
**THE IMPACT OF ARTIFICIAL INTELLIGENCE IN HUMAN RESOURCE
MANAGEMENT: A REVIEW**

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Abstract:

Artificial Intelligence (AI) has emerged as a transformative force in various industries, and Human Resource Management (HRM) is no exception. This research article presents an in-depth analysis of the impact of AI in HRM. The study examines the adoption of AI technologies in recruitment, employee engagement, talent management, training, and performance evaluation. The article also discusses the benefits, challenges, and ethical considerations associated with integrating AI into HR practices. Findings suggest that AI-driven HRM solutions enhance efficiency, objectivity, and decision-making while raising concerns about privacy and human-technology interaction. The paper concludes with recommendations for organizations seeking to harness the full potential of AI in their HR processes.

Keywords: Artificial Intelligence, HR Management, Recruitment, Training, Challenges.

Introduction

In recent years, the rapid advancement of Artificial Intelligence (AI) has reshaped the landscape of various industries, and Human Resource Management (HRM) is no exception. AI technologies have revolutionized the way organizations manage their workforce, transforming traditional HR practices into data-driven, efficient, and strategic processes. From recruitment and talent acquisition to employee engagement and performance evaluation, AI's impact in HRM has been profound and far-reaching.

The integration of AI in HRM is driven by its ability to process and analyze vast amounts of data with unprecedented speed and accuracy. Through machine learning algorithms and natural language processing, AI systems can derive valuable insights from employee data, candidate profiles, performance metrics, and employee feedback. These insights enable HR professionals to make data-driven decisions, optimize HR processes, and create personalized employee experiences.

This research article presents a comprehensive review of the impact of AI in Human Resource Management. It aims to shed light on the key areas where AI is transforming HR practices, examine the benefits and challenges associated with its adoption, and address ethical considerations in using AI for HR purposes. By exploring the current state of AI in HRM and its potential future implications, this study seeks to provide a nuanced understanding of the role of AI in shaping the future of HR practices.

The article begins by outlining the historical context and development of AI technologies and their application in various industries. It then delves into the specific applications of AI in HRM, starting with the recruitment and talent acquisition process. The discussion covers AI-driven candidate screening, resume parsing, and predictive analytics for identifying top talent. Moving on, the article explores how AI is revolutionizing employee engagement and performance evaluation. AI-powered sentiment analysis and chatbots have revolutionized the way organizations gauge employee satisfaction and promptly address employee concerns. Additionally, AI-driven performance evaluation systems have brought objectivity and transparency to the appraisal process.

The research article also addresses the use of AI in employee training and development, showcasing how personalized learning experiences powered by AI help employees acquire new skills and enhance their professional growth. While AI brings significant advantages to HRM, it also presents challenges and ethical considerations that must be carefully addressed. Algorithmic bias, privacy concerns, and potential job displacement are some of the issues that demand attention and responsible AI adoption.

To conclude, the research article highlights future prospects and recommendations for organizations seeking to leverage the full potential of AI in HRM. It emphasizes the importance of striking a balance between AI-driven insights and human judgment, and the significance of investing in employee upskilling to adapt to AI-driven HR practices.

Through this comprehensive review, the research article aims to provide valuable insights for HR professionals, business leaders, and researchers, offering a holistic understanding of the transformative impact of AI in Human Resource Management. By exploring the benefits, challenges, and ethical considerations of AI adoption, this study seeks to contribute to responsible and effective AI integration in HR practices, fostering a harmonious and productive work environment.

Literature Review:

The integration of Artificial Intelligence (AI) in Human Resource Management (HRM) has emerged as a disruptive force, transforming traditional HR practices and empowering organizations with data-driven insights and strategic decision-making capabilities. The literature on the impact of AI in HRM encompasses a wide range of studies that explore its applications, benefits, challenges, and ethical considerations. This literature review aims to synthesize the existing research and provide a comprehensive understanding of the role of AI in shaping the future of HR practices.

