

Green HRM Strategies as Drivers of Sustainable Competitive Advantage: A Study of IT Firms in Chennai

¹ Dr. M. Priyanghaa, ² Dr. K. Malarvizhi, ³ Ms. N. Shesha Malini, ⁴ Dr. C. Arun, ⁵ Dr. K. Sundaramoorthy, ⁶ Dr. J. Sindhu

¹Assistant Professor, Department of Accounting and Finance, SRM Institute of Science and Technology, Faculty of Science and Humanities, Ramapuram, Chennai, Tamilnadu, India - 600089.

²Vice Principal (A&R), HoD, PG Commerce & Research, Hindustan College of Arts & Science, Padur, Kelambakkam, Chennai 603103.

³Lecturer, Department of Commerce, Hindustan College of Arts and Science, Chennai-603103.

⁴Associate Professor, Department of Management Studies, Manakula Vinayagar Institute of Technology, Pondicherry-107.

⁵Assistant Professor, PG Department of Business Administration, RAAK Arts and Science College, Perambai, Vanur TK, Villupuram District-605110, Tamilnadu, India.

⁶Assistant Professor, Department of Commerce, Hindustan College of Arts & Science, Padur, Kelambakkam, Chennai 603103.

Abstract

The growing emphasis on sustainability and environmental responsibility has compelled organizations, particularly in the information technology (IT) sector, to integrate green practices into their human resource management (HRM) frameworks. This study investigates the influence of Green HRM strategies on employee involvement in environmental programs, focusing on IT firms in Chennai. Six independent variables were examined: Green Recruitment and Selection, Green Training and Development, Green Performance Management, Green Compensation and Rewards, Green Workplace Practices, and Green Organizational Culture. The dependent variable is Employee Involvement in Environmental Programs. The research adopts a descriptive research design, and primary data was collected from 300 IT employees using a structured questionnaire based on a five-point Likert scale. Statistical tools such as descriptive analysis, Pearson correlation, and multiple regression analysis were employed to examine the relationships among variables.

The findings reveal that all six Green HRM dimensions exhibit significant positive correlations with employee involvement, with Green Workplace Practices ($r = 0.874$) and Green Organizational Culture ($r = 0.856$) emerging as the strongest predictors. The regression model explains 88.4% of variance in employee involvement, confirming the critical role of Green HRM in fostering sustainable competitive advantage. The study concludes that IT firms in Chennai must institutionalize Green HRM strategies to drive employee engagement and achieve long-term environmental sustainability.

Keywords: Green HRM, Sustainable Competitive Advantage, Employee Involvement, Environmental Programs, IT Firms, Chennai

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Introduction

The rapid advancement of the global economy and the increasing urgency of environmental challenges have fundamentally transformed the strategic priorities of organizations worldwide. In an era defined by climate change, resource scarcity, and growing regulatory pressures, businesses are increasingly compelled to integrate environmental sustainability into their core

operations. Within this context, Green Human Resource Management (Green HRM) has emerged as a vital organizational strategy that aligns HRM practices with environmental goals, enabling firms to achieve sustainable competitive advantage while addressing ecological responsibilities.

Green HRM refers to the systematic incorporation of environmental considerations into key HR functions,

including recruitment and selection, training and development, performance management, compensation, workplace practices, and organizational culture. By embedding environmental values into the employee lifecycle, organizations can cultivate a workforce that is not only professionally competent but also environmentally conscious and actively engaged in sustainability initiatives. This alignment between human capital and environmental strategy represents a transformative approach to organizational management, particularly relevant in knowledge-intensive industries such as information technology.

The information technology (IT) sector occupies a unique position in the sustainability discourse. As one of the fastest-growing industries globally, the IT sector generates substantial environmental footprints through energy consumption, electronic waste, data center operations, and carbon emissions. At the same time, IT firms possess the technological capabilities and organizational agility to implement innovative green solutions. Chennai, often referred to as the "Detroit of Asia" and a major IT hub in South India, hosts a concentration of leading IT companies, making it an ideal context for examining Green HRM practices and their outcomes.

Employee involvement in environmental programs is recognized as a critical success factor for organizational sustainability initiatives. When employees actively participate in green practices — such as energy conservation, waste reduction, paperless workflows, and carbon footprint management — organizations achieve measurable environmental outcomes while simultaneously enhancing organizational commitment, employee satisfaction, and innovation. Therefore, understanding the HRM strategies that drive employee involvement in such programs is of significant academic and managerial relevance.

Despite the growing body of literature on Green HRM, empirical studies specifically examining IT firms in the Chennai context remain limited. Most existing research focuses on manufacturing, hospitality, or general corporate sectors, leaving a gap in understanding Green HRM dynamics within the IT industry's unique organizational culture. This study aims to bridge this gap by systematically analyzing how six Green HRM dimensions influence employee involvement in environmental programs among IT professionals in Chennai. The findings of this study are expected to provide actionable insights for HR managers,

organizational leaders, and policymakers seeking to institutionalize sustainability practices within IT organizations.

