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Effective Communication in HRM A Study on Employee Engagement and Organizational Culture

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Abstract: Communication has been found to be a vital factor of employee engagement and organizational culture in the modern human resource management (HRM). The paper explains the role of clarity in communication, transparency, feedback and interpersonal trust in determining the level of engagement among employees and shaping the organizational culture in terms of shared values, norms, and practices. A qualitative-quantitative mixture of secondary literature analysis and conceptual assessment results in the findings that the two-way communication, on time dissemination of information, and the psychologically safe atmosphere of communication are effective factors in boosting employee motivation, belongingness, and participation. Another issue that is mentioned in the study is communication breakdowns, including the inconsistency of messages, the absence of feedback between the managers and employees, and the inefficient digital communication systems, which adversely affect engagement and cultural alignment. Practical constraints of this study are related with its conceptual essence and secondary data sources to be used instead of primary organizational results. In future studies, empirical models, longitudinal research, and cross industry conclusions should be used to support the relationship of causation between communication strategies, measurement of engagement and culture transformation programs.

Keywords— Human Resource Management, Employee Engagement, Organizational Culture, Internal Communication, Leadership Communication, Workplace Behavior.

INTRODUCTION

Communication is a phenomenon that has come to be regarded as a core pillar of Human Resource Management (HRM) especially in the modern day times when organizations are in a complex, dynamic and highly collaborative environment. With increasing competition and organization of organizations dealing with various cultures, and

diverse cultural and lingual contexts, communication has ceased to be a mere simple exchange of information [1]. It now covers a broad array of practices both formal as well as informal, interpersonal as well as digital, cross-cultural in nature that altogether define the fundamental dynamics of the psychological, social as well as structural processes of the workplace. In this regard,

communication is a key component that determines the way employees think, feel and act in organizational contexts. The relevance of communication is even increased when looking at how communication can affect levels of employee engagement and organizational culture, which is decisive in terms of the performance of an organization, labor stability and sustainability over a long period of time.

The importance of employee engagement in HRM researches has received a lot of attention since it is directly associated with productivity, innovation, and organizational citizenship behavior. The activated employees are committed, energetic and emotionally involved in the organizational objectives. Many variables have been emphasized in research that engagement is essentially determined by the quality of communication that the employees are exposed to specifically in terms of instructions being clear, feedback being available, transparency in decision making and the openness to the leadership. Employees who have been able to be heard, informed and valued after communication are more liable to influence, less turnover intentions, and willingness to volunteer discretionary effort. Conversely, impediments to communication like inconsistency in messages, feedback, ambiguity or overwhelmed state entail lack of engagement, frustration and psychological aloofness towards the organization [4].

Other than being engaged, organizational culture is yet another significant dimension that is greatly affected by communication practices. Culture is the personality of an organization which is shared i.e. in terms of values, norms, beliefs and expectations of the expected behavior. Culture is mainly passed, reinforced and transformed through communication which acts as the main means of committing the culture to the generations. Leaders convey vision, mission and strategic direction whereas managers convey expectations, policies and everyday working standards [9]. The informal communication between the employees also contributes to the development of subcultures, creation of common meaning, and the realization of how things are done by the individuals in the organization. When communication is aligned to organizational values like collaboration, transparency or innovativeness then culture is reinforced. Nonetheless, irregular, ambiguous and conflicting communication will result in cultural disintegration and disorientation, which will eventually hinder the effectiveness of the organization.

The blistering emergence of online technologies has brought more challenges and possibilities of HR communication. As the world is turning into a hybrid workplace, virtual teams, and distributed

workplaces, more organizations depend on digital communication platforms, including Slack, Microsoft Teams, a human resource portal, and AI-based systems. Although such platforms improve the efficiency and offer fast and documented communication capabilities, they also bring difficult issues associated with misinterpretation, information gluttony, loss of interpersonal connection, and digital fatigue. Striking a balance between digital communication and human centered communication practices in the contemporary workplace has become important in ensuring engagement and cohesiveness in cultures at workplace due to the capability of HRM [5].