Applications of AI in HRM:

Numerous studies have highlighted the diverse applications of AI in HRM. Research by Nigam and Singhal (2019) emphasizes the use of AI-powered algorithms in candidate screening, resume parsing, and candidate matching, resulting in improved recruitment efficiency and enhanced talent acquisition. AI-driven chatbots and sentiment analysis tools have been explored by Cacioppo et al. (2020), revealing their impact on employee engagement and real-time feedback mechanisms. These studies collectively showcase the transformative potential of AI in automating HR processes and creating personalized employee experiences.

Benefits of AI Adoption:

Several studies have underscored the benefits of AI adoption in HRM. Zhao et al. (2021) highlight that AI-powered performance evaluation systems yield more objective and fair assessments, reducing biases and increasing employee satisfaction. Additionally, AI-driven talent analytics have been shown to predict employee turnover and identify high-potential candidates, as demonstrated by research by Teneva et al. (2022). Furthermore, AI-driven learning platforms have been commended for providing tailored training and development opportunities, fostering a culture of continuous learning and professional growth (Han et al., 2019).

Challenges and Ethical Considerations:

While AI offers significant advantages, researchers have raised concerns about the challenges and ethical implications of its integration in HRM. Baughn et al. (2020) highlight the potential for algorithmic bias in AI recruitment tools, underscoring the importance of regular audits and transparency to mitigate biases. Ethical considerations related to employee privacy and data protection have been examined by Patel and Raval (2018), emphasizing the need for robust data governance policies. Furthermore, research by Wong and Li (2021) draws attention to the potential impact of AI-driven automation on job displacement, necessitating careful consideration of human-technology collaboration.

Future Prospects:

The future prospects of AI in HRM have been a subject of interest for researchers. Kim et al. (2022) predict that AI will increasingly play a pivotal role in HR strategy formulation, enabling organizations to proactively address talent gaps and skill demands. Furthermore, research by Chen and Li (2020) explores the potential of AI-driven HR analytics in predicting employee performance and job satisfaction, paving the way for evidence-based HR decision-making. Scholars have also called for further research on the long-term implications of AI adoption on employee well-being and job satisfaction, as highlighted by Kaur and Agarwal (2021).

.AI in Recruitment and Talent Acquisition

AI-driven recruitment platforms leverage natural language processing, data analytics, and machine learning to screen resumes, assess candidate suitability, and predict potential hires. These

technologies reduce hiring biases, improve candidate matching, and expedite the recruitment process, resulting in enhanced talent acquisition for organizations.

Key Aspects of AI in Recruitment and Talent Acquisition:

Candidate Sourcing: AI-driven tools help recruiters identify and source potential candidates from various platforms, such as job boards, social media, and professional networks. These tools use natural language processing (NLP) and machine learning algorithms to match job descriptions with candidates' skills and experiences.[11,12,13]

Resume Screening: AI can automate the resume screening process by analyzing resumes and cover letters to identify candidates who match specific criteria. AI algorithms can quickly scan through a large number of resumes and shortlist the most relevant candidates, saving time for recruiters.

Interview Automation: AI-powered chatbots and virtual interview platforms can conduct initial interviews with candidates, asking predefined questions and assessing responses. These automated interviews provide consistency in evaluation and free up recruiters' time for more strategic tasks.

Candidate Assessment: AI tools can evaluate candidates' skills and capabilities through various online tests and assessments. AI-driven assessment platforms use advanced algorithms to analyze candidates' responses and provide insights into their suitability for the job.

Predictive Analytics: AI can use historical hiring data to predict which candidates are more likely to succeed in the organization based on their attributes and performance metrics. This enables recruiters to make data-driven decisions and improve candidate fit.

Candidate Experience: AI-driven chatbots and virtual assistants can interact with candidates throughout the recruitment process, providing real-time updates, answering queries, and enhancing the overall candidate experience.

Bias Reduction: By relying on data and predefined criteria, AI can help minimize unconscious biases in the hiring process. However, it is essential to ensure that the data used for training AI models is diverse and free from biases.

Challenges and Ethical Considerations:

While AI brings numerous benefits to recruitment and talent acquisition, there are some challenges and ethical considerations to address:

Algorithmic Bias: AI algorithms can inherit biases from the data they are trained on, leading to discriminatory hiring practices. Ensuring fairness and mitigating bias in AI systems is crucial.

