It can be said that effective human resources management is compulsorily. The implementation of the mass number of investments has been generated in the alignment of the ITES business.

Green HRM in the ITES business is very important as it helps a certain organization to achieve considered as 100 percent, the results assessed and according to the e-HRM's important systems. About 85 percent of the recruitment system had not applied the usages of the e-HRM while 15percent had successfully developed this technology. The ITES industry very important sector which a major contribution to Employees who had access to ITES companies. (Farrell, 2015)It is a people-centered industry where staffs are integral part care assistance on organizational of the consumer experience. Therefore, its explore the extent to which work must look providing comprehensive to the performing, responsibilities employees to serve as a principal source of competitive advantage However, effects of time-based conflict people management practices and HRM and hospitality do not seem to show the significance of effective HRM. Flexible work environments involve may be a source of competitive advantage, and modifying work and strain caused by routines and timetables on a daily, weekly or longer term. Many flexible work programmers benefit as they enable them to achieve a balance between work and. However, there are other flexible work arrangements such as lifestyle choices.

Importance of the Study

The present study derives its importance from the following points that the Impact of e-HRM in ITES Industries, and the integration between the electronic management and human resources various dimension of role in improving the performance of the ITES companies. The role of electronic management in human resources helps in adapting right decisions for competitiveness of ITES companies in NCR India.

Objective of the Study

There are a lot of studies have dealt with not contributing to electronic management in the human resources in ITES companies and that a return to a lot of reasons, including that the technological infrastructure has not been completed in such a way contribute to the HR practices of electronic in the process of HR activities, where they can address this problem in the following Questions:

- What is the effect of the contents of electronic management of human resources in the ITES companies of NCR India performance?
- To what extent contributes to the development of human resources in enhancing the impact of the contents of electronic management of technological performance of ITES companies of NCR India?

Research Methodology

To fulfill the objectives, Research was carried out in National Capital region of India (Delhi, Ghaziabad, Faridabad, Noida and Gurgaon). Sincere attempt has been made by the researcher to cover as wide as possible, so as to achieve the objectives of the study. A sample of 600 (end-users) respondents was taken into consideration. These respondents were interviewed through a well drafted pre-tested questionnaire. While 372 respondents were end-users from various ITES companies. These respondents were interviewed through a well drafted pre-tested questionnaire following the non-probabilistic convenience sampling, as it is appropriate for exploratory studies. Further convenience sampling method was used for two reasons firstly respondents are

selected because they happen to be in right place at the right time and secondly, convenience sampling technique is not recommended for descriptive or casual research but they can be in exploratory research for generating ideas (Malhotra, 2005). According to the chosen methodological research approach, the quantitative data was analyzed by using factor analysis by using SPSS Software.

Finding of the Study

The survey conducted provided loads of experiences. However the facts that some difficulties were encountered while performing the survey cannot be overlooked.

Technical Problem: One of the main problems faced while conducting the survey was technical problem. Hyperlink was created though due to some or the technical problem there was problems in filling the questionnaire online. Further as human touch was missing though the questionnaire was self administered there were many questions which was received unanswered.

Getting the questionnaire filled online was tough not only because of the computer knowledge but also because of the apprehension of the people about the nature of data collection. In some cases the researcher was mistaken to be an employee of some HR consultancy. However the researcher could overcome this problem by showing the identity card of the university.

Analysis ITES end users

Test of Normality

First, normality of each item was assessed using standard deviation, skewness, and kurtosis. There was no item that exhibited abnormally high standard deviation, skewness, and kurtosis, indicating normal distribution of each item.