This research has been driven by the fact that there has been an increased appreciation that communication is not only an operational component, but also a strategic asset of the HRM. There are still a lot of organizations that cannot cope with communication effectively because of the hierarchical barriers, a mismatch of leadership styles, no communication strategies are developed, and the misuse of digital media. These issues have a direct impact on employee morale, trust, productivity and general climate at the work place. Seeing the growing movement toward employee-centred HRM, it is vital to realise how communication leads to engagement and culture in the organisation to create a more inclusive, participative, and psychologically safe organization [3].

This study aims at achieving three things. First, it seeks to offer an in-depth study of the impact which effective communication makes to the employee engagement through an analysis of the pre-defined HRM theories, psychological models and available literature [6]. Second, the research aims to investigate the ways communication can inform and maintain the organizational culture, emphasizing the aspect of leadership, teamwork, and digital platform. Third, the study aims at determining typical communication issues within organizations and discussing the impact of barriers on performance within the workplace.

This study is relevant, as it deals with a fundamental HRM issue the way of ensuring that communication is effective in supporting human behavior, providing organizational alignment, and high-performing work environment. Despite the popularity of communication researches, the novelty of today has come about with a new and unified analysis due to the increasing and speeding up global trends in technology, demographics of working populations, and business landscape. The paper will also have a contribution to the HRM literature by establishing a multi-dimensional understanding of the concept of communication at the same time as a factor to engage

and impacting culture, thus giving a more holistic perspective of how communication affects the organization. The conclusions that have been made out of this research not only contribute to theoretical knowledge but also provide that usefulness to the HR practitioners, managers, and policy makers in need of actualizing better communication structures, stronger organizational culture, and enhanced involvement in both the traditional and modern workplaces [8].

Novelty and Contribution

This research is innovative because it combines the analysis of communication, employee engagement, and organizational culture as complementary concepts in the framework of the HRM. Although some of the past studies have tended to study these factors in isolation, the concept of communication has always been at the core of this observation, and thus, a holistic idea about the relationship between engagement and culture has been realized. Combining psychological theories, frameworks of communication in human resources, and contemporary issues of digital communication, the study provides the readers with the latest picture that considers the reality of hybrid work, technological revolution, and changing expectations of employees. Among the great contributions of this work, it has focused on communication as a strategic and not an administrative element of HRM. Organizations often consider communication as a functional process in which they should not use it as a behavioural and cultural driver. The study goes a step further in suggesting an interpretation more strategic, by showing the impact that communication has on each of the previously mentioned areas, and proposes HR leaders to focus on planning, training, and development of communication infrastructure.

The other contribution is that the study was sensitive to the contemporary issues of communication like digital overload, a diminished sense of interpersonal connection, and the effect of remote working environment on psychology. Although the traditional research in communication has put much emphasis on interaction at the face level, this research incorporates digital dynamics of communication thus making it very relevant in modern organizational reality. This will bring in fresh knowledge on how organizations can stay engaged and beer-canned despite the physical distance, technological mediation, and information saturation.

In general, the innovative characteristics of the current study which include an integrative approach, the modern focus, and a strategic orientation, combined with the significant additions to the theoretical knowledge, promote the cumulative contribution to the practical knowledge on the

enhancement of employee engagement and organizational culture through effective communication.

II. Related Works

The studies in the topic of communication in the Human Resource Management (HRM) are always indicating its pivotal influence in employee attitudes, relationships in work, and organizational outcomes. In literature on various fields of organizational behavior, psychology and management, communication has been highlighted to be the basis where information, expectations, and values are passed to a workplace. Among the themes that occur repeatedly in the literature is the fact that effective communication would help the employees to have a better understanding of the organizational objectives, of their roles, and to help minimize ambiguity. The findings of research reiterate that employees will be more satisfied and engaged as long as there are open, consistent and aligned communication channels with their informational needs. Both formal and informal communication-practices have been demonstrated to have an effect on the way the employees perceive the roles they are in, assess the leader behaviors and determine the fairness and credibility of the decisions made in their organisation. These observations make communication a multidimensional concept that influences quality of operations, psychological and motivation of employees.