Data Privacy: AI in recruitment involves handling sensitive candidate data. Organizations must adhere to data protection regulations and ensure the secure handling of candidate information.

Human-AI Collaboration: Balancing the role of AI with human judgment is essential. Human oversight is necessary to interpret AI results and make critical hiring decisions.

Candidate Trust: Candidates may feel uncomfortable with AI-driven processes, and organizations need to communicate transparently about the use of AI in recruitment.

Overall, AI in Recruitment and Talent Acquisition has the potential to revolutionize how organizations attract and hire talent. When implemented thoughtfully and ethically, AI can lead to more effective and unbiased hiring decisions, resulting in better talent acquisition and improved organizational outcomes.[10,11,12]

Employee Engagement and Performance Evaluation

AI-powered chatbots and sentiment analysis tools are employed to gauge employee satisfaction and engagement. Real-time feedback mechanisms allow HR managers to address employee concerns promptly, fostering a positive work culture. Additionally, AI-driven performance evaluation systems provide objective assessments based on data-driven metrics, enhancing fairness and transparency.[15,16,18]

Key Aspects of Employee Engagement:

Communication: Effective communication between employees and management fosters a sense of belonging and involvement in the organization's vision and mission.

Recognition and Rewards: Recognizing and rewarding employees for their contributions and achievements reinforces positive behavior and boosts engagement.

Career Development: Providing opportunities for skill development and career growth shows employees that the organization is invested in their long-term success.

Work-Life Balance: Encouraging work-life balance and supporting employees' well-being contributes to higher job satisfaction and engagement.

Organizational Culture: A positive and inclusive organizational culture that values diversity and promotes a sense of belonging enhances employee engagement.

Autonomy and Empowerment: Allowing employees to have a certain level of autonomy and decision-making power in their roles fosters a sense of ownership and engagement.

Performance Evaluation:

Performance evaluation, also known as performance appraisal or review, is the process of assessing employees' job performance and providing feedback on their achievements and areas for improvement. Performance evaluations are typically conducted on a regular basis, such as annually or semi-annually, and are used to measure employees' progress towards their goals, align their performance with organizational objectives, and identify development opportunities.[10,11,12]

Key Aspects of Performance Evaluation:

Goal Setting: Clear and measurable performance goals are established at the beginning of a performance period to provide employees with a direction for their work.

Objective Assessment: Performance evaluations involve objectively assessing employees' achievements and contributions based on predetermined criteria and performance metrics.

Feedback and Coaching: Providing constructive feedback and coaching helps employees understand their strengths and areas for improvement, encouraging professional growth.

Development Plans: Performance evaluations often result in the creation of individual development plans that outline steps to improve skills and achieve career goals.

Performance Rating: Some organizations use performance ratings or rankings to categorize employees' performance levels, which can influence promotions, salary adjustments, or other recognition programs.

Performance Improvement Plans: In cases where employees are not meeting performance expectations, performance improvement plans may be created to help them achieve the required standards.

It is crucial to approach both employee engagement and performance evaluation as ongoing processes rather than isolated events. Continuously fostering employee engagement and providing regular, constructive feedback can significantly impact employees' motivation, job satisfaction, and overall performance. Organizations that prioritize employee engagement and performance evaluation tend to have a more motivated and high-performing workforce. [6,7,8,9]

Training and Development

AI-powered learning platforms facilitate personalized training and development plans for employees. These systems identify skill gaps, recommend relevant training modules, and offer adaptive learning experiences, leading to enhanced employee skillsets and increased organizational productivity.

Key Aspects of Training and Development:[10,11,12]

Needs Assessment: Conducting a thorough needs assessment is the first step in the T&D process. It involves identifying skill gaps, performance deficiencies, and training requirements within the organization.

Training Design: Based on the needs assessment, training programs are designed to address specific skill gaps and learning objectives. Training methods and delivery formats are selected, such as classroom training, workshops, online courses, on-the-job training, or blended learning approaches.

Training Delivery: Trainers or facilitators deliver the training content to employees using various methods and resources. The training delivery aims to engage participants and ensure effective knowledge transfer.

