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Advancement of E-HRM Practices and Organisational Behaviour in times of Covid-19

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ABSTRACT

India is a developing country and ever since the country has been emphasizing on the need for complete digitalization which is yet under process. After the outbreak of corona virus, the need for digitalization has increased by many folds. The country was not ready to adapt to the changes that shifted their entire lives from physically outgoing to just sitting at home and doing everything digitally over the internet, using mobile phones, laptops and other electronic gadgets. What makes digitalization more challenging in India is poverty and illiteracy. Some can't afford the electronic gadgets while other do not know the technical know-how.

Most big businesses and companies were even not ready for such an instant change into their working. Many organizations faced exceptional losses whereas some of them coped with these challenges really well. Through this paper the authors aim to identify the challenges that were faced during the pandemic with respect to the Human Resource Management in various companies and how those challenges were defeated by the new E-HRM techniques.

Additionally, the paper analyses as to how the HRM practices changed post the pandemic in order to fit into the current situations. This paper also explores the opinion of the employees in various aspects of the traditional HRM practices and how the new E-HRM practices have helped them work better. Furthermore, this paper critically analyses how Organisation Behavior changed due to COVID-19 which further assisted in overcoming the challenges posed by the outbreak of the virus.

Employees' responses have been compiled by way of a structured questionnaire which consists of their statements regarding the E-HRM tools and the Organizational Behavior post the pandemic.

Keywords: *E-HRM, Work from Home (WFH), COVID-19, Organizational behavior, Human Resource Management, Recruitment, Motivation.*

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I. INTRODUCTION

The outbreak of the COVID-19 has been one of the toughest times faced by any and every nation. Many multi-million organisations and companies faced unusual and unexpected losses and some just managed to survive and many had to even shut down. It isn't new that how we all noticed the doors of many brands close in many malls and other premises around us.

While India was under the process of slowly moving towards digitalization, but due to the outbreak of corona the process somehow had to be fastened in order to adjust to the need of the hour. The authors in this paper have aimed at analysing the changes that occurred due to the pandemic and how the E-HRM techniques evolved to substitute the traditional HRM techniques. It critically analyses the change in the organizational behavior and how that change impacted the efficiency and mental health of the employees. In furtherance, the authors have evaluated the sustainability of the Work from home model of work in opinion of various people by way of survey.

It further lays focus on the evolution of E-HRM practices which consists of operational, relational and transformational practices and how these emerged to address the problems and challenges faced during and post covid.

(A) Literature Review

1. E-HRM: A Paradigm Shift in HR Practices and its Effects on Perception of Employees Towards Accepting this New Technology³

This research paper aims to identify a paradigm shift in the human resource practices due to the pandemic and how the employees have perceived the change since now the new trend of work from home is been adopted by most of the companies. Therefore, this paper aims to identify employee's perception with respect to the new technology and working model. Further this paper also talks about the e- HR practices which works to pool additional outcome from an individual and enhancing the work efficiency in current scenario.

2. E-HRM Tools: An Empirical Study in Select Indian Organisations.⁴

This paper talks about the multi-dimensional and often unpredictable changes because of the gradual penetration of the information and communication technology in all facets of business and organizations. This paper also explores different tangents of the e- HRM tools, its extent and limitations. Further this paper reveals that the infrastructure in the Indian organization is

³ <http://www.indianjournalofmanagement.com/index.php/pijom/article/view/141754>

⁴ International Journal of Business and Management Invention, ISSN (Online): 2319 – 8028, ISSN (Print): 2319 – 801X (www.ijbmi.org Volume 3 Issue 9 | September. 2014 | PP.71-83).

not well equipped with the technologies that could facilitate the working of e-HRM and according to their study the e-HRM tools are not fully utilized and have less efficiency. Therefore, the Indian organizations should work upon modifying their infrastructure in order to be efficient and effective with the changing times and meet the requirement of the global market.

3. E-HRM To Overcome HRM Challenges in The Pandemic⁵

This research paper analyzes the workplace transformation from offline mode to online mode and how it has evolved the human resource management to a business enabler as their working has been severely affected by the pandemic. The HR department need to work upon various new aspects of the organization which was not a problem before like work-life balance, online recruitment process, employee training with regards to work from home etc. therefore this paper gave a detail knowledge about how different aspects of the HRM id affected by the pandemic and can be probable solutions to cope with the current situation and get the best out the employees.

4. Employee Engagement Practices During Covid-19 Lockdown.⁶

The pandemic has drastically changed the business dynamics, organizations have shifted to work from home model. Most importantly the role of human resource managers has immensely changed due to the pandemic as now they play crucial role in evolving, creative and effective ways to engage the employees in a healthier way to work with more efficiency and effectiveness. This paper specifically talks about the employee engagement schemes during and post lockdown to increase strong positive attitudes among people towards their work and organization, further various factors of employee engagement were discussed like job satisfaction, organizational commitment etc.