From the table below it can be clearly seen that the total number of items is 182 for which the mean is 2.266 and the standard deviation is 0.927. And it can also be clearly seen that the data is normally distributed since the value of skewness and kurtosis lies between +1 and -1 that is -.038 and -0.907 respectively. This is already clear from the histogram

Frequencies

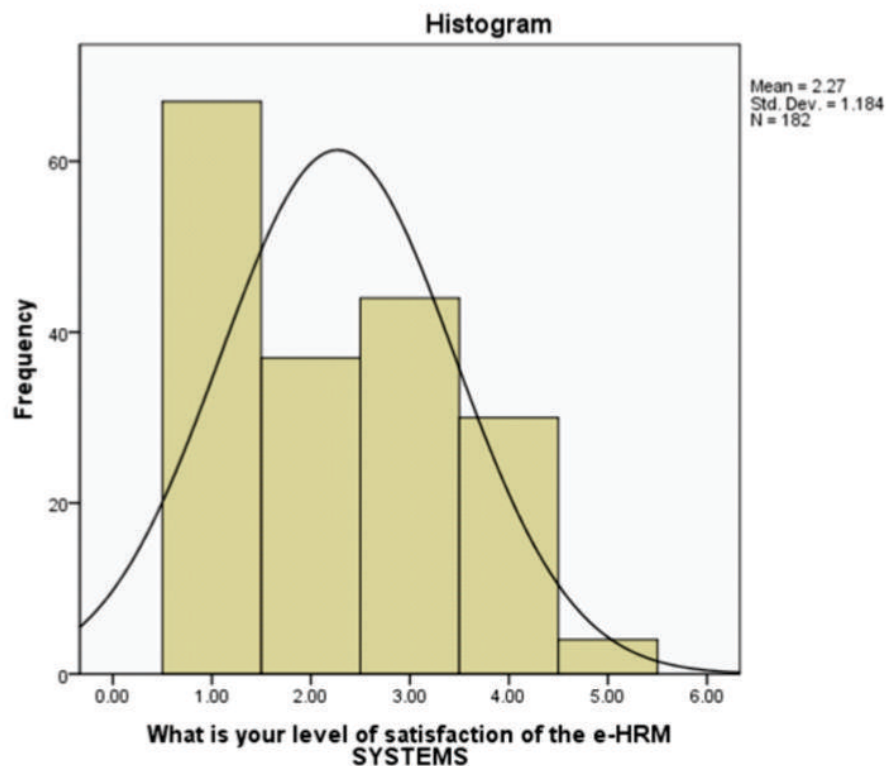
Statistics

What is your level of satisfaction of the e-HRM SYSTEMS?

N	Valid	182
	Missing	429
Mean		2.6645
Std. Deviation		.92746
Skewness		-.038
Std. Error of Skewness		.197
Kurtosis		-.907
Std. Error of Kurtosis		.391

What is your level of satisfaction of the e-HRM SYSTEMS

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Fully satisfied	67	36.8	36.8	36.8
satisfied	37	20.3	20.3	57.1
Neutral	44	24.2	24.2	81.3
Dissatisfied	30	16.5	16.5	97.8
Fully dissatisfied	4	2.2	2.2	100.0
Total	182	100.0	100.0	



T-Test

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
What is your level of satisfaction of the e-HRM SYSTEMS	182	2.2692	1.18417	.08778

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
What is your level of satisfaction of the e-HRM SYSTEMS	25.852	181	.000	2.26923	2.0960	2.4424

One Sample T Test

One sample t-test is conducted to compare the means score of a sample to a population mean. A one sample T test was conducted by using “What is your level of satisfaction of the e-HRM SYSTEMS” as a variable. From the output table of T test has the significance value of T-test is found to be 0.000. This indicated that at 95% confidence level, T-test proves the model is highly significant. In other words the rating given by the respondents are significantly different from each other. So we reject the null hypothesis and accept the alternate hypothesis that in terms What is your level of satisfaction of the e-HRM systems the rating given by the respondents are significantly different from each other. We can conclude that the sample is representing the population.

ANOVA

What is your level of satisfaction of the e-HRM SYSTEMS?