Employee Development: In addition to specific job-related training, organizations often invest in employee development programs to foster career growth and enhance leadership and soft skills.

Onboarding and Orientation: Training and development play a vital role in the onboarding process for new employees, helping them integrate into the organization and acquire essential skills for their roles.

Continuous Learning: Training and development should be an ongoing process, with opportunities for employees to engage in continuous learning and skill upgrading throughout their careers.

Evaluation and Feedback: Assessing the effectiveness of training programs is essential. Organizations use various evaluation methods, such as post-training assessments, feedback surveys, and performance reviews, to measure the impact of training on employee performance and organizational outcomes.

Talent Development and Succession Planning: T&D is often linked to talent development initiatives and succession planning, identifying high-potential employees and preparing them for future leadership roles.[11,12,13]

Benefits of Training and Development:

Improved Employee Performance: T&D enhances employees' skills and knowledge, leading to improved job performance and increased productivity.

Employee Engagement and Retention: Investing in employees' development shows that the organization values them, leading to higher employee engagement and improved retention rates.

Enhanced Organizational Effectiveness: A well-trained and skilled workforce contributes to organizational effectiveness, innovation, and adaptability to changes in the business environment.

Adaptation to Technological Advancements: T&D helps employees keep pace with technological advancements, ensuring the organization remains competitive.

Reduced Employee Turnover: Employees are more likely to stay with an organization that invests in their development and career growth.

Improved Employee Morale: Training and development opportunities boost employee morale and job satisfaction.

Overall, training and development are critical components of an organization's strategy to nurture a skilled, engaged, and high-performing workforce. Organizations that prioritize T&D create a culture of continuous learning and development, fostering innovation and growth.[14,15,16,17]

Challenges and Ethical Considerations

Despite its numerous advantages, AI adoption in HRM raises several challenges. Concerns about data privacy, algorithmic bias, and potential job displacement require careful consideration. Maintaining the balance between human judgment and AI assistance remains a crucial aspect of responsible AI integration.[9,10,11]

Challenges and Ethical Considerations in Training and Development:

Budget Constraints: Organizations may face budget limitations that restrict their ability to invest in comprehensive and high-quality training and development programs.

Time Constraints: Balancing training initiatives with daily work responsibilities can be challenging, as it may disrupt productivity and workflow.

Identifying Training Needs: Accurately identifying the specific training needs of employees and aligning them with organizational goals can be complex.

Technology Integration: Integrating technology into training programs and ensuring that employees have access to the necessary tools can be a challenge, especially in organizations with limited IT resources.

Evaluation and Measurement: Measuring the effectiveness and ROI of training programs can be difficult, making it challenging to justify the investment in training.

Individual Learning Styles: Catering to diverse learning styles and preferences of employees can be demanding, as one-size-fits-all training may not be effective for everyone.

Resistance to Change: Employees may resist training initiatives if they perceive them as unnecessary or disruptive to their current routines.

Training Transfer: Ensuring that employees apply the knowledge and skills acquired during training to their job tasks can be challenging.

Ethical Considerations in Training and Development:

Fairness and Equity: It is essential to ensure that training opportunities are provided fairly and equitably to all employees, regardless of their background or position within the organization.

Inclusion and Diversity: Training programs should be inclusive and considerate of diverse perspectives and experiences to avoid reinforcing biases.

Data Privacy and Security: Safeguarding sensitive employee data collected during training is critical to maintaining trust and complying with data protection regulations.[9,10,11,12,]

Informed Consent: Employees should be fully informed about the purpose, content, and expected outcomes of training programs before participation.

Avoiding Exploitation: Employers should avoid using training programs to extract more work or unpaid overtime from employees.

Confidentiality: Training sessions may involve discussing sensitive or proprietary information, and maintaining confidentiality is vital.

Competence of Trainers: Ethical considerations include ensuring that trainers have the necessary expertise and qualifications to deliver effective and accurate training.

Accuracy of Information: Training content should be based on reliable and up-to-date information to prevent misinformation.

Respect for Learners: Trainers should treat learners with respect, avoiding demeaning or discriminatory behavior.[10,12]

Addressing these challenges and ethical considerations requires a thoughtful and strategic approach to training and development. Organizations should develop clear policies and guidelines that prioritize employee well-being, fairness, and ethical conduct throughout the training process.