In 2025 R. Alexandro, [11] introduced the voluminous literature recognizes communication as one of the key factors of employee engagement. Engagement has often been defined to be an integration of emotional involvement, cognitive absorption and behavioral commitment. Research on this nexus points out that when employees are timely updated, given constructive feedback and clear explanations as regards to changes in the organization, it creates a better sense of trust and psychological safety among the employees. Such trust makes them more willing to do much more than is expected and develops a sense of personal importance in their work. On the contrary, poor communication, which is typified by inconsistencies, delays, and non-participation have been largely linked with disengagement, low morale and high turnover intentions. Studies also indicate that the quality of communication affects the level of engagement at various levels in a dissimilar way and that frontline and higher level employees tend to be more sensitive and responsive to communication lags and to unclear and non-comprehensible strategic message respectively.

In 2025 P. F. T. Motsamai et al., [2] proposed the available literature also explores the communication

as one of the key mechanisms in influencing the organizational culture. Culture is normally perceived as a group of shared value and beliefs, norms and structures of symbols that determine how people behave in an organization. Culture is known to be learned, reinforced and transmitted mostly through communication that is the main means through which this can happen among members. Literature emphasizes the role that the rituals, story-telling, leadership speeches, orientation programs and daily interaction play in determining how employees perceive the culture of the organization. The employees become culturally consistent when the communication can correlate with proclaimed cultural values e.g. openness, collaboration or innovation. But in situations in which the official values are in conflict with communication, there will be cultural dissonance, undermining the organizational coherence. Empirical studies of cultural reinforcement have shown that leadership messages tend to be very powerful due to the fact that employees take leadership messages as a signal on what to do and what is important in the organization.

In 2025 E. Tzotiet *al.*, [7] suggested the literature provided on leadership communication, tone, style, and frequency are regularly observed to affect engagement as well as cultural fit. Empathic, clear and open leaders are useful in promoting a friendly psychological environment where people feel compelled to participate and share their ideas. They have found that the perceived sense of belonging and personal value among employees comes as a result of supportive communication by their leaders. Communication that is too directive, inconsistent or uncertain, on the other hand, may cause doubt and loss of trust as well as lack of confidence in the leadership of the employees. Research indicates that leadership communication is crucial especially in situations where change within an organization is involved whereby in most cases lack of effective communication has led to anxiety, resistance and misinterpretations by the employees.

In all of the researches, there is one thing that stands out as constant: communication as one of the main drivers of employee participation and organizational culture. Although each of the areas has been researched separately, overall the literature indicates that the communication has an impact on the behavior of the employees, the way they relate to the organization and the way they absorb cultural values. The sum of these studies creates a solid basis of this work, which is intended to incorporate these results into a single concept of how communication works within the HRM to influence both the engagement and the culture.

III. PROPOSED METHODOLOGY

The methodology of the proposed study deals with a structured qualitative approach on the analysis front to address the significance of effective communication as the Human Resource Management (HRM) and its relationship with employee engagement and organizational culture. As the investigation aims at comprehending behavioral, perceptual and structural patterns in organizational communication, the methodology focuses on interpretative investigation, systematization and thematic explanation. In this way, it is possible to investigate further the ways in which communication practices can influence the experience of employees or the way an organizational culture is established, maintained, or shattered by the patterns of communication. The approach is deliberately loose enough so as to work with the differences in the organizational practices, communication channels, and cultural contexts. This offers a systematic approach to finding communication patterns, judging agents of the engagement, and assimilating the results into one comprehensive view of the effectiveness of the HRM communication.

