

# Shifting Hr Paradigm: Study Of Behavioural Engagement In Individuals, Groups And Teams Using Advanced Psychometric Testing Tools Developed On Disc Theory

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## ABSTRACT

This research has discussed the implementation of psychometric tools based on DISC theory which could prove to be helpful with the behavioural engagement of employees as individuals, groups and teams. This research further discusses William Marston's DISC theory and its implementation through psychometric assessment tests. This research is going to focus on the importance of behavioural engagement in the case of group work or teamwork in the Pune-based IT sector through an evaluation of the importance of advanced psychometric testing tools developed on DISC theory in this prospect. Determination of group engagement and behavioural patterns in teamwork has needed advanced tools in the form of this psychometric test for a better understanding of their strength and grey areas to support effective behavioural management in this considering sector.

Keywords: Psychometric Test, William Marston's DISC Theory, IT Sectors, Behavioural Engagement in individuals, Behavioural Engagement in groups and teams, DISC Theory.

## I. INTRODUCTION

This term, "shifting of HR Paradigm" contains its metaphoric meaning of required advancement and innovation of the HR process to reinforce its affectivity rate for developing the process

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of behavioural engagement in the case of group work and teamwork in the industry. This research paper is going to focus on the transition of HRM practice to facilitate behavioural engagement of every individual and group in this considering Pune-based IT sectors. This study is going to focus on advanced psychometric testing tools developed on DISC Theory to facilitate the affectivity rate of HR practice for their role to manage behaviour in groups or teamwork in this Pune-based IT sectors in India. The psychometric test provided better behavioural engagement and the implementation of DISC theory based on the psychometric test could provide behavioural stylistics of around four. This includes groups, teams, individuals, and HR. The innovative approach in the context of data science provided a "transformation of HR". This research provided information about the transformational role of HR in the context of using advanced psychometric tools which could provide important impacts on HR leadership in the management of research. This research further is going to discuss about shifting management and finding based on the statements of innovation. The modern facilities could drive future gains in psychometric assessment tools used to accumulate groups, individuals, and teams working.

### **Research Aim and the Objectives**

Aim of our research is about understanding knowledge about psychometric tests in the context of behavioural engagement of IT sector employees. Employees spend more than 9 hrs at work hence understanding the behaviours and behavioural patterns of every employee helps in behavioural engagement which helps in increasing the engagement factor of the organisation. This helps in increasing the organisational goals. The objectives of this research are:

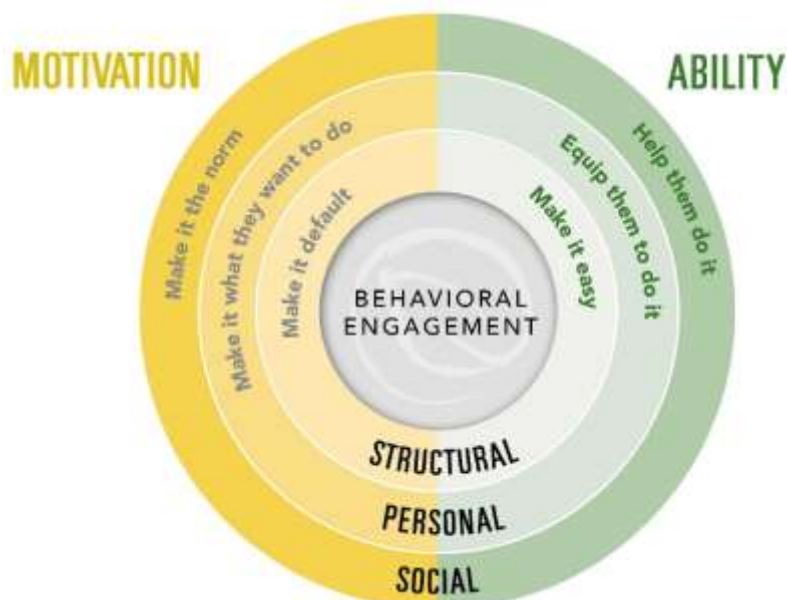
- To provide informative concepts about the shifting of the HR paradigm and its impacts on behaviours and engagement of employees at individual, group and team levels with special mention of IT sector employees.
- To understand the impact of advanced psychometric tools based on DISC Theory on behavioural engagement of employees at individual, group and team levels in the IT sector
- To point out recommendations for providing the psychometric test in better ways with the implementation

in IT sectors with special recognition towards behavioural engagement patterns in the group or team level tasks.

## II. DISCUSSION OF THE PREVIOUS RESEARCH

### Behavioural engagement of groups and teams of employees in the IT sector

The shifting paradigm is conceptual and provides a new era of understanding in the shifting HR innovation towards a better understanding of daily challenges in the behavioural engagement of employees working in IT sectors. The Irrespective IT sector employees within the management of a challenging environment have discussed the majority about prioritizing and implementing changes in the context of better behavioural engagement. As per the opinion of Santos et al. (2019), employees with less experience in the employee engagement segment provided a small amount of employee engagement policies. On the other hand, as argued by Skinner et al. (2017), there is not even 10% of IT companies use advanced psychometric tools for understanding behavioural engagement. Therefore, the shifting arrangement in the context of understanding behavioural engagement is important and therefore implemented by all of the IT sectors. The new shifting of behaviours and behavioural engagement in teams and group work of teams and groups has been associated with performance-based implementation.



**Figure 1: Behavioural Engagement in a group work**

(Source: Collie et al. 2017)

The above-mentioned Figure 1, has supported the importance of behavioural engagement in the case of both individual performance and team or group performance at a working pace through the development of structural support, personal support and social personal support. These three support traits can be functioned by an understanding of the strengths and grey areas of individuals, groups and teams in terms of activating effective behavioural management. Further argued by Collie et al. (2017), the shifting in the behavioural pattern of group work and teamwork in IT with the implementation of modern facilities could be interesting in working sessions the employees and organization think about modern facilities. Therefore, the context of the psychometric test provided mental segmentation of employees' mental ability, retention of talents in IT sectors, and providing string structure for employees working under IT sectors with the chief motive of extrinsic motivation. As addressed by "Hindustan Times" employee retention and taken retention is an important part of IT organization therefore, the psychometric test provides HRs with a handful of energy and the ability to know more about employees' behavioural engagement. Further argued by Kokoç (2019), psychometric tests could have been costly but some of the sites like "psychometric.in", "psychometrictests.org/tests" and "jobtestprep.co.uk/free-psychometric-test" working on providing free and value-added psychometric test. As per the opinion of Núñez and León (2019), with these free psychometric tests, HR and management could provide state what kind of DISC personality employee behaviours contain and what kinds of motivation the employee needs for better employee engagement with companies.