5. COVID-19 and the Workplace: Implications, Issues, and Insights for Future Research and Action⁷

This paper analyzes the impact of COVID-19 on the workers and workplaces and it also evaluate the social, economic and psychological changes due to change in the working pattern. This paper evaluates the long-term effect of the current working model and draw some parallel between the current crisis and future threats and adaptive responses to the crisis. Further this paper also describes the change in the organizational behavior and its reaction to the global

⁵ SEA- Practical Application of Science Volume IX, Issue 25 (1/2021)

⁶ <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7536939/#pa2508-bib-0037>

⁷ https://www.hbs.edu/ris/Publication%20Files/20-127_6164cbfd-37a2-489e-8bd2-c252cc7abb87.pdf

pandemic in order to achieve organizational goals.

6. Global Transition of HR Practices in Covid-19 Pandemic Situation: A Systematic Review Through 5p's Model Of HRM⁸

The change is inevitable in the society and any organization need to evolve with such changes. This paper aims to identify the relevance of HRM in such situation and with the blessing of the technology work from home became the new trend under such circumstances HRM became the facilitator. Many HR practices were changed such as people and performance management, recruitment and dispute redressal, further this paper also identify the 5p's model of HRM. Therefore, the objective of this paper is to identify the transitions in HR practices and actions taken to resolve the problem at the least cost.

7. Key Elements of the HRM Challenges in the Technology Era 21st Century.⁹

This paper aims to analyze the Challenges and evolution of Human Resource Management Professionals in COVID-19 Pandemic. This paper further lays emphasis on the importance of human resource managers and explores the challenges faced by them. Also, it is trying to elaborate on the change of organizational behavior post covid since working of a business is now drastically dominated by the technology as it plays a crucial role in the working of business these days. The paper explores the important challenges by investigating various aspects that has been affected using quantitative method.

8. Electronic Human Resource Management: Need of the Hour.¹⁰

This paper aims to identify relevance of Electronic Human Resource Management (e-HRM) in contemporary business world. The present research has identified and explained various outcomes of adopting e-HRM. This paper has also discussed various e-HRM practices like e-recruitment, e-selection, e-training, e-performance appraisal and e-compensation remained in focus. The review revealed certain technology, organizational psychological and people factors that have significant bearing on its proper implementation. Various factors have been discussed in detail and few suggestions for better implementation of such new concept have been provided at the end of this paper.

⁸ Shil, Mrittika & Barman, Rajib & Zayed, Nurul & Shahi, Shahiduzzaman & Nelay, Arafat. (2020). GLOBAL TRANSITION OF HR PRACTICES IN COVID-19 PANDEMIC SITUATION: A SYSTEMATIC REVIEW THROUGH 5P'S MODEL OF HRM. 9. 50-56.

⁹ Omar, K. (2021) Key Elements of the HRM Challenges in the Technology Era 21st Century. Open Journal of Business and Management, 9, 32-43. doi: 10.4236/ojbm.2021.91002.

¹⁰ Majeed, Shayista & Peerzadah, Sabzar & Mufti, Dr. (2020). Electronic Human Resource Management: Need of the Hour.

9. New Normal: An HRM Perspective of Post COVID-19 in the Airline Industry.¹¹

Through this paper the author discusses the role of HRM in difficult situations like pandemic and is further an imperative to study HRM perspective, because every crisis introduces a “new normal” for the industry, in which the company management has to make hard decisions, and where cost-cutting is a nonpareil. In current situation e-HRM is the new normal as they have a strategic significance in managing the growth of the company and concerns of the employee in times of COVID-19. This paper is restricted to role of HRM in airline industry as it is one of the most affected industry due to lockdowns and travel restrictions.

10. Employee adjustment and well-being in the era of COVID-19: Implications for human resource management.¹²

This paper discussed some of the challenges, focusing on the implications COVID-19 has for human resource management (HRM) as organizations help their workforce cope with and adjust to their newly altered work environment. In addition, several avenues for future research and advocate for an integrated research agenda for tackling the challenges are discussed. This paper also focuses on how in the times of covid HRM has played a very important role in maintaining the job satisfaction and mental health of the employees as during the time of lockdown many employees were going through psychological problems. Hence with the recent COVID-19 pandemic, organizations suddenly have to navigate the unprecedented and thereby find other alternative and innovative measure to keep the workforce efficient and working and, in this process, HRM plays an inevitable role.

(B) Hypothesis

It is assumed that the sample of 81 people is representative of the population in Delhi-NCR and Madhya Pradesh.

(C) Objectives of the Study

- This paper aims at identifying the changes in emergent HR practices due to the break out of the global pandemic. As the organization mainly depends on the people, it has been affected by the changes of purpose, principles, process, and performance of the organization.
- This study further aligns the dynamism of HR practices and survival strategies for a

¹¹ Imam, H. New Normal: An HRM Perspective of Post COVID-19 in the Airline Industry. Preprints 2020, 2020120723 (doi: 10.20944/preprints202012.0723.v1).