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	26.347	2	13.174	102.382	.000
Within Groups	19.172	149	.129		
Total	45.520	151			

From the output of one-way ANOVA the significance of F-test is found to be 0.000. This indicated that at 95% confidence level, F-test proves the rating given by the three Indian end users is different. In other words the rating given by the respondents are significantly different from each other. So we reject the null hypothesis and accept the alternate hypothesis that In terms of satisfaction of e-HRM the rating given by the respondents of three companies are significantly different from each other.

Chi-Square Test

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
What is your level of satisfaction of the e-HRM SYSTEMS * Tenure	182	100.0%	0	.0%	182	100.0%
What is your level of satisfaction of the e-HRM SYSTEMS * WORKEKX	182	100.0%	0	.0%	182	100.0%
What is your level of satisfaction of the e-HRM SYSTEMS * Gender	177	97.3%	5	2.7%	182	100.0%
What is your level of satisfaction of the e-HRM SYSTEMS * Age	178	97.8%	4	2.2%	182	100.0%

The case processing summary table is depicting the number of items in each demographic variable namely tenure and work experience. In each of these variables the number of items is 182 with there are missing values in gender and age.

What is your level of satisfaction of the e-HRM SYSTEMS * Tenure

Crosstab						
			Tenure			Total
			less tha5 year	5-10 years	10-15 years	
What is your level of satisfaction of the e-HRM SYSTEMS	Fully satisfied	Count	14	33	20	67
		% within What is your level of satisfaction of the e-HRM SYSTEMS	20.9%	49.3%	29.9%	100.0%
		% within Tenure	33.3%	34.7%	44.4%	36.8%
		% of Total	7.7%	18.1%	11.0%	36.8%
	satisfied	Count	5	17	15	37
		% within What is your level of satisfaction of the e-HRM SYSTEMS	13.5%	45.9%	40.5%	100.0%
		% within Tenure	11.9%	17.9%	33.3%	20.3%
		% of Total	2.7%	9.3%	8.2%	20.3%
	Neutral	Count	7	31	6	44
		% within What is your level of satisfaction of the e-HRM SYSTEMS	15.9%	70.5%	13.6%	100.0%
		% within Tenure	16.7%	32.6%	13.3%	24.2%
		% of Total	3.8%	17.0%	3.3%	24.2%
	dissatisfied	Count	14	12	4	30
		% within What is your level of satisfaction of the e-HRM SYSTEMS	46.7%	40.0%	13.3%	100.0%
		% within Tenure	33.3%	12.6%	8.9%	16.5%
		% of Total	7.7%	6.6%	2.2%	16.5%
	Fully dissatisfied	Count	2	2	0	4
		% within What is your level of satisfaction of the e-HRM SYSTEMS	50.0%	50.0%	.0%	100.0%
		% within Tenure	4.8%	2.1%	.0%	2.2%
		% of Total	1.1%	1.1%	.0%	2.2%
Total	Count	42	95	45	182	
	% within What is your level of satisfaction of the e-HRM SYSTEMS	23.1%	52.2%	24.7%	100.0%	
	% within Tenure	100.0%	100.0%	100.0%	100.0%	
	% of Total	23.1%	52.2%	24.7%	100.0%	

The cross-tabulation table produced by SPSS tries to find a relationship between the satisfaction of the e-HRM systems and tenure. The reason for satisfaction of the e-HRM systems being independent variable is because it has been found generally that tenure of job determines whether the respondent is satisfied or not.

In the SPSS output table given below it can be observed that respondents within the tenure of five to ten years are more satisfied with the e-HRM systems than less than five years of tenure and ten to fifteen years of tenure.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	24.338 ^a	8	.002
Likelihood Ratio	23.626	8	.003
Linear-by-Linear Association	9.374	1	.002
N of Valid Cases	182		

a. 3 cells (20.0%) have expected count less than 5. The minimum expected count is .92.