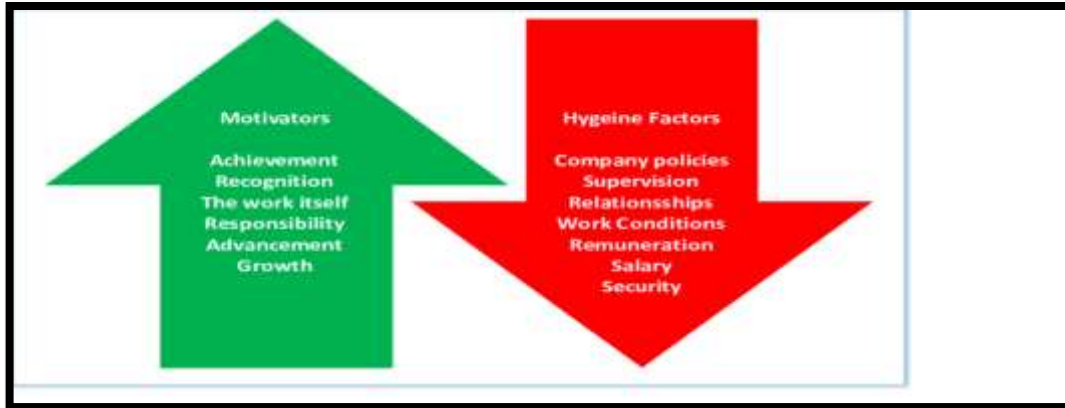
**Challenges with the implementation of Psychometric tests in the functioning of HRM and Employees' performance**

Depending upon there cent study it has been supported that the recent business contextual phase has pushed the HRM process towards adherence to "behaviours and behavioural engagement" as an important key factor to drive future performance of IT service.

Based on this diagram, underneath the surface of HRM faced immense challenges from generation value towards action in this sector. From the perspective of evidence-based data, it has been highlighted that TCS has served as the highest employer in this Pune India and very recently this organization has undergone "HR Transformation Services" to provide better accountancy to its potential employees (Kovvali et al. 2018). As per the HR viewpoint of TCS, it has been highlighted that the "hyper-competitive talent market" is one of the most important catalysing factors that triggers the adoption of "big analytics, big data, IoT" to promote hiring process, market nature as well as retention of talent acquisition in the rationale manner. Therefore, market analytics of this considered organization has also supported that the recent workforce has demanded a simplified pattern of the HR service along with its cohesive personalized role to support them in their Professionalism and personalization growth phase. As per the words by Karani et al. (2021), in these recent times, simplification, unification and personalization complex and fragmentation of the HR process to enable agility factors as well as collaboration level. In this regard, TCS and its leadership and management have designed a reward system to promote the working experience of workers as well as to foster employee motivational factors more rationally.

### **Hertzberg's Theory**

Two-factor theory of Hertzberg which is also termed as motivational hygiene theory and "dual factor theory" This theory is based on providing information about workplace conditions by breaking down workplace conditions into two general categories. Motivation is considered as another meaning and another phrase of collaboration as a positive rate of workplace motivation brings more collaboration rate in a group or team rate. These two general categories lead to assets that cause workplace satisfaction and assets that cause workplace dissatisfaction.



**Figure 2: Herzberg's two-factor theory**

(Source: as guided by Pumwani et al. 2018)

### **Motivation Factor**

The making of predictions is essential in the line of the present day. The anticipation over climate, geographical and political turns are important to understand and track these. The business world is the same and follows dissimilar patterns. As argued by Pumwani et al. (2018), many organizations realize that the psychometric test is used and useful for their organization for forecasting behaviours and taking management initiatives. The initiatives should be taken by organizations with more movement towards their HR system and psychometric test. The psychometric test based on the HR concept provided a large number of benefits with the systematic basis of the research.

### **Hygiene Factor**

The using of psychometric tests based on the theory of result-based behavioural engagement systems in IT sectors is important and provides systematic production in the context of employee engagement for better outcomes of group work. Since the onset of the pandemic, most of the IT sectors in Pune have followed the resiliency of "Work from Home" and still they have adhered "Hybrid Working Model" which is considered a most important scenario when HR practice faced a lot of factors to go through a transformation (Khunyakari et al. 2021). Therefore, a psychometric test after the effective transformation of behavioural engagement could provide the paramount amount of knowledge towards introspection of personal motivation through the behavioural

engagement of employees to improve group work or teamwork level in this considering sector.