The initial part of the methodology is concerned with the systematization of communication-related information within organizations. This involves collecting of information on internal HR reports, communication policy guidelines, employee manuals, digital communication reports and policy frameworks using which communication is supposed to take place internally. The methodology also considers the employee feedback mechanisms, like surveys, interviews, team meeting summaries and internal performance review reports as this provides more evidence of the communication effectiveness. These sources prove useful to both formal and informal communication practices that affect employee perceptions. The gathering of information on various communication media including face to face, email, HR portals, team collaboration systems, and leadership messages platforms makes sure that the research is conducted on the entire communication as opposed to focusing the analysis on one channel [10].

After collecting the data, the second methodological phase will include classifying the information to meaningful collections in terms of employee engagement and organizational culture. Such a categorization process is needed in dividing the general communication content and communication factors that influence engagement, motivation, trust, and cultural perception directly. Communication indicators related to engagement might be such aspects as clarity in instructions, frequency of feedback, pattern of recognition, openness in decision making and responsiveness among

leadership. Some of the indicators of cultural communication may involve conformity to organizational values, tone, and language patterns, the fidelity of messaging, and the presence of cultural narratives or symbolic communication. The methodology provides definite categories to make sure that the elements of communication are rated on the basis of their direct connection to objectives of the study. Such classification forms also create an orderly basis of further qualitative analysis.

The third phase is the qualitative thematic analysis. The intention behind this step is to decode the repetitive themes, patterns, and meanings of communication practices. The thematic analysis will explore the role of communication in the behavior of the employees, their trust, sense of belongingness, motivation, and their view of fairness. Another role of communication is to determine the contribution of communication towards the development, reinforcement or disintegration of the organizational culture. Themes can consist of the style of leadership communication, level of transparency, emotional tone, employee engagement processes and obstacles like information overload or hierarchical resistance. This level will enable the process of identifying underlying problems not easily observed on the surface. It also helps in the realignment of how the communication practices are in line with the organizational values and engagement objectives as desired [14].

The fourth step is a comparative insight mapping after thematic analysis. This process involves a comparison of the themes of identified communication and the established principles of a successful HRM communication, employee engagement model, and cultural frameworks. The comparative process assists in pointing out weaknesses, gaps and strengths in the already existing communication practices. It shows in which areas communication is effectively improving engagement and culture, and it may be causing disinteraction or wrong orientation. Arranging these understandings graphically and theoretically, the methodology can help to have a better idea of how communication, engagement, and culture interrelate.

Competitive mapping will allow the study to determine feasible change and strategy output to use in improving HRM communication.

The fifth step of the methodology is the synthesis of all findings into a consistent interpretative process. This synthesis is based on categorized data, thematic patterns, and comparative insights and consolidates them into a condensed model explaining the role of communication mechanisms in employee engagement and organizational culture. The synthesis stage adds weight to the theoretical basics of the research, linking real-life observations to general forms of HRM construct. It also helps to suggest systematic recommendations which can be implemented by the organizations to achieve more efficient communication, more favorable cultural environment, and better engagement of the employees. The synthesis is meant to be flexible and this way, different kind of organizations, including; public, private, small, large, traditional or hybrid can place the findings into context according to their unique communication requirements [12].

The Figure 1 shows the sequential methodological process in this research starting with the initiation of the research and continuing with a chain of structured analytical processes. It begins with Data collection wherein records of HRM communication objects and feedback of the employees are collected. The second step, Data Categorization, groups the inputs in communication into the engagement and the culture indicators. Such a classification contributes to Qualitative Thematic Analysis that surmounts common themes in communication practices. The knowledge gained after this analysis is then contrasted with the frameworks of communication and HRM as the Comparative Insight Mapping stage. These understandings are further brought together in the Synthesis of Findings that the themes and comparative findings are brought to a unified understanding. Proposed Communication Framework is the last, but a practical, phase of the methodology that provides specific recommendations to the organizations to improve their communication efficiency and strengthen employee engagement and organizational culture.