¹²Joel B. Carnevale, Isabella Hatak, Employee adjustment and well-being in the era of COVID-19: Implications for human resource management, *Journal of Business Research*, Volume 116, 2020, Pages 183-187, ISSN 0148-2963, <https://doi.org/10.1016/j.jbusres.2020.05.037>.

sustainable future. Further, this paper aims to discuss the change in the organizational behavior due to the change in working norms and further evaluate the role of HRM in facilitating the work.

(D) Research Method

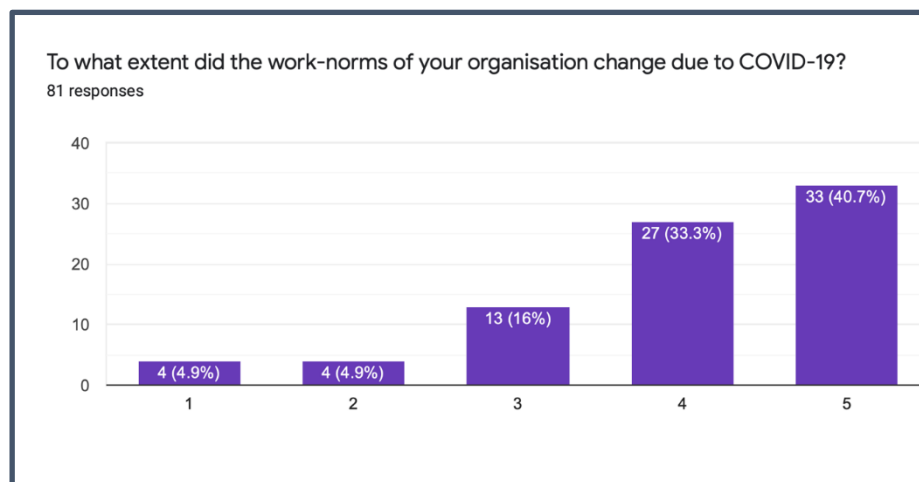
Sample, Source of Data Collection & Statistical Tool

The research is based on both Secondary as well as Primary Data. Primary data was collected from a sample of 81 people through a questionnaire survey of the sample belonging to 10,000 to 1,50,000 Income Group and 18 to 55 Age Group.

Statistical tools applied *Pie Charts and Bar Graphs.*

II. FINDINGS AND DISCUSSION

(A) Change in the Work-Norms



Due to the outbreak of the global pandemic and shut-down, everything had to be shifted from in-office work to the desktop work. Obviously, no one or no organization was ready for such an instant change. Since the work pattern had to be changed completely, it was important to know to what extent were the policies changed within the organisations. This question was put forward to know the change in the organizational behaviour.

It was observed that most organisations had to change their working norms to a greater extent in order to fit according to the situations. The need of the hour is to work as efficiently as possible even digitally. 74% of the results showed that the organisations had to make several policy changes to inculcate the digital working and the code of conduct with respect to the same.

Several multi-national corporations which work across the globe had an edge over the companies which do not have a global outreach. This is because the technical know-how is

better in such organisations, as these organisations have the element of digital working already, in terms of conducting meetings with the stakeholders across the borders, communicating with the people in the organization online etc. However, even after having an edge, the MNCs still had to make key changes in their working norms in order to fit into the situation and work efficiently. Change in work norms was necessary and had helped many organisations to align the interests of the employees with that of the organizations.

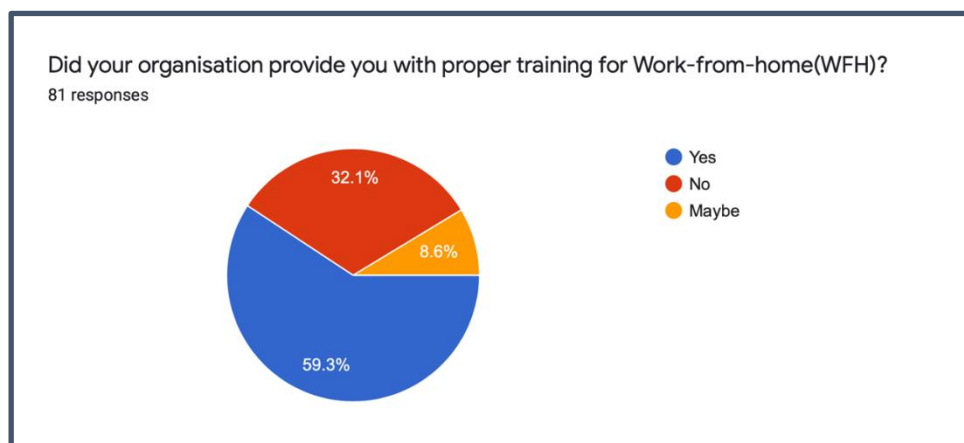
(B) Alteration in the Performance Management Model



Performance Management is one of the key functions of the HRM team at any organisation. It not only helps to motivate the employees but also helps to retain the employees in an organisation. It is the *relational function* of the E-HRM to support business processes by means of training, recruitment, performance management and so forth.