### **Kahn's employee engagement model**

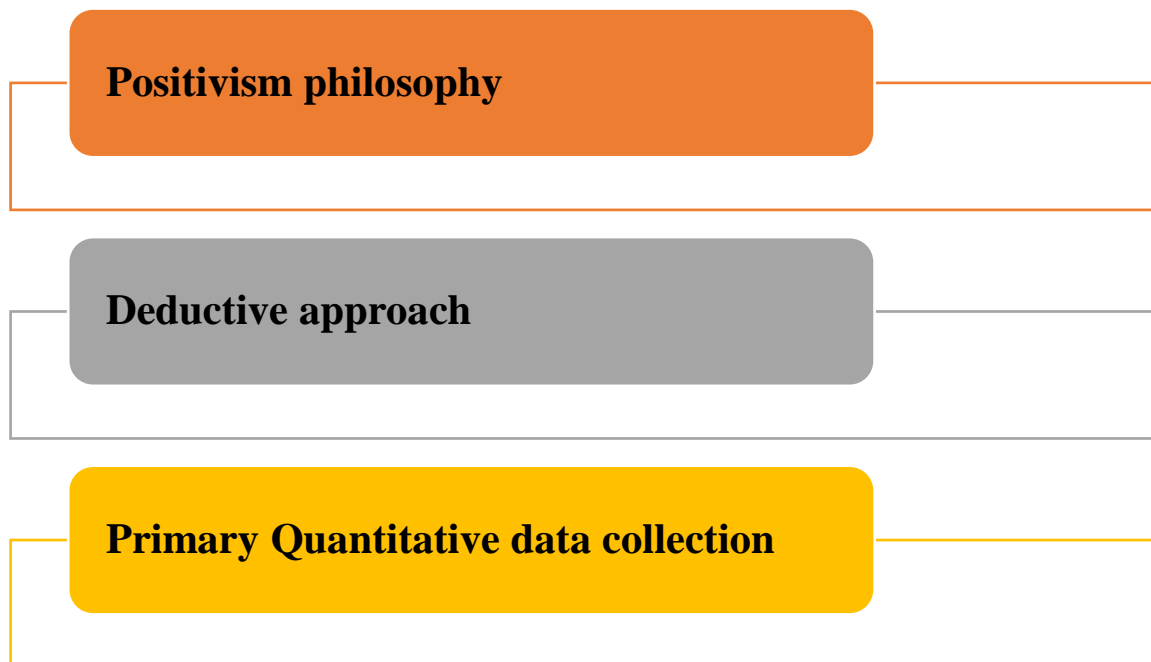
In the year of 1990, William Khan proposed this "employee engagement model" and he described it as "psychological conditions of personal engagement and disengagement at work" as well. As per the views of Farid et al. (2019), it has been supported that this theory fosters safety, meaningfulness, and availability of team function achievement. Depth understanding of this theory has supported the manifestation of behaviours and behavioural patterns of group work can facilitate its behavioural engagement pattern. According to the important perception by Chella et al. (2018), it has been supported by human resource theories and its practical interpretation is associated with strategic adherence, tactical perception, and objective demonstration over particular business administration. The overall function of the HR team is associated with the administration of organizational policies as well as related procedures to its employees.

### **III. METHODS**

This empirical research work has adhered to the "Positivism Research Philosophy" to develop a clear perception and the distinguishable difference between these research variable and essential concepts. According to the investigation by Karanda et al. (2020), this "Positivism Research Philosophy" can positively influence the accumulation of fractural and real-time information in terms of initiating relative and authentic insight into this research aim by answering each and every research question (Putwain et al. 2018). This similar study has also noticed that "Positivism Research Philosophy" can give an important philosophical direction to a research progression through the distribution of real-time resonance to evolve quality interpretation findings. This empirical research work has also followed the essential perception of the "Deductive Research approach" to design reliable insight into this research aim and its important variables such as "Behavioural engagement" and its dependency level on Behavioural Engagement in Individuals, Groups and Teams using Advanced Psychometric Testing Tools developed on DISC Theory in this Pune based IT sectors. In this regard, practice-based evidence has mentioned that the "Deductive Research approach" is an essential means of quantifying ideas as well as concepts over

a particular research aim in terms of improving possibility measures over this research direction (Kulkarni 2018).

In addition, as per the selected research approach and philosophical direction, this empirical research has adhered to "Primary Quantitative Research Methodology" in terms of accumulating a real-time view of this particular research progression. The primary motto of this observational study is based on the determination of assimilability and distinguishing between two important variables of this research.



**Figure 3: Data collection method**

As per the words of Eboli Mande (2021), it has been supported that this "Primary Quantities research method" can influence the collection of granted information with up-to-date measures to develop relevant insight into the research aim. This study has adhered to essential observational resiliency over this research insight through adherence to the Survey method as a primary tool of "Primary Quantitative Research Design" to foster this data collection procedure. Therefore, this study initially stated a 128-population size and after that calculated this "formula of Solving" to extract the exact size of the sample for this research purpose.



**“The numeral of population (N) = 128 and the inaccuracy edge (e) as 5%. Sample size (n) based on with regards to Slovin formula.”**

$$n = N / (1 + N * e^2)$$

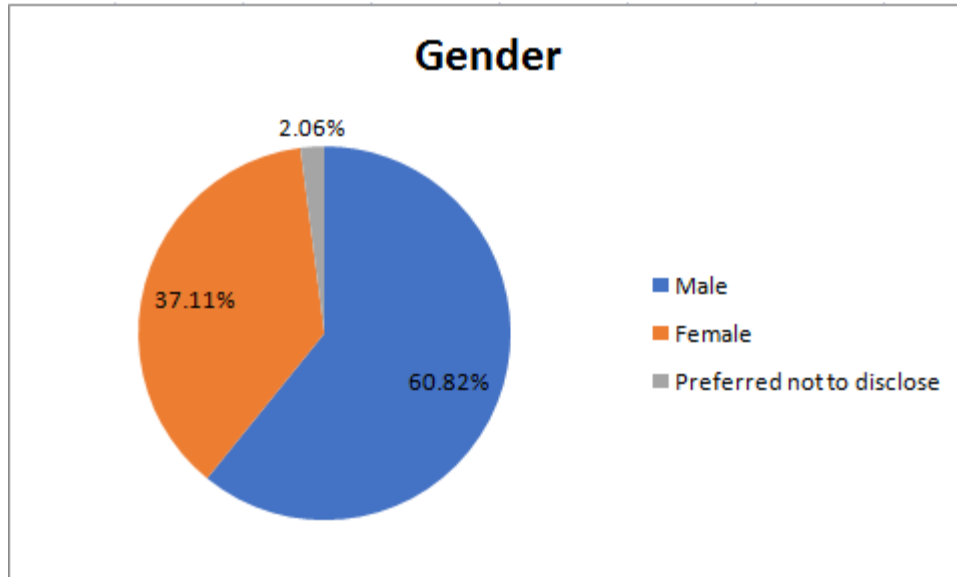
$$= \{128 / (1 + 128 * 0.05^2)\}$$

$$= 96.969 = 97$$

Considering this “formula of Solving” this empirical research has calculated 97 total sample sizes to demonstrate this research aim with real-time accountancy (Aboli Mande, 2021). In addition, employees from several designations from several IT sector giants of Pune, India are selected as participants to evolve depth insight into behavioural engagement in group tasks and its demands for organisational success. This research work has organized a total of 12 research questions among these two are demographic whereas rest 10 questions are based on this research interest. As this study has adhered to human participation, this research has followed ethical concerns by providing voluntary participation and maintenance of confidentiality of participant's data in terms of developing quality resiliency of this research procedure (Karvande et al. 2020). Therefore, "Google Form" has been generated as per the Questionnaire view and the link has been forwarded to these 97 respected participants in order to conduct the whole research process. These collected data and graphs from this survey have been interpreted through "Numerical data Analysis" tool in order to improve the proper interpretation of these research findings as per these research objectives. Obtained result from data and graph has been supported through perception of exiting literature and proper situation in order strengthen the findings. The proper ethical consideration, validity and reliability are followed by this empirical research in order to improve academic performance and integrity.