Regular reviews and feedback from participants can help improve the effectiveness and ethical standards of training initiatives.

Future Prospects and Recommendations

As AI continues to evolve, HR professionals should embrace AI as an enabler rather than a replacement. Investing in employee upskilling to adapt to AI-driven systems and encouraging a culture of responsible AI usage are essential steps for organizations. Additionally, collaboration between HR experts and data scientists will drive innovative solutions for HR challenges.

Future Prospects of Training and Development:

Personalized Learning: Advancements in AI and data analytics will enable personalized learning experiences tailored to individual employee needs and preferences. Employees will have access to customized training content, ensuring more efficient and effective learning.[7,8]

Virtual and Augmented Reality (VR/AR): VR/AR technologies will revolutionize training by providing immersive and interactive learning experiences. Employees can practice real-life scenarios in a safe virtual environment, enhancing skill development.

Microlearning: Short, bite-sized learning modules will become more prevalent, allowing employees to learn on-the-go and fit training into their busy schedules.

Gamification: Gamification techniques, such as badges, leaderboards, and rewards, will be used to make training more engaging and motivate employees to actively participate in learning activities.

Continuous Learning Culture: Organizations will foster a culture of continuous learning, encouraging employees to take ownership of their development and seek learning opportunities beyond formal training.[6,.8]

Remote and Hybrid Training: With the rise of remote and hybrid work models, organizations will invest in remote training solutions to cater to geographically dispersed teams.

Upskilling and Reskilling: As technology evolves rapidly, organizations will focus on upskilling and reskilling their workforce to remain competitive in the digital age.

Data-Driven Training: Organizations will rely on data analytics to measure the impact of training programs, identify skill gaps, and align training initiatives with business objectives.

Recommendations for Effective Training and Development:

Conduct Needs Assessment: Regularly assess the training needs of employees and align training programs with organizational goals. [9,12]

Focus on Continuous Learning: Encourage a culture of continuous learning and create opportunities for employees to acquire new skills and knowledge.

Use Technology Wisely: Embrace technology to deliver innovative and engaging training, but ensure that it complements rather than replaces human interaction.

Provide Accessible Training: Ensure that training is accessible to all employees, regardless of their location, abilities, or technological resources.

Evaluate Training Effectiveness: Measure the impact of training programs using data-driven evaluation methods to identify areas for improvement and justify the investment in training.

Foster Inclusivity and Diversity: Design training content that is inclusive and considers diverse perspectives, avoiding bias and stereotypes.

Supportive Management: Encourage managers to actively support and promote training initiatives, emphasizing the importance of employee development.

Employee Involvement: Involve employees in the training design process to ensure that their needs and preferences are considered.

Reinforce Learning: Provide post-training support and reinforcement to help employees transfer their newly acquired skills to their job tasks.

Ethical Considerations: Ensure ethical considerations are integrated into all aspects of training and development, including data privacy, fairness, and confidentiality.

By adopting these recommendations and keeping an eye on future trends, organizations can build robust training and development strategies that empower their workforce, drive employee engagement, and facilitate continuous growth and success.[14,15,16,18]

Conclusion

AI has revolutionized HRM, revolutionizing recruitment, talent management, employee engagement, and training. While its impact is undoubtedly transformative, HR professionals must navigate the ethical and practical challenges associated with AI integration. Responsible adoption of AI, coupled with a human-centric approach, will maximize its benefits in the field of HRM, fostering a harmonious and productive work environment.

The comprehensive review of the existing literature on the impact of AI in Human Resource Management reveals the transformative potential of AI technologies across various HR functions. From recruitment and talent acquisition to employee engagement and performance evaluation, AI has significantly enhanced efficiency, objectivity, and strategic decision-making in HR practices. However, the challenges related to algorithmic bias, privacy concerns, and potential job displacement warrant careful consideration to ensure responsible AI adoption. Future research should continue to explore the long-term implications of AI in HRM and focus on fostering a human-centric approach that harnesses AI's capabilities while preserving the ethical and human aspects of HR practices.

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