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A Study on Administrative Practices and Organizational Support Systems at Integral Coach Factory (ICF), Chennai

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ABSTRACT: In this study, the administrative practices and organizational support system of Integral Coach Factory (ICF), Chennai, have been considered, including aspects like administration of employees, finance, digitalization, inter-departmental coordination, and employee services. In this study, descriptive research design has been employed and primary data have been gathered using a structured questionnaire survey from 70 respondents. In this study, convenience sampling method has been used due to the limited time span of an internship period. The questionnaire included demographic information and 25 opinion statements on a five-point Likert scale. Analysis has been done using percentage, weighted/dimension-wise, Chi-Square goodness-of-fit test, Pearson correlation, and one-way ANOVA. Findings reveal a favorable perception regarding the administrative practices and organizational support systems of ICF. Digital and Technological Support has the highest dimension mean score of 3.90, followed by Inter-Departmental Coordination and Organizational Efficiency & Employee Services with a mean of 3.80 each. In all ten pairs of dimensions, there is a positive correlation, and the most significant correlation exists between Inter-Departmental Coordination and Organizational Efficiency & Employee Services ($r = 0.644$, $p < 0.001$). From the result of ANOVA, there is no significant difference in overall perception among various age groups ($F = 1.976$, $p = 0.126$). The study concludes that administration at ICF will be more effective if there is coordinated working among departments along with digitization, whereas continuous training, communication, and simplification of processes will improve the organizational support system further.

KEYWORDS: Administrative Practices; Organizational Support Systems; Digital Support; HRMS; Inter-Departmental Coordination; Organizational Efficiency; Integral Coach Factory.

I. INTRODUCTION

Administrative management is significant as far as ensuring systematic management of the policies, resources, records, services of employees, and activities of an organization is concerned. In case of large public manufacturing organizations, there is a need for coordinated functioning of the various support organizations such as human resource management, finance, information technology, and welfare management, etc. Integral Coach Factory (ICF), Chennai, being one of the major passenger coach manufacturing organizations of Indian Railways, definitely needs a proper administrative system.

ICF was established on 2 October 1955 and now functions as a major railway coach manufacturing organization under the Ministry of Railways of the Government of India. ICF manufactures a variety of passenger coaches and self-propelled train sets, which include LHB coaches and Vande Bharat train sets.

In the case of ICF, the Human Resource department gets assistance from divisions like the Centralized Bill Section (CBS), Welfare division, and Computer division. The CBS section assists in matters related to salary, pension payments, allowances, and any other financial activities related to employees. The Computer division helps in HRMS databases, files, recruitment, and promotions applications, among others.



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This research hence tries to look into the administrative system and support systems within ICF, Chennai. Specifically, the focus would be on how employees perceive clarity and systematic processes in administration, the level of support from organizations, the benefits of digitization, coordination among different departments, and how administration contributes to organizational efficiency and services to employees. The study is based on 70 valid responses that were received during the internship period.

II. OBJECTIVES OF THE STUDY

- To study the administrative practices followed at Integral Coach Factory (ICF), Chennai.
- To examine the organizational support systems that facilitate the smooth functioning of administrative activities.
- To evaluate the effectiveness of digital and technological support systems in improving administrative processes.
- To analyze the coordination among various administrative departments in ensuring efficient organizational operations.

III. NEED AND IMPORTANCE OF THE STUDY

- Understanding administrative practices at ICF provides practical exposure to how a large public sector organization manages its routine activities and employee-related services.
- Knowledge of organizational support systems helps identify the facilities, services, resources, and institutional mechanisms that contribute to smooth administrative operations.
- Studying computer-based systems such as HRMS helps explain how digital technologies support record maintenance, communication, administrative processing, and service delivery.
- Examining coordination among Human Resource, Finance, Computer, Welfare, and other administrative sections provides an understanding of how interconnected support functions contribute to organizational efficiency.
- Assessing employee perceptions helps identify strengths and areas where administrative services, communication, digital support, and employee welfare mechanisms may be further improved.

IV. SCOPE OF THE STUDY

The research is restricted to Integral Coach Factory (ICF), Chennai, and deals with administrative processes and systems within the organization. It discusses all the significant functions relating to Human Resource, Finance, and Computer Sections including employee administration, support related to payroll, digitization of records, administrative services, and coordination between departments. This research also studies the perception of employees about the role played by administrative processes in enhancing organizational effectiveness and service delivery to employees. The research does not try to measure production effectiveness, leadership style, organizational culture, employee motivation, or job satisfaction.