#### **IV. RESULTS**

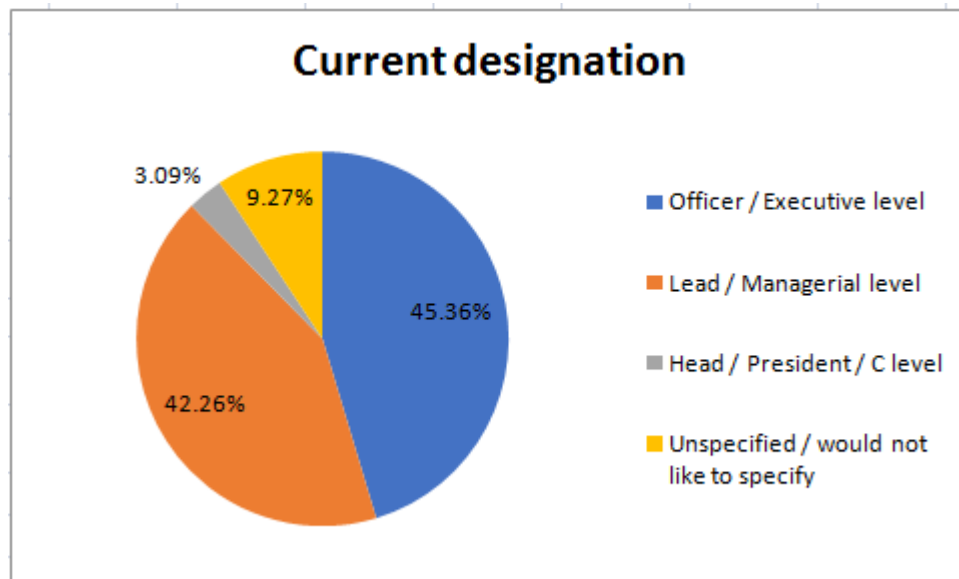
Generated data from “Google Form” has been interpreted in order to find resiliency of this research aim.



**Figure 4: Gender variation**

#### Analysis

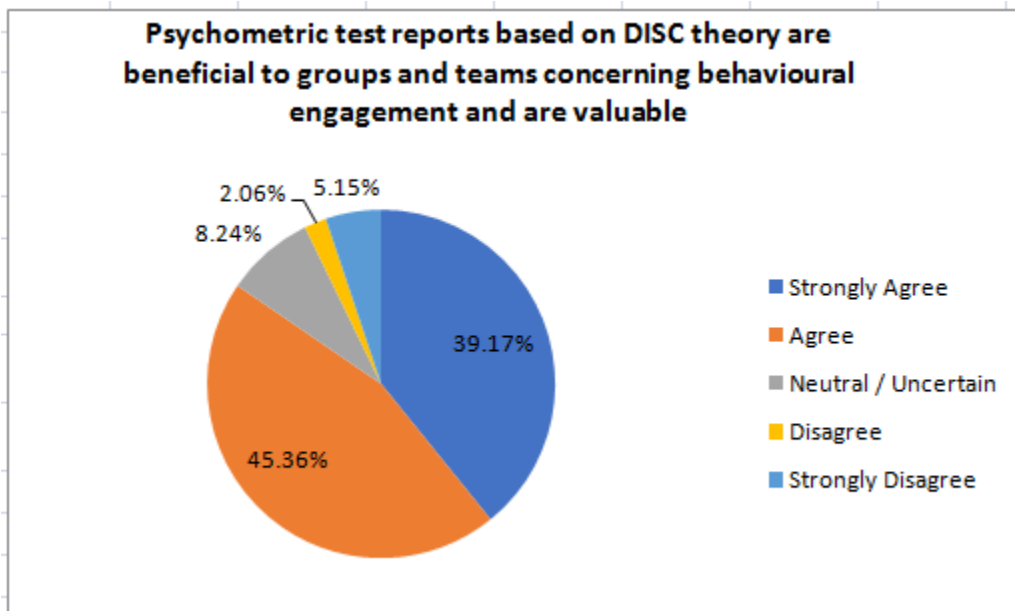
Based on this analysis, it has been highlighted that maximum 60.82% of the total 97 survey respondents are male in this IT sector of Pune. From this data statistics, it has been perceived that most of the workers in this sector are male. Around 37.11% of the total respondents are female and where 2.06% of the total respondents proffered not to disclose their gender in this survey associated with Behavioural Engagement in Individuals, Groups and Teams using Advanced Psychometric Testing Tools developed on DISC Theory.



**Figure 5: Designation Level**

### Analysis

Depending upon this above analysis, it has been stated that maximum 45.36% of total survey participants are belonging to the current destination of "Officer/ Executive level" in several IT sectors of Pune. These participants have shown their voluntary participation pattern in this empirical study associated with behavioural engagement resiliency during group work task and team performance and its association with Advanced Psychometric Testing Tools developed on DISC Theory. This analysis has also served that 42.26% of the total survey participants are working in this "Lead/ Managerial level", 3.09% are working as "Head/president or C level" and 9.27% are not likely to highlight their level.