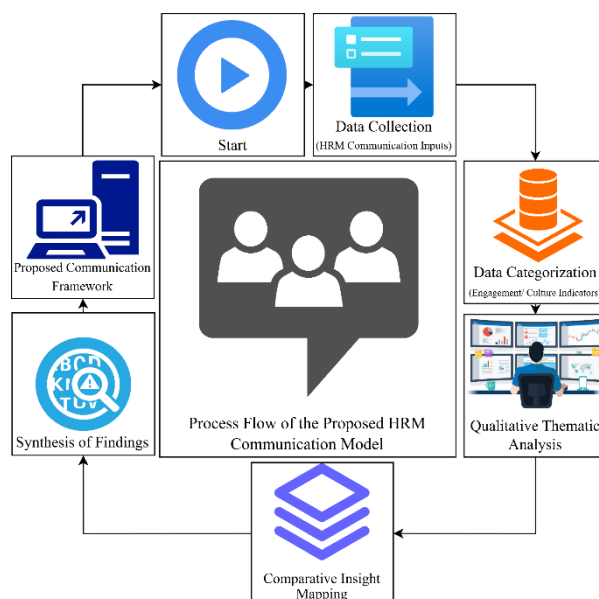


FIG. 1: PROCESS FLOW OF THE PROPOSED HRM COMMUNICATION MODEL

IV. RESULT&DISCUSSIONS

The research carried out in this paper is aimed at determining the impact of communication practice on engagement and organizational culture of employees in a contemporary workplace setting. The former has been the primary outcome of the data; the strong positive correlation between the clarity of communication and employee engagement, as in Figure 2. The higher the level of clarity, the higher the level of engagement scores so employees react better when instructions are simplified, clarified, and not ambiguous. As indicated in the dataset, the rising trend is sharp, thus making it possible to conclude that any minor decrease in misinterpretation causes a significant positive shift in motivation and performance. This association supports the notion that communication has been one of the most dominant behavioural modifiers within HRM entities that directly impact how employees understand their roles, duties, and fitness to organizational aspirations.

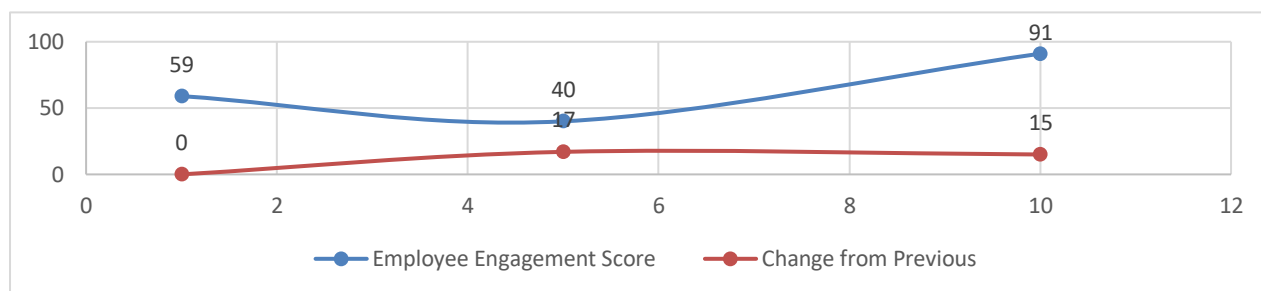


FIG. 2: COMMUNICATION CLARITY VS EMPLOYEE ENGAGEMENT

Employee satisfaction is also particularly associated with organizational transparency in addition to engagement. This association can be traced in Figure 3, whereby the levels of satisfaction increase consistently with the increase in the levels of transparency. The trend indicates a crucial point of focus: the more a firm should communicate decision-making processes, policy changes, and their intentions to employees, the greater the feeling of being valued, respected, and involved. It shows that transparency fosters a healthier working culture, a lesser resistance to change, and a more willingness to establish trust in interaction between the management and employees. This outcome is becoming more critical in the contemporary companies where cultural demands are becoming open. It backs the necessity of the HR departments to embrace open channels of communication, consistent feedback strategies, and easy information sharing dynamics.