In the tough times of COVID, 51.9% of the organisations failed at performing proper performance management. However, there were many organisations which actually kept a good record of the work of their employees and did not compromise with the appreciations and acknowledgement of the same.

(C) Training for Work-from-home model



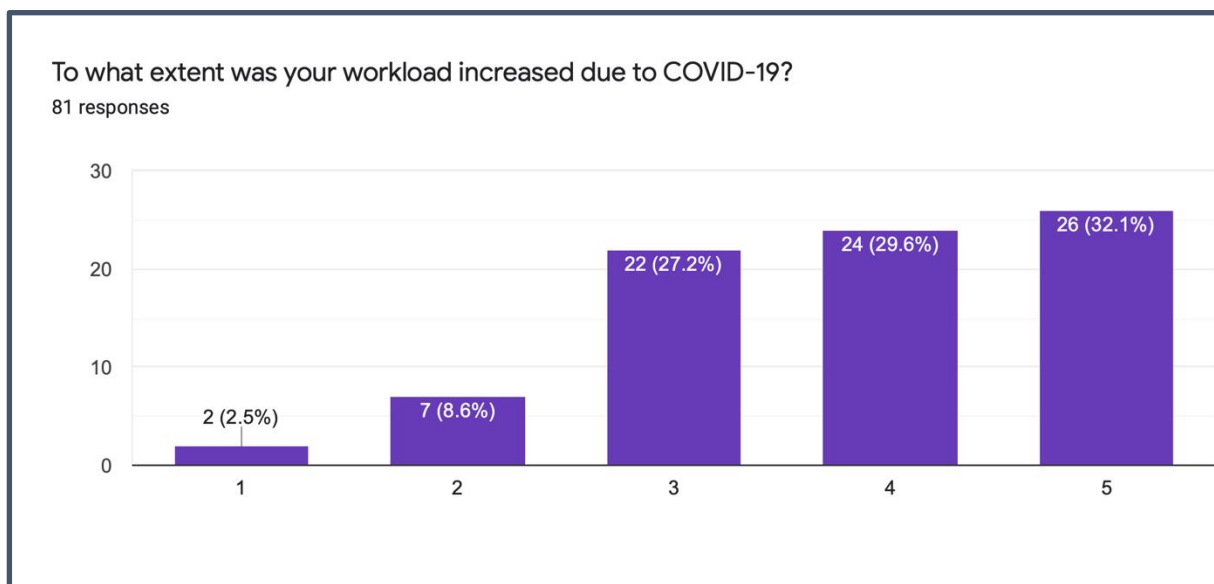
Before the outbreak of the virus, there were only a little people like pregnant women, people who had chronic health problems etc. who used to work from home. However, majority of people were habitual of going to the offices and working there which is why they were trained to work in those circumstances.

Training is a very important aspect of the HRM as it increases the efficiency of the employees. It helps them identify the goals of the organisation and helps to motivate them. **Relational E-HRM** is concerned with assisting business processes by way of training, recruitment, performance management and so forth.

Due to the global shutdown caused by the pandemic, it was necessary for the HRM teams to train the employees to work from home. It was their duty to give them proper training, tech them techniques and enhance their skillset to work from home.

It was observed that more than half of the employees were trained to work in the new circumstances and were taught to work digitally. However, 32% people faced challenges in working online because the HRM team at their organisations failed to train them to adjust into the new circumstances.

(E) Change in the work-load



Almost all news channels aired the headlines of companies cutting down on their employees during the pandemic. Big organisations like Uber had to decrease to just 50% of their total employees because of the losses faced by them.

Now when the employees are decreased, it is technical to believe that the workload on the remaining employees will have to increase. Therefore, it was important to know that to what

extent was their workload increased post the pandemic. An increase in the workload may as well act as a factor for their demotivation.

61.7% of the total sample had suffered an increase in the workload to a greater extent, whereas only 11% of them had not seen a change or a little change in the workload. Because of the operational, relational and transformational E-HRM practices, the employees managed to work even with increased workload.