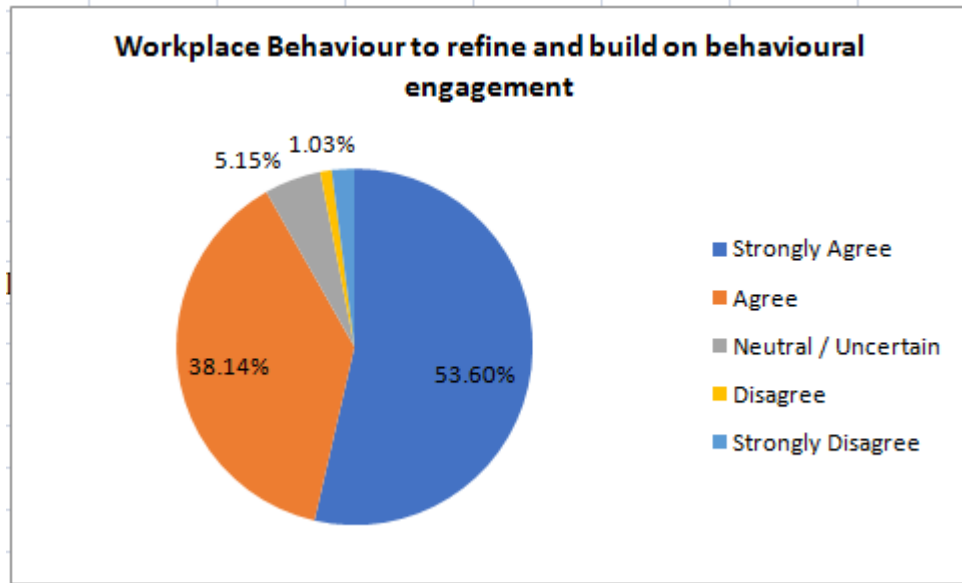


**Figure 6: Psychometric test reports based on DISC theory are beneficial to groups and teams concerning behavioural engagement and are valuable**

### Analysis

Depending upon this survey, 39.71% of the total survey participants have strongly admired that psychometric test reports based on DISC theory are beneficial to groups and teams with respect to behavioural engagement and are valuable. Whereas maximum 45.36% of them are admiring this concept, 8.24% are showing their neutral perception. In addition, 5.15% are strongly denying and 2.06% are denying this particular concept. As per the views by Niwlikar (2019), behavioural engagement plays a

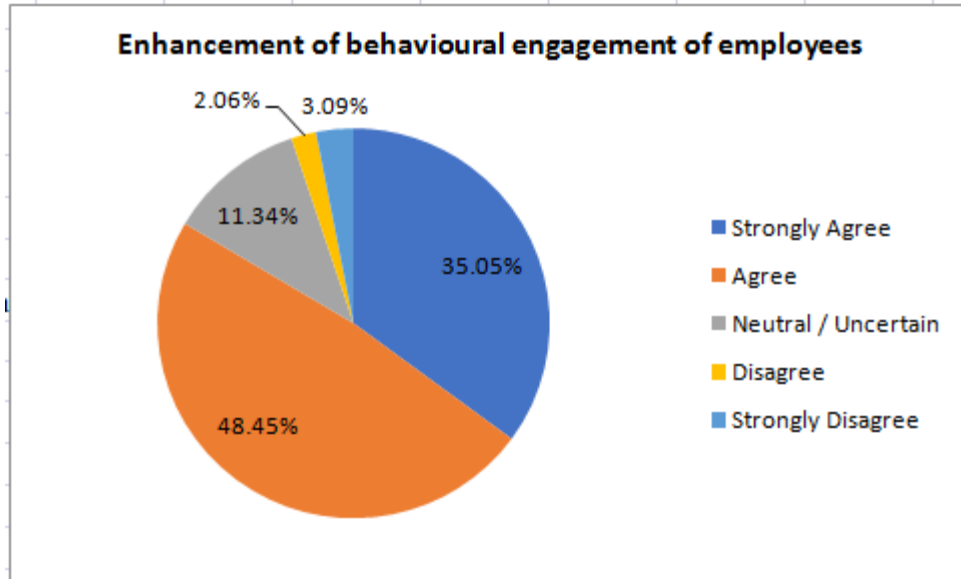
vulnerable role towards development of positive attitude towards adherence of sportive team work in the Pune based IT sectors. As a mainstream function of this, sectors are mostly associated with "consulting-led, cognitive-powered, integrated portfolio of business, innovation, and engineering services and solutions" which can be served at optimum label through determination of innovation in teamwork level.



**Figure 7: Workplace Behaviour to refine and build on behavioural engagement**

#### Analysis

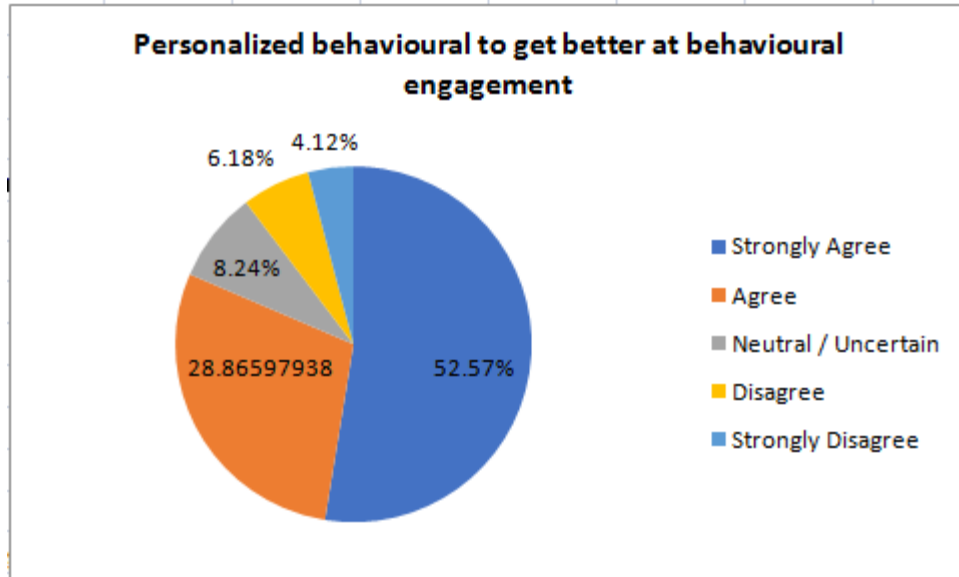
According to this data collection measure, highest 53.61% of the total survey participants have strongly followed that psychometric test results based on DISC theory help in gaining insight into how people behave at the workplace, to refine and build on behavioural engagement. In addition, 38.14% of the total survey participants are supported this particular consent whereas 2.06% are strongly denied and 5.15% stay neutral and 1.03% disagree with this perception as they do not seem this tool as effective. Based on the view point of Bhattacharya et al. (2020), essential four dimension of this DISC theory, keenly promoting these Communication, Responsibility, Honesty, Empathy, Collaboration and Awareness level in this workplace.