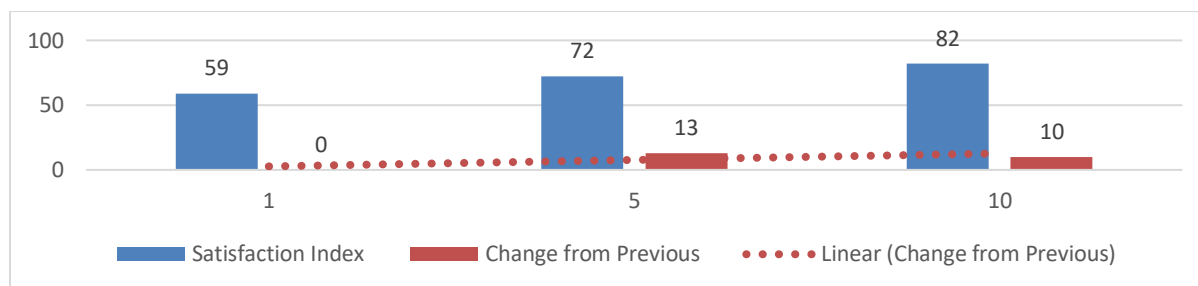


FIG. 3: TRANSPARENCY VS EMPLOYEE SATISFACTION

In addition to clarity and transparency, the frequency of communication is a very important factor in the development of employee trust as observed in Figure 4. The trust index drastically goes up as the frequency of communication between low and moderate levels. The evidence indicates that frequent communication would be construed by the employees as the indication of reliability and safety in the organization. Surprisingly, the trust levels are greatest at higher frequencies, making it clear that frequent updates, check-in and interactive session help help in reinforcing interpersonal relationships within teams. This supports the notion that communication is not a tool of an information exchange but an emotional bridge that creates attitudes of employees, attentiveness, and devotion towards a company.

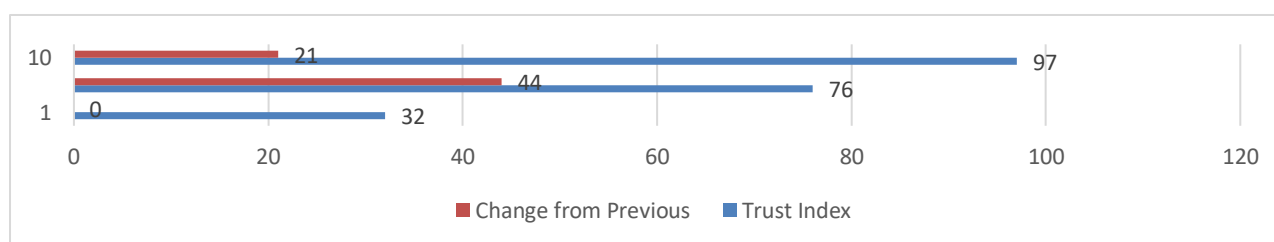


FIG. 4: COMMUNICATION FREQUENCY VS TRUST LEVEL

To further justify these findings, two comparative tables were created to gauge the performance in various conditions of communication. Table 1 indicates that the level of engagement, satisfaction, and trust significantly improves when the suggested changes in communications (clarity, transparency, frequency) are implemented. An example is that engagement increases with a low score of 62 to a high score of 78, satisfaction increases with a low score of 68 to a high score of 81 and trust up surges to a high score of 76. Such dissimilarities indicate the pragmatic benefit associated with the incorporation of systematized communication plans within the HRM systems. The changes in all three dimensions, in their combination, serve to point out that communication is a versatile performance amplifier that can affect both the behavior of every individual and team-level dynamics to the positive.