From the table below, it has been found that the significant value is 0.002 which is less than 0.05 at 95% confidence level. And as the thumb rule is the significant value has to be less than 0.05 at 95% confidence level. In this case, the small value of Pearson's Chi-square test states that there is a significant interrelationship between satisfaction of the e-HRM systems and tenure. So at 95% confidence level $100-95=5$ divided by 100 or 0.05 significant level, the value is less therefore it is concluded that there is a significant interrelationship between satisfaction of the e-HRM systems and tenure.

There is a significant interrelationship between satisfaction of the e-HRM systems and tenure **Accepted**

Symmetric Measures

	Value	Approx. Sig.
Nominal by Contingency Nominal Coefficient	.343	.002
N of Valid Cases	182	

The contingency coefficient gives the measure of strength of the output. If the value is close to 1, there is strong correlation between the two variables. However, if the range is between 0.5 and 1, there exists a strong correlation. From the table below, it can be concluded that there is less correlation between the variables namely satisfaction of the e-HRM systems and tenure

What is your level of satisfaction of the e-HRM SYSTEMS * WORKEX

Crosstab

			WORKEX				Total
			LESS THAN 5 YRS	5-10 YRS	10-15 YRS	ABOVE 15 YRS	
What is your level of satisfaction of the e-HRM SYSTEMS	Fully satisfied	Count	10	7	29	21	67
		% within What is your level of satisfaction of the e-HRM SYSTEMS	14.9%	10.4%	43.3%	31.3%	100.0%
		% within WORKEX	50.0%	10.9%	50.0%	52.5%	36.8%
		% of Total	5.5%	3.8%	15.9%	11.5%	36.8%
	satisfied	Count	2	10	11	14	37
		% within What is your level of satisfaction of the e-HRM SYSTEMS	5.4%	27.0%	29.7%	37.8%	100.0%
		% within WORKEX	10.0%	15.6%	19.0%	35.0%	20.3%
		% of Total	1.1%	5.5%	6.0%	7.7%	20.3%
	Neutral	Count	2	24	15	3	44
		% within What is your level of satisfaction of the e-HRM SYSTEMS	4.5%	54.5%	34.1%	6.8%	100.0%
		% within WORKEX	10.0%	37.5%	25.9%	7.5%	24.2%
		% of Total	1.1%	13.2%	8.2%	1.6%	24.2%
	dissatisfied	Count	6	19	3	2	30
		% within What is your level of satisfaction of the e-HRM SYSTEMS	20.0%	63.3%	10.0%	6.7%	100.0%
		% within WORKEX	30.0%	29.7%	5.2%	5.0%	16.5%
		% of Total	3.3%	10.4%	1.6%	1.1%	16.5%
	Fully dissatisfied	Count	0	4	0	0	4
		% within What is your level of satisfaction of the e-HRM SYSTEMS	.0%	100.0%	.0%	.0%	100.0%
		% within WORKEX	.0%	6.3%	.0%	.0%	2.2%
		% of Total	.0%	2.2%	.0%	.0%	2.2%
Total		Count	20	64	58	40	182
		% within What is your level of satisfaction of the e-HRM SYSTEMS	11.0%	35.2%	31.9%	22.0%	100.0%
		% within WORKEX	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	11.0%	35.2%	31.9%	22.0%	100.0%

The cross-tabulation table produced by SPSS tries to find a relationship between the satisfaction of the e-HRM systems and work experience. The reason for satisfaction of the e-HRM systems being independent variable is because it has been found generally that work experience determines whether the respondent is satisfied or not.

In the SPSS output table given below it can be observed that respondents as the work experience is increasing respondents were more satisfied with the e-HRM systems.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	59.127 ^a	12	.000
Likelihood Ratio	66.099	12	.000
Linear-by-Linear Association	22.745	1	.000
N of Valid Cases	182		

a. 7 cells (35.0%) have expected count less than 5. The minimum expected count is .44.