**Figure 8: Enhancement of behavioural engagement of employees**

#### **Analysis**

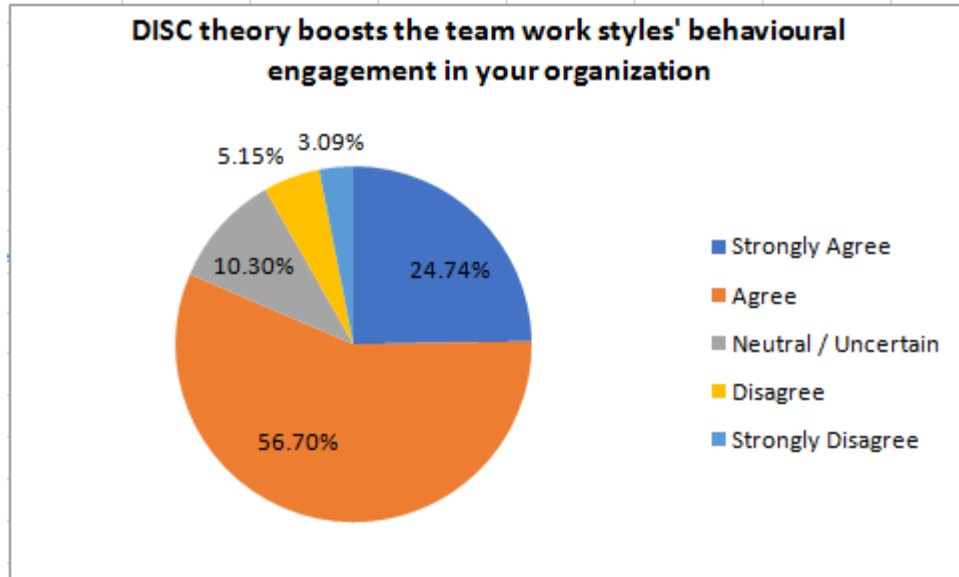
Based on this survey maximum 48.45% of the total respondents are admiring that psychometric test results assist in foreseeing the behavioural hiccups that help in enhancing the behavioural engagement of employees in this Pune based IT sectors. Whereas, 35.01% of the total respondents are strongly admiring this consent and 3.09% are strongly denying this statement and 11.034% are staying neutral along with 2.06% stay in denial phase with this perception. As per the words of Kovalev et al. (2018), it has been determined that understanding of behavioural pattern of workers can ease behavioural management pattern by HRM in this considered sector through demonstration of positive group work culture and supportive coloration in IT project task. On the other side, as per investigation by Krishnamurthy(2018), IT sectors in this country has faced loss of organisational issue associated with diversity management in the workplace, which can create an excessive burden on HR practice role.



**Figure 9: Personalized behavioural to get better at behavioural engagement**

#### **Analysis**

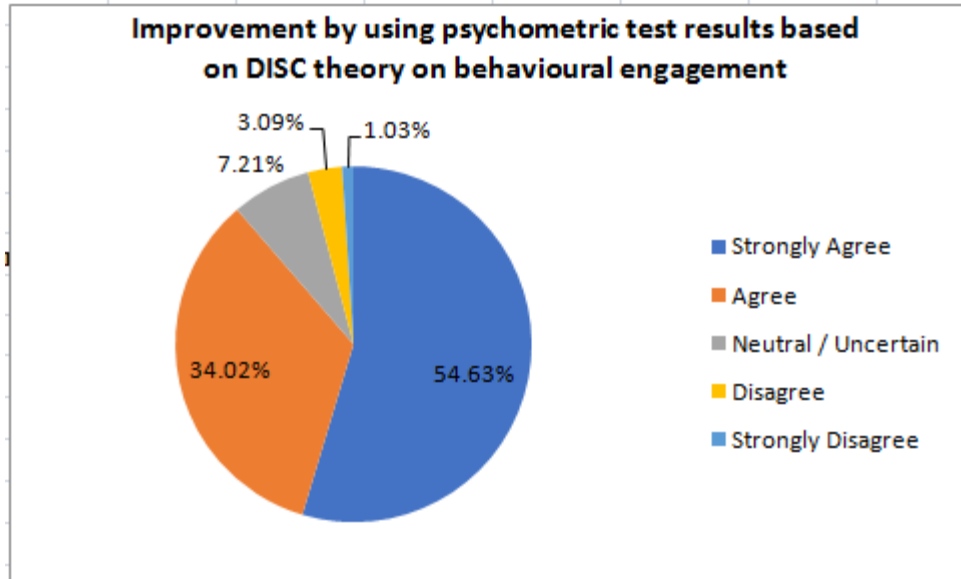
According to this analysis it has been highlighted that maximum 52.57% are strongly following this psychometric test based on DISC theory cater to individuals, groups, and teams with personalized behavioural solutions which revamp and help to get better at behavioural engagement. Whereas, 28.86% are admiring with this perception and 6.18% are not admitting this statement and 8.24% stay neutral and 4.12% strongly disagree with this statement. As per the views of Jaroliya and Gyanchandani (2021), most of the IT sectors in Pune are adopting behavioural engagement in order to promote personalized a solution to their workers for promoting behavioural management along with performance management to achieve better group work.



**Figure 10: DISC theory boosts the team work styles' behavioural engagement in your organization**

#### **Analysis**

According to this analysis, highest 56.70% of the total survey respondents are admitting that use of psychometric test results based on DISC theory boost the team work styles' behavioural engagement in your organization whereas 5.15% are not admitting this statement. This analysis has also shown that 24.74% strongly admired, 10.31% stay neutral and 3.09% strongly deny this statement. Hence, four important segments of this theory are directed towards development of employee motivation metrics through development-personalized view over their performance and workplace demands.