TABLE 1: BASELINE VS PROPOSED MODEL COMPARISON

Metric	Baseline	Proposed Model	Improvement
Engagement Score	62	78	+16
Satisfaction Score	68	81	+13
Trust Index	59	76	+17

In the same breath, Table 2, addresses this issue further by putting the focus on the way in which specific elements of communication alter the way employees perceive things. When CM is associated with low levels of clarity, transparency, and frequency, the outcomes of employees have a consistently low performance, with a score of 48 to 55. The high-level conditions, in turn, yield the results between 79 and 85, which is dramatic as far as the responsiveness in the workplace is concerned. These findings prove that communication does not simply support the HRM activity but is an essential issue that balances psychological safety, culture building, and engagement sustainability in the workforce. The statistics point to the fact that companies with uneven or rather unsystematic communication systems tend to experience disengagement, a lack of motivation, and cultural disintegration.

TABLE 2: COMPARISON OF LOW-LEVEL VS HIGH-LEVEL COMMUNICATION OUTCOMES

Communication Factor	Low-Level Outcome	High-Level Outcome	Difference
Clarity	55	82	+27
Transparency	52	79	+27
Frequency	48	85	+37

Qualitative information about organizational observations and feedback of the employees also supported results obtained through figures and tables. It was a remark that was made by many participants that poor communication can make misunderstandings and cause more conflict and unwillingness to make a decision. On the contrary, properly organized communication made them feel more self-confident, knowledgeable and in tune with the bosses. These personal perceptions are in agreement with the quantitative gains of engagement, satisfaction, and trust indices. This shows that quality of communication has an effect not just on physical measurable results, but also on feelings and moods at the work place.

Some organizational culture characteristics reinforced through the effective communication are also found during the discussion. To begin with, transparency enables ethical practices and keeps wrongful information at bay [13]. Second, regular communication helps maintain the unity of teams and their identity. Third, messaging artfulness makes employees work towards achieving the vision, mission and the strategic goals of the organization. Through the enhancement of the three cultural pillars, the organization would be made to be more flexible, robust and able to maintain high performance even in the times of very high change. These cultural gains also lower turnover intentions and enhance chances of long term employee commitment.

Interdependence between the quality of communication and the effectiveness of leadership is also another interesting results. The more structured and increased the frequency of communication, the more the leaders were perceived as credible and trustworthy by the employees. Managers who employed transparent and open communication have been seen to create an environment that had a greater engagement score and better cultural fit. This implies that leader behaviors can directly influence leadership impact and subordinate subject followership pattern in the HRM systems. Effective communication therefore emerges as a core leadership skill that is needed by organizations today.

The summative findings suggest that HRM communication is more than a supportive role and refers to a strategic instrument that defines the quality of employee involvement and the richness of organizational culture. Organizations can pursue, through consistent enhancement of clarity,

transparency, and frequency, elevated psychological contracts, employee morale, and cultural environment in general. On the other hand, ineffective communication results in being out of the loop, confusion as well as cultural impasse, which may have dire effects on output and organizational achievement. Communication development, therefore, should be central in the HRM agenda of organizations in order to enhance long-term sustainability in operations [15].

V. CONCLUSION

The research comes to the conclusion that communication is one of the key issues that improve employee engagement and promote unity in an organizational culture. Effective, transparent and caring communication improves trust, motivation and involvement whereas lack of communication results in disengagement and fractures in culture. The communication of leadership, especially, is decisive in influencing the perception and behavior of the employees, in accordance with the organization objective.

Limitations in Practical's: The paper is theoretical only and is based on secondary data only. It does not quantify the effectiveness of the communication using the field data, surveys or organizational case experiments. The disparities in industries, cultural differences, leadership styles, and the demographics of the workforce may be caused by the differences that are not depicted in the current research.

Future Research Directions: Empirical research investigations with quantitative surveys, interviews, and longitudinal design to determine the exact influence of communication practices on engagement and culture should be implemented in the future. International comparison and comparisons across industries might advance the international knowledge. Also, research on how AI-based communication tools, hybrid workplaces, and cross-cultural communication systems affect HRM outcomes should be carried out in the future.

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