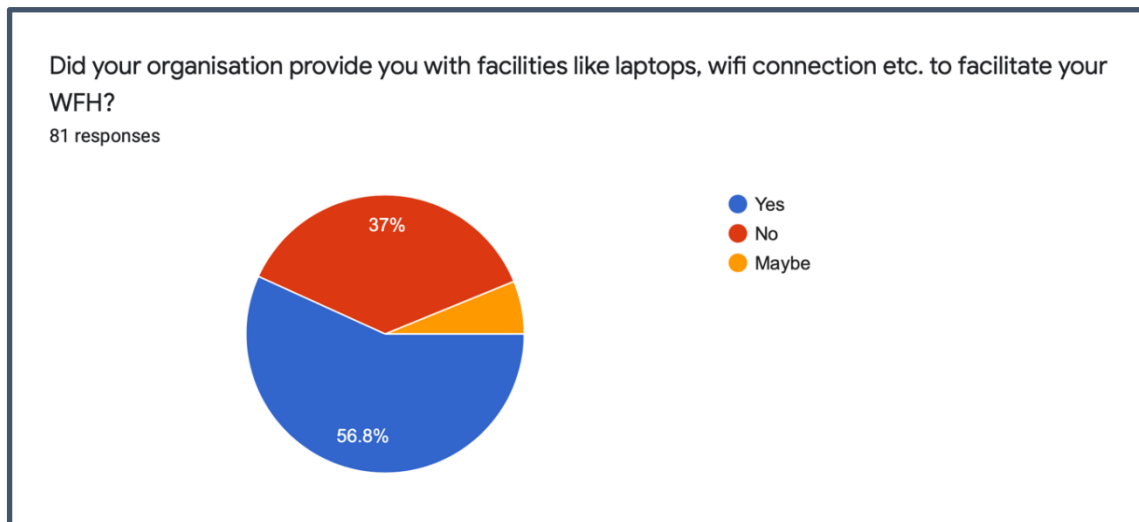
(F) Recruitment Needs of the Organisation



An effect of the pandemic was also that people lost their jobs, many organisations had to cut down on the number of employees, some stopped hiring new ones so on and so forth. **Relational function** of the E-HRM team to identify the requirement of new employees in their organisations.

It is noteworthy to mention that almost 47% organisations refrained from hiring new employees whereas only 14% people saw an increase in the recruitment within their organisations. The remaining organisations although hired new employees but decreased on the number of new recruitments.

Online recruitment has become a typical and effectively available technique for recruitment these days. **Recruitment** through conventional advertising, print media, booklets, and magazines are supplanted as a substitute for online recruitment as of now. Online recruitment, otherwise called e-enrollment is one of the overall patterns for HR responsibilities. It has evolved into a sophisticated interactive engine with the ability to automate every facet of the hiring process virtually.



(G) Work-related facilities at Home

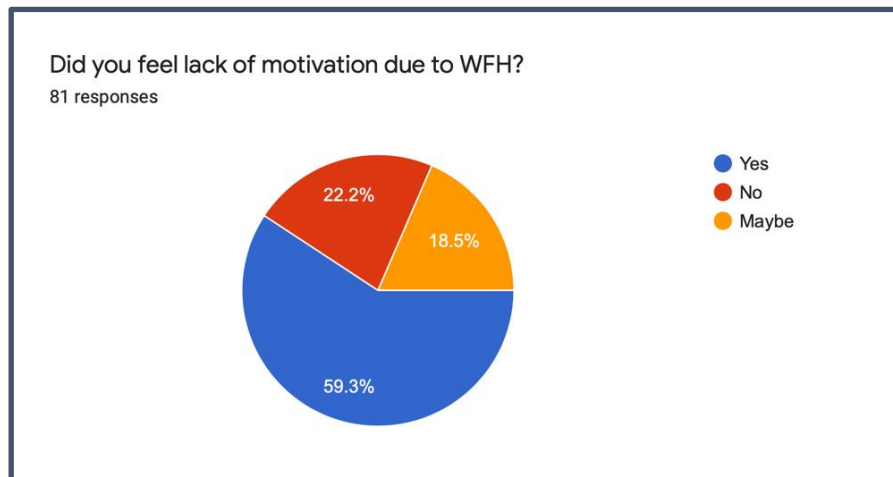
A job not only offers salary to an employee but also other related things like services like pick and drop, basic amenities at the organization, working environment etc. are looked for by the employees. Due to the work from home model, these in-office services lost their essence as they were not needed anymore.

However, since the work was shifted from the office to everyone's home, it was necessary for the people to have gadgets like a desktop computer or laptop, Wi-Fi connection etc. to manage proper working and efficiency of the employees.

More than half of the sample was provided with the facilities like laptops and Wi-Fi by their organisations to facilitate their work from home. Whereas, 37% of people had to suffer and put in their own costs in order to work as per the new requirements. Some could afford buying new laptops whereas for others, it just became a reason for them to quit their jobs.