From the table below, it has been found that the significant value is 0.000 which is less than 0.05 at 95% confidence level. And as the thumb rule is the significant value has to be less than 0.05 at 95% confidence level. In this case, the small value of Pearson's Chi-square test states that there is a significant interrelationship between satisfaction of the e-HRM systems and work experience. So at 95% confidence level $100-95=5$ divided by 100 or 0.05 significant level, the value is less therefore it is concluded that there is a significant interrelationship between satisfaction of the e-HRM systems and work experience

There is a significant interrelationship between satisfaction of the e-HRM systems and work experience.
Accepted

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.495	.000
N of Valid Cases	182	

The contingency coefficient gives the measure of strength of the output. If the value is close to 1, there is strong correlation between the two variables. However, if the range is between 0.5 and 1, there exists a strong correlation. From the table below, it can be concluded that there is moderate correlation between the variables namely satisfaction of the e-HRM systems and work experience.

Crosstab

			Gender		Total
			male	female	
What is your level of satisfaction of the e-HRM SYSTEMS	Fully satisfied	Count	42	21	63
		% within What is your level of satisfaction of the e-HRM SYSTEMS	66.7%	33.3%	100.0%
		% within Gender	35.9%	35.0%	35.6%
		% of Total	23.7%	11.9%	35.6%
	satisfied	Count	26	10	36
		% within What is your level of satisfaction of the e-HRM SYSTEMS	72.2%	27.8%	100.0%
		% within Gender	22.2%	16.7%	20.3%
		% of Total	14.7%	5.6%	20.3%
	Neutral	Count	31	13	44
		% within What is your level of satisfaction of the e-HRM SYSTEMS	70.5%	29.5%	100.0%
		% within Gender	26.5%	21.7%	24.9%
		% of Total	17.5%	7.3%	24.9%
	dissatisfied	Count	15	15	30
		% within What is your level of satisfaction of the e-HRM SYSTEMS	50.0%	50.0%	100.0%
		% within Gender	12.8%	25.0%	16.9%
		% of Total	8.5%	8.5%	16.9%
	Fully dissatisfied	Count	3	1	4
		% within What is your level of satisfaction of the e-HRM SYSTEMS	75.0%	25.0%	100.0%
		% within Gender	2.6%	1.7%	2.3%
		% of Total	1.7%	.6%	2.3%
Total		Count	117	60	177
		% within What is your level of satisfaction of the e-HRM SYSTEMS	66.1%	33.9%	100.0%
		% within Gender	100.0%	100.0%	100.0%
		% of Total	66.1%	33.9%	100.0%

The cross-tabulation table produced by SPSS tries to find a relationship between the satisfaction of the e-HRM systems and gender. The reason for satisfaction of the e-HRM systems being independent variable is because it has been found generally that gender determines whether the respondent is satisfied or not. In the SPSS output table given below it can be observed that respondent's males are more satisfied with the e-HRM systems than females.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.595 ^a	4	.331
Likelihood Ratio	4.445	4	.349
Linear-by-Linear Association	.888	1	.346
N of Valid Cases	177		

a. 2 cells (20.0%) have expected count less than 5. The minimum expected count is 1.36.

From the table below, it has been found that the significant value is 0.331 which is more than 0.05 at 95% confidence level. But as the thumb rule is the significant value has to be less than 0.05 at 95% confidence level. In this case, the small value of Pearson's Chi-square test states that there is a significant interrelationship between satisfaction of the e-HRM systems and gender. So even at 90% confidence level $100-90=10$ divided by 100 or 0.10 significant level, the value is more therefore it is concluded that there is no significant interrelationship between satisfaction of the e-HRM systems and gender.