V. REVIEW OF LITERATURE

1. Shiferaw & Birbirs (2026): **Digital Human Resource Management**. Digital technologies improve recruitment, employee records, training, and payroll management, thereby strengthening administrative efficiency and organizational performance.
2. Hatice Çoban Kumbalı (2026): **Impact of Digitalization on Human Resource Management Practices**. Digitalization improves recruitment, performance appraisal, and employee development while increasing efficiency and transparency in HR administration.
3. Negt & Haunschild (2025): **The Gap Between HR Research and Organizational Practice**. Evidence-based HR practices are important for effective employee management and improved organizational performance.
4. Sakib, Ullah & Rahman (2025): **Digital Human Resource Management**. AI, HRIS, and HR analytics have an increasing role in HR administration, organizational efficiency, and decision-making.
5. Pan et al. (2022): **Implementation of Electronic Human Resource Management (e-HRM)**. e-HRM improves HR service quality, employee satisfaction, and administrative efficiency.
6. Theres & Strohmeier (2024): **Adoption of Digital HR Systems in Organizations**. Employee acceptance and organizational support influence successful adoption of digital HR systems.



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7. Bhardwaj (2025): **Digital Transformation of Human Resource Management.** HR technologies contribute to recruitment, employee engagement, and organizational efficiency.
8. Kim, Khoreva & Vaiman (2025): **Artificial Intelligence in Human Resource Management.** AI supports workforce planning, recruitment, performance evaluation, and organizational decision-making.
9. Yazough & Tahifa (2025): **Impact of Digital HRM on Organizational Performance.** Digital HR systems improve employee management, operational efficiency, and administrative transparency.
10. Afandi, Afandi & Erdayani (2025): **Human Resource Management in Public Sector Organizations.** Modern HR practices improve employee productivity and administrative efficiency and require continuous modernization.
11. Tritisari, Kalis & Hendri (2025): **Digital Human Resource Management in Public Organizations.** Digital HR improves employee performance, service quality, and administrative effectiveness.
12. Al-Alawi et al. (2023): **Digital Transformation in Human Resource Management.** Digital platforms improve recruitment, payroll administration, employee communication, and organizational efficiency.
13. Egodawele, Sedera & Bui (2022): **Digital Transformation in Organizations.** Technology integration improves organizational performance and administrative processes, with employee readiness influencing implementation.
14. Ciancarini, Giancarlo & Grimaudo (2023): **Digital Transformation in Public Administration.** Information technology supports transparency, employee productivity, and administrative efficiency.
15. Clauss, de Frutos-Belizón & García-Carbonell (2025): **Employees' Perceptions of Human Resource Management Practices.** Effective HR practices improve employee satisfaction, engagement, and organizational commitment.
16. Malik et al. (2022): **Human Resource Management Practices in Asian Organizations.** Effective HR practices enhance employee performance and organizational productivity when aligned with organizational objectives.
17. Saeedzada (2022): **Modern Human Resource Management Practices.** Recruitment, training, and performance management are important factors influencing employee productivity and organizational growth.
18. Campbell, Pandey & Arnessen (2022): **Administrative Practices in Public Sector Organizations.** Effective administrative systems improve transparency, service delivery, and operational efficiency.
19. Bannya, Bainbridge & Chan-Serafin (2022): **HR Practices and Workplace Relationships.** Effective HR practices improve employee engagement, teamwork, and organizational commitment.
20. Achimugu, Nnia, Emmanuel & Emmanuel (2022): **Impact of Human Resource Management Practices on Organizational Performance.** Effective HR practices improve employee productivity, commitment, and overall organizational effectiveness.

VI. RESEARCH GAP

The existing body of knowledge has extensively studied the area of digital HRM, HRIS, artificial intelligence, HR practices in the public sector, and administrative modernization. Yet, many of these studies have considered individual technology or HR practice while overlooking the consideration of administrative practices, organizational support systems, digital support, and inter-departmental coordination altogether within a large public sector manufacturing company. There are also no employee-oriented studies that are dedicated to the consideration of the aforementioned support aspects in the case of Integral Coach Factory. This paper attempts to fill in this gap by studying five dimensions, namely Administrative Practices, Organizational Support Systems, Digital & Technological Support, Inter-Departmental Coordination, and Organizational Efficiency & Employee Services.