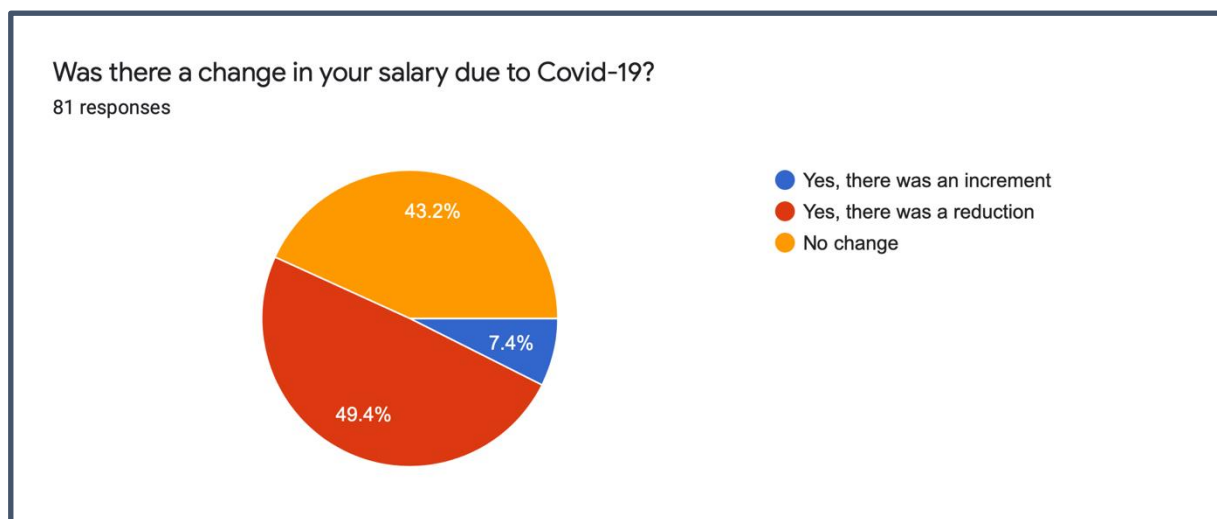
(H) Motivation of Employees

One of the most important functions of the Human Resource Management is to keep the employees *motivated* to increase their efficiency which in turn helps in getting maximum productivity for the businesses. Some of the ways to motivate the employees is by giving them proper recognition for their work, creating a democratic working environment where employees can share their ideas, giving them increments and timely promotions so on and so forth.



Due to the sudden outbreak of COVID many companies and organisations had to change everything hastily in the course of which they forgot to keep their employees motivated. Almost 60% of the employees felt a lack of motivation to work from home because the environment at home is not the same as of an office. However, for around 22% of the employees, their organisations did not fail in keeping them motivated by adopting E-HRM practices like conducting webinars, giving appreciations by way of conducting meetings online and the like.

(I) Change in Remuneration



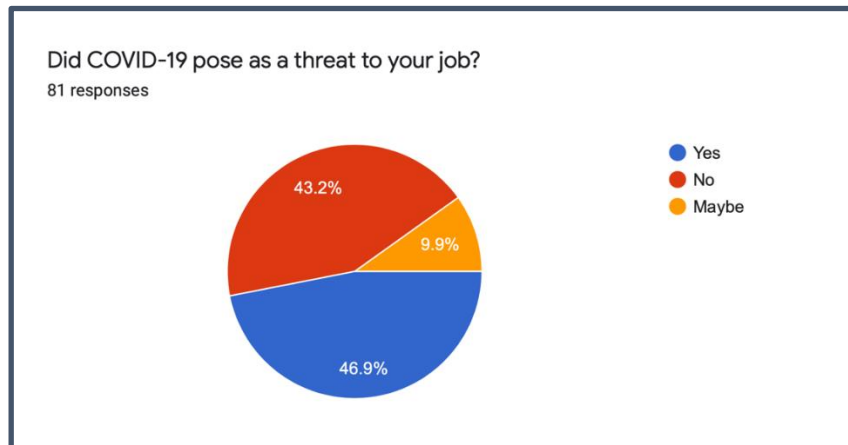
Operational E-HRM is concerned with administrative functions – payroll and employee personal data, for example. Salary is the most important chunk for any person in any job. The one thing that keeps any employee motivated when everything fails is their need for the money which is provided by their organisations for the work they do.

It was important to know the effect of COVID on the salaries of the employees and how the E-HRM techniques managed to decide the degree of increase or decrease in the payroll. Half of the sample had faced a decrease in their salaries whereas only a little of 7.4% people got an increment in their salaries which was like a dream come true in the times of corona. However,

43% people had seen no change in their salaries.

But talking about the people who got a reduction in their salaries, it was because of the effective E-HRM practices like conducting counselling sessions and giving them proper reasons of the reduction and maybe assuring them of full payrolls after the situation normalizes.

(J) Covid-19: A Threat to Job Security?