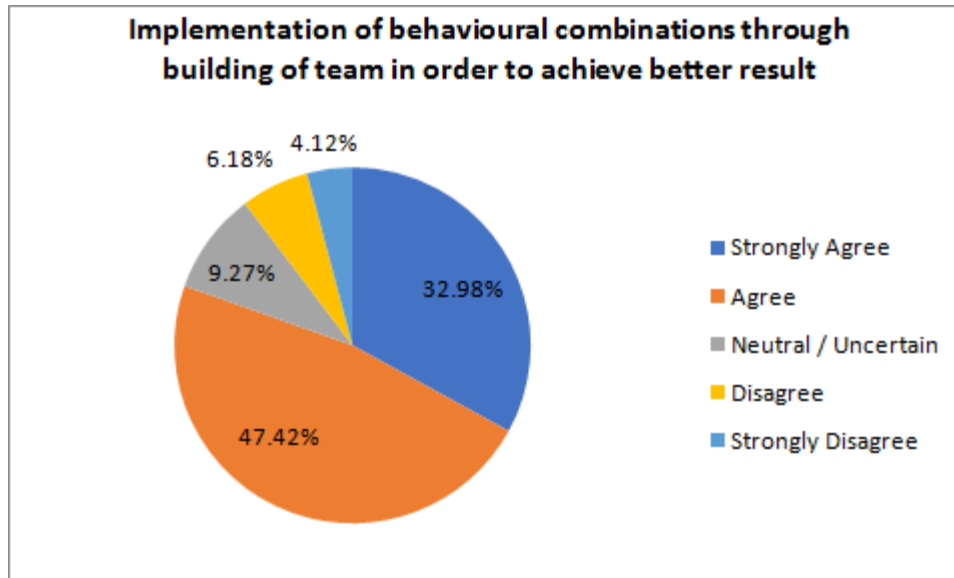


**Figure 11: Improvement by using psychometric test results based on DISC theory on behavioural engagement**

#### **Analysis**

As per collected data maximum, 54.64% of the total participants are strongly admitting that overall improvement by using psychometric test results based on DISC theory on behavioural engagement in case of this Pune based IT sector where as 1.03% are strongly avoiding this particular consent and 34.02% are agreed, 7.21% stay neutral and 7.21% disagree with this statement. As per the words of Pandita and Ray(2018), behavioural engagement is also expending upon work culture, diversity management and administration of “Code of Ethics” and other sustainability practice in the workplace apart from this psychometric test and its result.

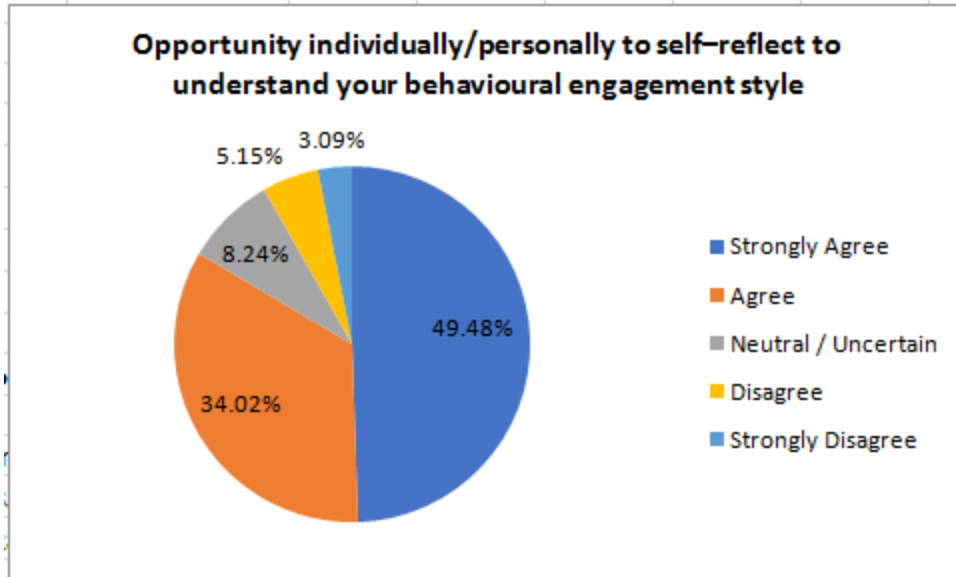




**Figure 12: Implementation of behavioural combinations through building of team in order to achieve better result**

#### **Analysis**

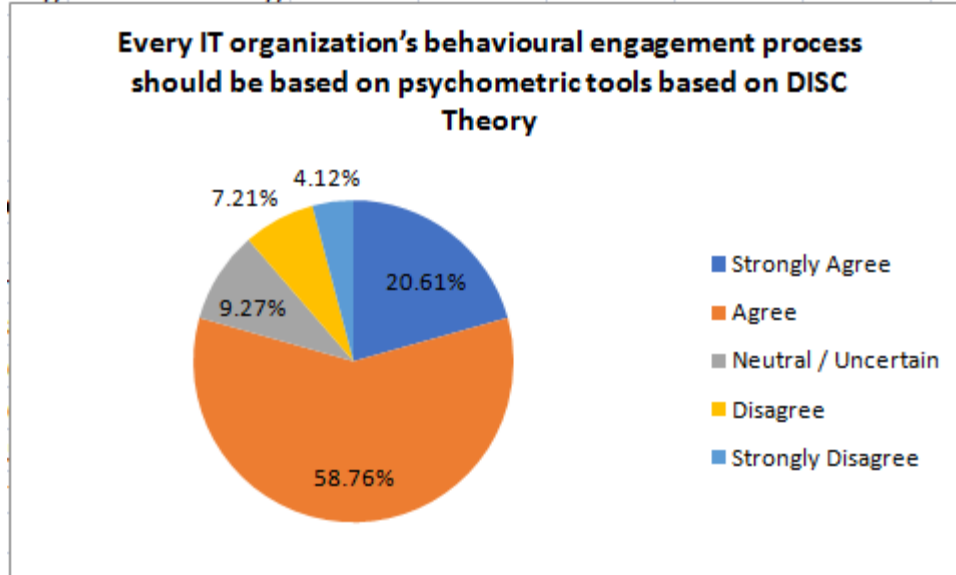
This above data stat has highlighted that maximum 47.42% of total respondents are admiring that psychometric tests based on DISC theory help in building teams with complimenting behavioural combinations helping them to achieve better results in IT firms where as 6.18% of them are not admitting to this statement. In addition, 32.99% are strongly admiring, 9.27% stay neutral and 4.12% are strongly denying this statement. As per the words of Hunsaker et al. (2021), components of DISC theory are directed towards determination of behavioural and performance strength and grey areas from the individual level in order to combine better opportunity at team performance level (Hesamuddin and Gupta 2020).