VII. RESEARCH METHODOLOGY

7.1 Research Design and Approach

The descriptive research design has been selected due to the fact that the present research is intended to describe and appraise the views of the employees on the current administrative environment without any manipulation of the variables. The quantitative research survey method has been employed as the views of the employees have to be translated into measurable reactions.

7.2 Research Method and Sources of Data

The primary data was collected by the help of a questionnaire conducted among employees during the intern period. This questionnaire comprised of the questions regarding demographics such as gender, age, educational qualification, department, and years of service, followed by 25 opinions, each on a scale of 1 to 5 where the lowest point (1) would



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be Strongly Disagree while the highest one (5) would be Strongly Agree. The secondary data used in this study comprised of information taken from books, research papers, organization's record, etc.

7.3 Sampling Technique and Sample Size

The use of convenience sampling, which is a form of non-probability sampling technique, became inevitable due to the fact that participants were selected according to their availability, accessibility, and readiness to take part in the study. The sample size comprised a total of 70 responses. There were participants from various departments and academic levels in the sample.

7.4 Questionnaire Design

The instrument was composed of two main sections. The first section comprised demographic data. The second section comprised 25 items classified into five categories, which include Administrative Practices; Organizational Support System; Technology/IT Support; Inter-Departmental Coordination; and Organizational Efficiency/Employee Services. The responses to the questionnaire were recorded through the use of five-point Likert Scale.

7.5 Tools for Data Analysis

Percentage analysis was employed for the description of demographics and individual responses distribution. Mean scores per dimension were used to determine the level of perception of each main dimension. The Chi-Square goodness-of-fit test was conducted to determine whether the distribution of responses differs from the equal distribution of responses within the five-point Likert scale. Pearson correlation was employed to determine correlations between five dimensions. ANOVA was conducted to test whether mean levels of perception differ between age groups.

7.6 Ethical Considerations

- Informed and voluntary participation was followed during data collection.
- Respondent confidentiality and anonymity were maintained.
- Responses were used only for academic purposes.
- No personal identifying information was disclosed in the analysis.

VIII. RESULTS AND DISCUSSION

8.1 Demographic Profile of Respondents

There were 70 participants in the sample. Male participants made up the largest gender group with 37 participants (52.86%) whereas 31 females comprised 44.29% of the total sample size while 2 (2.86%) did not want to reveal their gender identity. The largest age group in the sample was under 25 years, making up 34 participants (48.57%). Postgraduates comprised the largest education level group in the sample with 39 participants (55.71%). The largest department-wise group was that of finance with 27 participants (38.57%).

Variable	Category	Frequency	Percentage
Gender	Male	37	52.86%
	Female	31	44.29%
	Prefer not to say	2	2.86%
Age	Below 25	34	48.57%
	25–35	17	24.29%
	36–45	13	18.57%
	Above 45	6	8.57%
Education	Postgraduate	39	55.71%
	Undergraduate	21	30.00%
	Diploma	7	10.00%
	SSLC/HSC	3	4.29%
Department	Finance	27	38.57%
	Human Resource	20	28.57%
	Computer Section	16	22.86%
	Other fields	7	10.00%



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Years of Service	Below 5 years	44	62.86%
	5–10 years	12	17.14%
	11–20 years	8	11.43%
	Above 20 years	6	8.57%

8.2 Dimension-wise Analysis

The dimension wise analysis reveals a positive perception regarding all five dimensions since the mean for each dimension is above the neutral mark of 3.00. The Digital & Technological Support dimension had the highest mean of 3.90, implying that there was a favorable perception of computerization and HRMS, digital documentation, and administrative processes. The Inter-Departmental Coordination and Organizational Efficiency & Employee Services dimensions had a mean of 3.80, whereas the Organizational Support Systems had a mean of 3.79 and Administrative Practices of 3.77.