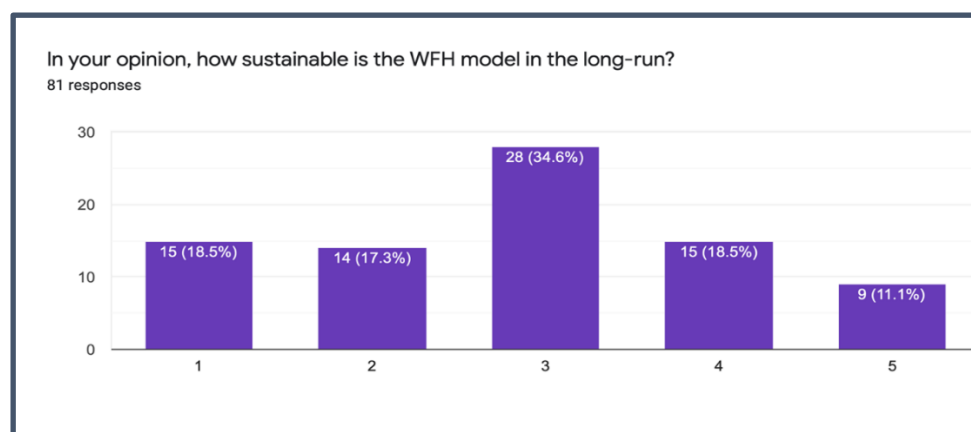


As has been noticed above, a lot of employees had seen an increase in the workload with a reduction in the payroll. It was important to know that whether besides from facing so many problems, it even posed as a threat to losing their jobs. In spite of governments' bold efforts to support firms and protect jobs through job retention schemes, millions of workers across the G20 have lost their jobs.

It is noteworthy to mention that almost 47% peoples' job were at threat due to the pandemic whereas 43% peoples' jobs were not threatened by corona.

After evaluating the risks, challenges and threats posed by corona on many organisations and businesses it was of immense importance to get the opinion on the sustainability of the digital working of the organisations and impact did it have on the mental health of the people.

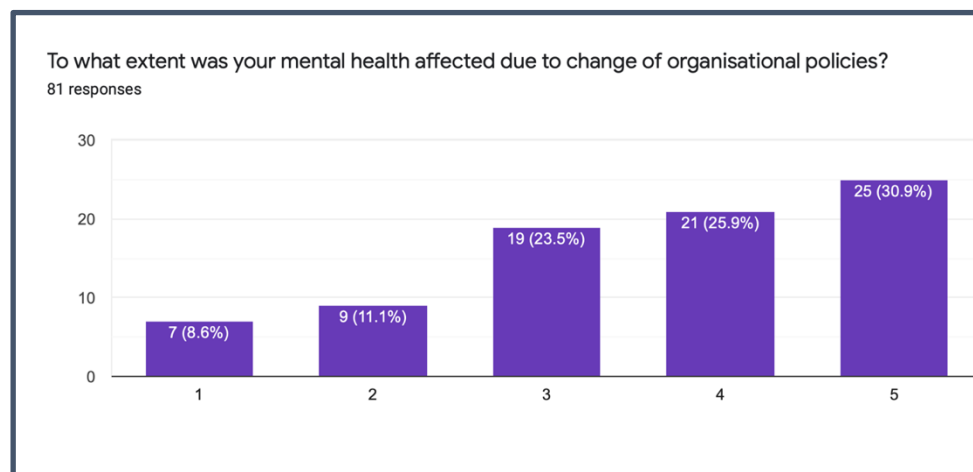
(K) Sustainability of the WFH Model



34.6% believed the WFH to be moderately sustainable. However around 30% of the total sample believed the digital working model to be very suitable in the long-run. Whereas, around 37% of them found it to be not sustainable at all.

It also depends on the types of the jobs. For example, when this question was put forward to teachers and professors at various institutions, they found this model to be not suitable at all. But when the same question was put forth to the employees at various MNCs, for them this model somehow was sustainable. Therefore, depending upon the types of the jobs, the human resource also works accordingly which is why it can be concluded the WFH is moderately sustainable.

(L) Effect on the mental health of Employees



During the times of corona, the cases of suicides touched an unexpected high. This was because of the effects of staying and working from home, or not being able to work affected people's health to a great extent.

It is very awful to mention that approximately 56.8% of the employees had suffered a problem to their mental health because of the change of the organisational policies at their workplace. The change in such policies had a very negative impact on most of the people. Only a little of 19% people did not have a negative impact on their mental health due to the WFH model. And around 23% people faced a moderate impact on their mental health during and post covid.

III. ADVANTAGES OF E-HRM

1. **Quality Services:** When the work is done digitally, the services tend to improve as the process gets sped up. There is no need for a person to wait in queues or to step out of their house to buy goods or services, as the same can be done digitally, ensuring comfort of the consumers. In furtherance, it is also beneficial for the employees as it eliminates any kind

of discrepancy. It ensures efficient services at an amazing speed.

2. **Facilitates Routine Tasks:** Digitalisation of HRM practices helps the HR Manager to maintain records digitally, making the job paperless and further protects the environment. Routine tasks like record keeping, maintaining the portfolio, collecting and storing relevant information regarding the human resource can be easily done in user-friendly software.
3. **Cost Reduction:** digitalisation of work is a one-time investment, but it substantially decreases the cost of labour and many other things like stationery. And further, an email saves a lot of cost which normally may be sent through post.
4. **Eliminates Human Biasness:** digitally done work is free from errors and is most importantly, free from judgments and biasness of the people assessing and analysing the reports, thus ensuring fair practices within the organisation.
5. **Saves Time:** E-HRM practices are very important in saving a lot of time. An interview can be conducted within 5-15 minutes online which would normally take a lot of time. Also, other works done digitally can be done easily with user-friendly softwares. It saves a lot of time as it eliminates human movements.
6. Maintaining anonymity of staff in evaluation/feedback giving.
7. Handing bundles of employee data from multiple locations fairly and quickly.
8. Performing crucial functions of HRM such as recruitment, selection, training, and development by using web-based technology.
9. Playing decisive roles towards a paperless office.
10. Benefiting everyone through standardization and automation.