*There is a significant interrelationship between satisfaction of the e-HRM systems and gender **Rejected***

Symmetric Measures

	Value	Approx. Sig.
Nominal by Contingency Nominal Coefficient	.159	.331
N of Valid Cases	177	

What is your level of satisfaction of the e-HRM SYSTEMS * Age

Crosstab

			Age			Total
			below 30 years	31-40	41-50	
What is your level of satisfaction of the e-HRM SYSTEMS	Fully satisfied	Count	14	27	25	66
		% within What is your level of satisfaction of the e-HRM SYSTEMS	21.2%	40.9%	37.9%	100.0%
		% within Age	32.6%	31.4%	51.0%	37.1%
		% of Total	7.9%	15.2%	14.0%	37.1%
	satisfied	Count	4	15	18	37
		% within What is your level of satisfaction of the e-HRM SYSTEMS	10.8%	40.5%	48.6%	100.0%
		% within Age	9.3%	17.4%	36.7%	20.8%
		% of Total	2.2%	8.4%	10.1%	20.8%
	Neutral	Count	8	29	4	41
		% within What is your level of satisfaction of the e-HRM SYSTEMS	19.5%	70.7%	9.8%	100.0%
		% within Age	18.6%	33.7%	8.2%	23.0%
		% of Total	4.5%	16.3%	2.2%	23.0%
	dissatisfied	Count	14	14	2	30
		% within What is your level of satisfaction of the e-HRM SYSTEMS	46.7%	46.7%	6.7%	100.0%
		% within Age	32.6%	16.3%	4.1%	16.9%
		% of Total	7.9%	7.9%	1.1%	16.9%
	Fully dissatisfied	Count	3	1	0	4
		% within What is your level of satisfaction of the e-HRM SYSTEMS	75.0%	25.0%	.0%	100.0%
		% within Age	7.0%	1.2%	.0%	2.2%
		% of Total	1.7%	.6%	.0%	2.2%
Total		Count	43	86	49	178
		% within What is your level of satisfaction of the e-HRM SYSTEMS	24.2%	48.3%	27.5%	100.0%
		% within Age	100.0%	100.0%	100.0%	100.0%
		% of Total	24.2%	48.3%	27.5%	100.0%

The cross-tabulation table produced by SPSS tries to find a relationship between the satisfaction of the e-HRM systems and age. The reason for satisfaction of the e-HRM systems being independent variable is because it has been found generally that age determines whether the respondent is satisfied or not.

In the SPSS output table given below it can be observed that respondents in the age group of 31-50 are more satisfied than below 31 aged respondents.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	38.960 ^a	8	.000
Likelihood Ratio	39.802	8	.000
Linear-by-Linear Association	18.918	1	.000
N of Valid Cases	178		

a. 3 cells (20.0%) have expected count less than 5. The minimum expected count is .97.

From the table below, it has been found that the significant value is 0.000 which is less than 0.05 at 95% confidence level. And as the thumb rule is the significant value has to be less than 0.05 at 95% confidence level. In this case, the small value of Pearson's Chi-square test states that there is a significant interrelationship between satisfaction of the e-HRM systems and age. So at 95% confidence level $100-95=5$ divided by 100 or 0.05 significant level, the value is less therefore it is concluded that there is a significant interrelationship between satisfaction of the e-HRM systems and age

There is a significant interrelationship between satisfaction of the e-HRM systems and age. Accepted

Symmetric Measures

	Value	Approx. Sig.
Nominal by Contingency Nominal Coefficient	.424	.000
N of Valid Cases	178	

The contingency coefficient gives the measure of strength of the output. If the value is close to 1, there is strong correlation between the two variables. However, if the range is between 0.5 and 1, there exists a strong correlation. From the table below, it can be concluded that there is less correlation between the variables namely satisfaction of the e-HRM systems and age.

Conclusion

The study attempts to find out the effect of the contents of electronic management of human resources in the ITES companies of NCR India performance and satisfaction, it was found that there is a significant interrelationship between satisfaction of the e-HRM systems and tenure, there is a significant interrelationship between satisfaction of the e-HRM systems and work experience, and there is a significant interrelationship

between satisfaction of the e-HRM systems and age but there no is a significant interrelationship between satisfaction of the e-HRM systems and gender.

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