Dimension	No. of Statements	Mean Score	Interpretation
Administrative Practices	5	3.77	Positive overall perception
Organizational Support Systems	5	3.79	Positive overall perception
Digital & Technological Support	5	3.90	Positive overall perception
Inter-Departmental Coordination	5	3.80	Positive overall perception
Organizational Efficiency & Employee Services	5	3.80	Positive overall perception

8.3 Selected Response Patterns

At the level of individual items, staff members showed positive perceptions. For instance, 70.00% concurred that administrative procedures in ICF are clearly outlined. In addition, 72.86% concurred with the statement that administrative decisions are well communicated. Digital aids were perceived favorably since 68.12% of respondents concurred that digital technology has made administrative tasks easier. Moreover, 76.81% had a positive perception on the accuracy and security of digital records, whereas 69.56% believed that online administrative service saves employees' time. Concerning coordination, 66.66% had a positive perception of inter-departmental coordination, and 65.21% had a favorable view of information exchange between departments.

8.4 Chi-Square Test

Chi-Square goodness-of-fit tests were conducted for all the 25 Likert scale questions. The hypothesis (H_0) used was that the response categories had equal frequencies, whereas the alternative hypothesis (H_1) assumed that there was a significant difference between the observed frequency distribution and the expected frequency distribution. For all the 25 questions, the value of p at 5% significance level was less than 0.05. Hence, H_0 was rejected for all 25 questions.

Measure	Result
Statements tested	25
Degrees of freedom	4 for each statement
Significance level	5%
Decision	Reject H_0 for all 25 statements
Overall conclusion	Response distributions are non-uniform

8.5 Pearson Correlation Analysis

The Pearson Correlation test was conducted for examining the inter-relationships among the five dimensions. It was found that all the ten combinations had positive relationships. The most significant relationship is observed in between Inter-Departmental Coordination and Organizational Efficiency & Employee Services ($r = 0.644$, $p < 0.001$). Moreover, the Digital & Technological Support dimension was positively related to Organizational Efficiency & Employee Services ($r = 0.577$, $p < 0.001$) and Inter-Departmental Coordination ($r = 0.552$, $p < 0.001$). The least significant relationship exists between Administrative Practices and Inter-Departmental Coordination ($r = 0.276$, $p = 0.022$).



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Dimension Pair	Pearson r	p-value	Interpretation
Administrative Practices – Organizational Support Systems	0.502	<0.001	Positive, significant
Administrative Practices – Digital & Technological Support	0.441	<0.001	Positive, significant
Administrative Practices – Inter-Departmental Coordination	0.276	0.022	Positive, significant
Administrative Practices – Organizational Efficiency & Employee Services	0.483	<0.001	Positive, significant
Organizational Support Systems – Digital & Technological Support	0.516	<0.001	Positive, significant
Organizational Support Systems – Inter-Departmental Coordination	0.506	<0.001	Positive, significant
Organizational Support Systems – Organizational Efficiency & Employee Services	0.439	<0.001	Positive, significant
Digital & Technological Support – Inter-Departmental Coordination	0.552	<0.001	Positive, significant
Digital & Technological Support – Organizational Efficiency & Employee Services	0.577	<0.001	Positive, significant
Inter-Departmental Coordination – Organizational Efficiency & Employee Services	0.644	<0.001	Positive, significant

8.6 One-Way ANOVA

One-way ANOVA was carried out to establish whether the overall perception scores significantly vary among the four age categories. Hypotheses were formulated as follows: H_0 – The mean overall perception score does not differ among the age categories, H_1 – The mean overall perception score differs in at least one age category. The mean scores are 3.912, 3.701, 3.625, and 4.080 in the respondents under 25, respondents aged between 25 and 35, respondents aged between 36 and 45, and respondents above 45 years respectively. The ANOVA results are $F = 1.976$; $df = (3, 66)$, $p = 0.126$. Hence, since $p > 0.05$, H_0 is not rejected.

Age Group	N	Mean	Std. Deviation
Below 25	34	3.912	0.633
25–35	17	3.701	0.352
36–45	13	3.625	0.187
Above 45	6	4.08	0.23



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ANOVA MEASURE	VALUE
Between-group / within-group degrees of freedom	3 / 66
F-value	1.976
p-value	0.126
Decision at 5%	Fail to reject H_0

8.7 Discussion

The data obtained demonstrates that the staff at ICF is mostly positive about the administrative environment in their company. Since the high mean score of Digital & Technological Support was obtained, it can be stated that HRMS, computerized documentation, and digital services are among strong sides of the current system. This finding corroborates the theoretical findings reviewed within the course of the study, stressing the role of digital HRMS in administration, documentation, communication, and decision-making.