IV. DISADVANTAGES OF E-HRM

1. It involves a high cost to maintain and implement E-HRM.
2. It is difficult to maintain the confidentiality of the input data.
3. Electronic media are vulnerable, which may be attacked by viruses from anywhere on the Internet. Contracting a virus can disable your HR management system severely enough to render it unusable for an indeterminate time. E-HRM is subject to corruption, hacking or data losses.
4. Computers and their associated programs are only as effective as their human users, data entry errors can and do occur. In HR management systems, such errors can have grave consequences.

5. Organizations need to invest more on training and development before adopting e-HRM.

V. FUTURE SCOPE OF E-HRM

- Since India is a developing nation, the technological developing is yet growing. Which is another reason that E-HRM is not really sustainable currently in India. Illiteracy and poverty further the failure of the digitalisation in India.
- However, in next couple of decades, after complete digitalisation (assumption), E-HRM will be the best course. As it is very effective in meeting across the border needs of people.
- However, people still want to physically experience the physical interaction with their employers, colleagues etc.
- No doubt, the WFH comes handy with digitalisation, but it sure does eliminate the human interaction as, meeting someone in person is more effective than conversing over phone or video call for that matter. The WFH model eliminates the social interaction and socialisation of a person which helps in the development of a person as an individual which is alarming.
- The future scope of E-HRM depends on the type of jobs as a teacher or professor will still want to go physically and perform their job. E-HRM is good for pregnant women, or people with chronic illness or just for people who prefer to work from home.

VI. RECOMMENDATIONS

1. HRM should rely upon some of the most strategic factors of the organization such as leadership, talent management, skill development, and communication.¹³
2. All efforts should be addressed to re-establish the psychological contract between individual and organization, to create a positive climate of mutual acknowledgement and trust that could encourage employees' engagement toward change, their performance and consequently organizational success.¹⁴
3. The organization keeping in mind current scenario need to re-focus on the centrality of the human resources management function within organizations, redefining policies

¹³ Caligiuri, P.; de Cieri, H.; Minbaeva, D.; Verbeke, A.; Zimmermann, A. International HRM insights for navigating the COVID-19 pandemic: Implications for future research and practice. *J. Int. Bus. Stud.* 2020, 2, 1-17

¹⁴ Baptiste, R.N. Tightening the link between employee wellbeing at work and performance: A new dimension for HRM. *Manag. Decis.* 2008, 46, 284-309.

and practices in order to support employees in coping with this very difficult moment of uncertainty, further exacerbated by the fear for the health consequences of the COVID19 pandemic.

4. The organization need to change the parameters for recruitment since the nature of work has been drastically changed so now, they should focus on hiring self-motivated employees as since monitoring employees is very time consuming. Further people who are more tech savvy should be preferred.
5. The organization should focus on training employees to work independently with less supervision and promote supportive organizational culture which work as the social energy booster and motivates people to work. If the organizational culture does not support and facilitate employees to perform work independently, they will likely to serve less than expected.

VII. CONCLUSION

The pandemic has severely affected the economy at large, many businesses could not bear the heat of such difficult situation and people need to shut their business. The only thing that has helped the businesses to survive is a good strategy and effective implementation of such strategies. HRM has played a very crucial role in transition of work from offline to online mode not only from business perspective but it has been a great source of constant motivation for the employees as well.

In the present paper people have been asked a few questions with regard to their working environment and their perspective about this change and we came to the conclusion that people do have evolved with the current practices but they do not desire or wish to see work from home model in long run. The organization did provide with proper training and other facilities to facilitate the work but the employees do feel that their mental health has been affected and their workload has been increased. Performance management has been under review since goals that seem unachievable keeping in mind the scenario needs to be re-structured and they need to figure out new practices to monitor employee's growth and work.

We cannot ignore the fact that organizations are facing economic crisis, many organizations are primarily working on cost cutting but on the one hand, organizations should strengthen their human resources to cope with uncertainties properly. However, on the other hand crisis management allows businesses to cut expenses for training sessions and other activities. Therefore, the HR manager need to seek right balance between cost cutting and staff growth. To facilitate the HR functions most of the organizations has moved to e-HRM as this serve as

a way to avoid human contact and also help in increasing the efficiency of the HR department and HRM should make use of its most strategic levers such as training and development programs in order to reinforce employees' identification, motivation, and engagement to the organizational project.