**Figure 13: Opportunity individually/personally to self-reflect to understand your behavioural engagement style**

#### **Analysis**

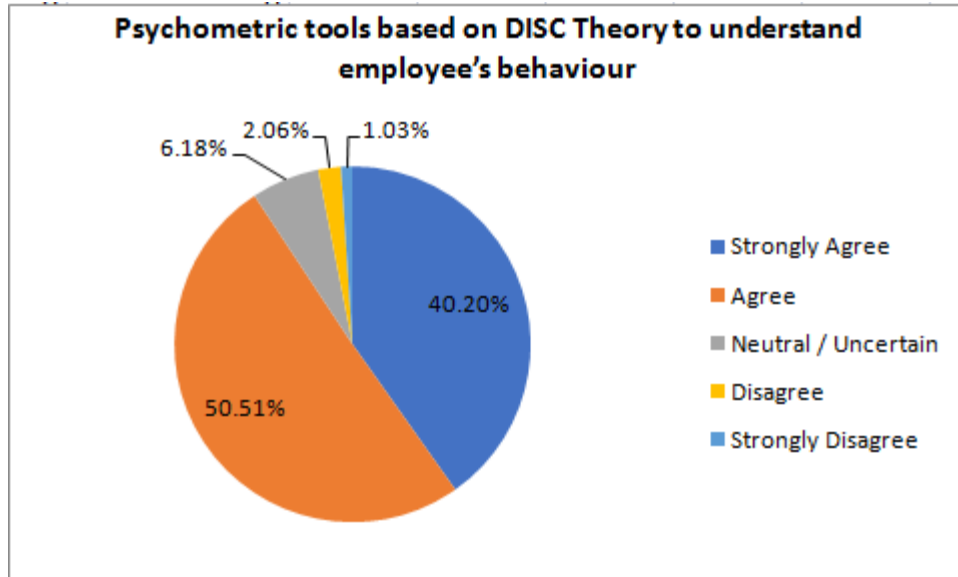
This above-mentioned data view has highlighted that maximum 49.48% of total respondents are strongly adhering that psychometric test results based on DISC theory gave you an opportunity individually personally to self-reflect on your behaviours which helped you to understand your behavioural engagement style with pros and cons. Whereas 5.15% of them are not adhering to this statement, 34.02% are admitting, 8.24% stay neutral and 3.09% are strongly denying this statement. In this recent time, team performance of this IT sector has been promoted through essential type of team work such as own managed team, disciplinary team, multi-disciplinary team and remotely working team performance.



**Figure 14: Every IT organization's behavioural engagement process should be based on psychometric tools based on DISC Theory**

#### **Analysis**

This above data view has highlighted that maximum 58.76 % of total respondents are strongly following that psychometric tools based on DISC Theory should be used at each step of every IT organization's behavioural engagement process in IT firms where as 7.22% of them are not following to this statement. In addition, 20.62 % are admitting, 9.27% having neutral perception, 4.12% are strongly denying this perception. In case of this Pune based IT sectors, HRM or plays an essential role in evolution of screening process, analysis of the behavioural management among them in order to structure employee motivational pattern in a most favourable way (Ghura and Erkut2021). The challenges have been raised from the perspective of employee demands; individualization of employees needs after this phase of pandemic. This has triggered several organizations to adopt change in their HRM role. In this regard, essential HR concepts such as performance management, recruitment and selection, training and development, salary and compensation, succession planning, HRIS and HR analytics" are confront essential demands of interesting adherence and quality skills in order to promote organizational effectiveness (Sharma and Srivastava 2021).



**Figure 15: Psychometric tools based on DISC Theory to understand employee's behaviour**

#### **Analysis**

This above-mentioned data statistic has found that maximum 50.51 % of total respondents are admiring that Psychometric tests based on DISC Theory should be implemented in every/most IT organizations recognizing its importance to understanding their employee's behaviour in IT firms where as 2.06% of them are not admitting to this statement. In addition, 40.20 % are strongly admitting, 6.18% having neutral perception, 1.03% are strongly denying this perception. In this regard, HR role of TCS has mentioned that they are going to foster these "new employment models" along with "the gig economy necessitates" in order to identify resources as well as contingency level among its workers. On the other hand, shifting of this behavioural engagement pattern, in case of this Pune based IT sectors have been seen in the prospect develop "Employee wellbeing and safety measures" as per it growing demands in the current and future workplace (Ehteshamuddin and Gupta 2020. Along with this transforming measure of HR Role and its philosophical direction has faced an immense requirement from the perspective of "diversity, equality, inclusion, and belongingness (DEIB)" as well.

#### **V. CONCLUSION**

From this whole discussion, this study can conclude that behavioural engagement pattern of this Pune based IT sectors has been immensely affected due to this pandemic situation that is

also responsible for development of behavioural pattern of individual and group in this sector. This sector has mainly adopted Advanced Psychometric Testing Tools as per DISC theory in order to improve individual concern for improvement of the performance level among groups and teams along with overall performance management of this sector. Determination of "Work life balance" and workplace safety are the two important priorities of behavioural management in front of thus considering industry. This shifting with the help of innovation in organizational sectors of India has provided quite an interesting amount of segmentation as human resources are providing opportunities like including a hybrid model structure for better employee engagement, changing the hourly working structure of employees, and providing flexibility in the working pattern of employees.

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