The fact that there is a positive correlation between all the five dimensions means that they are not separate but related processes. The most significant correlation between inter-departmental coordination and organizational efficiency points out the importance of effective communication and cooperation between the departments. However, since the correlation coefficient of ANOVA is not significant, it can be concluded that the perception does not vary with regard to age in this particular sample. Therefore, improvement should be aimed at system quality, communication, digital capabilities, and responsiveness to the needs of the employees.

IX. FINDINGS

1. The majority of male respondents constituted the largest gender category with 37 (52.86%) respondents. The number of female respondents was 44.29%.
2. Below 25 years age category had the largest age group with 34 (48.57%) respondents.
3. Postgraduates were the largest educational category with 39 (55.71%) respondents.
4. Finance had the largest departmental representation with 27 (38.57%) respondents, followed by Human Resource and Computer Section.
5. Below five years service category had the largest number of respondents, which was 62.86%.
6. Administrative Practices had positive mean score of 3.77, showing favorable perceptions by employees.
7. Digital & Technological Support had the highest mean of all dimensions, which is 3.90.
8. All ten pairs of dimensions had positive correlation, with the highest relationship being between Inter-Departmental Coordination and Organizational Efficiency & Employee Services ($r = 0.644$, $p < 0.001$).
9. Chi-Square goodness-of-fit revealed that all 25 statements had significant results, indicating unequal distribution of responses among the five Likert scales.
10. There was no significant difference in perceptions among age groups ($F = 1.976$, $p = 0.126$).

X. SUGGESTIONS

- ICF may continue to upgrade their digital systems to ensure that their administrative functions are quick, efficient, convenient, accurate, and accessible.
- Awareness programmes may be organized periodically to acquaint the employees with the HRMS facilities, welfare schemes, administrative services, and other support systems.
- Coordination between Human Resource, Finance, Computer, Welfare, and other administrative departments may be improved so that the services rendered to the employees are not delayed.
- Training may be imparted periodically about HRMS, digital tools, administrative procedures, and the technological systems which have been recently introduced.
- Proper communication channels may be kept open between the employees and administrative departments to solve the issues.
- The existing employee welfare and support systems may be reviewed from time to time to find out service deficiencies and improvements.
- The administrative procedures may be reviewed periodically and simplified wherever possible to minimize paperwork.



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- The employees may be allowed to give feedback about the administrative services and organizational support systems from time to time.
- The digital record of the employees may be kept up-to-date and accurate.
- The effectiveness of the administrative functions and organizational support systems may be periodically assessed in order to make improvements according to the requirements of the employees.

XI. LIMITATIONS OF THE STUDY

- This research was carried out only in Integral Coach Factory, Chennai, and thus the results cannot be generalized to all the Indian Railways establishments or other organizations.
- Only 70 people responded to the survey, and more could have given better representation.
- Convenient sampling technique was employed, and thus only willing participants were included in the study.
- This research was done during the internship period, and hence there was limited time to carry out thorough data collection.
- The validity of the analysis relies on the honesty and cooperation of respondents.
- There might have been some employees who could not participate due to their work and administration schedule.
- The study highlights administrative process and organizational support systems and does not consider leadership, culture, motivation or job satisfaction separately.
- The results depict the situation prevailing during the period of research and do not take into account any future changes in the administrative processes or technological system.

XII. CONCLUSION

Conclusion drawn from the study on Administrative Practices and Organizational Support Systems at Integral Coach Factory, Chennai, is that administration can be effective due to the collective effort of Human Resource, Finance, Computer, Welfare, and others in the organization. The 70 respondents had a positive perception of administrative practices, organizational support, digital systems, inter-departmental coordination, and organizational efficiency and employee services. Mean of all five dimensions is above 3.00 which indicates neutrality, with Digital & Technological Support having the highest mean of 3.90.

In addition, all ten-dimension pairs have a positive correlation as per statistical analysis. This means that there is a favourable relationship between one support dimension and the others. Strongest correlation was seen in Inter-Departmental Coordination and Organizational Efficiency & Employee Services. Chi-Square test revealed that the response was not uniform for all 25 statements and ANOVA test found no significant difference in overall perception of the four age groups.

Overall, this research shows that the administration of ICF has a good support structure that has been enhanced through digital technologies. The use of digital literacy, HRMS training, communication, simplifying the processes, keeping records correctly, and collecting feedback from employees will help to make the services provided by the administrative department more responsive and efficient. Even though the research is based on a small number of respondents and a convenience sampling method, the results can still be useful both academically and practically.

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