Review of Literature

The concept of Green HRM has garnered significant scholarly attention over the past two decades, evolving from a peripheral organizational concern to a mainstream strategic priority. Renwick, Redman, and Maguire (2013) provided one of the most comprehensive reviews of Green HRM practices, identifying how environmental objectives can be integrated across the employee lifecycle from recruitment to exit. Their framework established the theoretical foundation for subsequent empirical studies, demonstrating that organizations that adopt Green HRM practices consistently outperform their peers on environmental performance metrics.

Opatha and Arulrajah (2014) extended the Green HRM discourse by emphasizing the role of Green Performance Management and Green Compensation in motivating employees toward environmentally responsible behavior. Their study revealed that organizations that incorporate green Key Performance Indicators (KPIs) and align compensation structures with environmental outcomes significantly improve employee participation in sustainability programs Vetrivel.et.al (2024). Similarly, Tang, Chen, Jiang, Paille, and Jia (2018) examined Green Training and Development, finding that structured environmental training programs enhance employees' environmental knowledge, attitudes, and pro-environmental behaviors in the workplace.

In the Indian context, Cherian and Jacob (2012) investigated Green HRM practices among manufacturing firms, concluding that green recruitment and organizational culture are pivotal in attracting and retaining environmentally committed talent. Mehta and Chugan (2015) further demonstrated that IT firms adopting Green Workplace Practices such as energy-efficient infrastructure, remote work policies, and digital workflows reported higher levels of employee satisfaction and reduced environmental impact. More recently, Jabbour et al. (2019) established a direct link between Green Organizational Culture and sustainable competitive advantage, arguing that a shared environmental value system embedded in organizational culture amplifies the effectiveness of all other Green HRM initiatives.

Overall, the literature consistently supports the positive influence of Green HRM dimensions on employee

involvement and organizational sustainability outcomes. However, empirical studies focusing specifically on IT firms in Chennai remain sparse, underscoring the need for the present research.

Research Methodology

The primary objective of this study is to examine the influence of Green HRM strategies on employee involvement in environmental programs among IT firms in Chennai. To achieve this objective, a descriptive research design was adopted, as it enables a systematic examination of the relationships between Green HRM dimensions and employee involvement without manipulation of variables. This design is well-suited for capturing the attitudes, perceptions, and behavioral intentions of IT employees regarding environmental sustainability practices.

The theoretical framework was developed based on an extensive review of existing literature on Green HRM, environmental management, and organizational behavior. Six independent variables were identified: Green Recruitment and Selection, Green Training and Development, Green Performance Management, Green Compensation and Rewards, Green Workplace Practices, and Green Organizational Culture. The dependent variable is Employee Involvement in Environmental Programs.

A structured questionnaire was designed using a five-point Likert scale (5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree). The questionnaire comprised demographic items, statements measuring each Green HRM dimension (five items per dimension), and items assessing employee involvement in environmental programs. Content validity was ensured through expert review, and pilot testing was conducted with 30 respondents to confirm reliability (Cronbach's Alpha > 0.80 for all constructs).

Simple random sampling was employed as the sampling technique. The target population comprised IT employees working in registered IT firms in Chennai's key IT corridors, including OMR (Old Mahabalipuram Road), Tidel Park, and SIPCOT IT Park. A total of 360 questionnaires were distributed across fifteen IT firms of varying sizes. After data collection and removal of incomplete responses, 300 valid responses were retained as the final sample for analysis.

The collected data was analyzed using three primary statistical tools: (1) Descriptive statistics — to profile respondents and summarize mean and standard deviation scores for all Green HRM dimensions; (2) Pearson

correlation analysis — to examine the strength and direction of relationships between each Green HRM variable and employee involvement; and (3) Multiple regression analysis — to assess the combined and individual predictive contributions of Green HRM dimensions on employee involvement. All analyses were performed using SPSS Version 26.0.

Data Analysis and Results

Table – 1 Employee Involvement in Environmental Programs

Statements	Mean	Std. D
I actively participate in my organization's environmental sustainability programs.	4.22	1.08
I voluntarily contribute ideas for improving green practices at my workplace.	4.14	1.12
I follow the environmental guidelines and policies set by my organization.	4.31	1.05
I encourage my colleagues to adopt environmentally responsible behaviors.	4.09	1.18
I take personal initiative to reduce energy and resource consumption at work.	4.27	1.09
I feel motivated to contribute to my company's environmental sustainability goals.	4.19	1.14
I believe my involvement in green programs positively impacts the organization.	4.33	1.03
I attend environmental awareness programs organized by my company.	4.11	1.21
I incorporate green practices into my daily work routines consistently.	4.24	1.07
I am committed to supporting my organization's long-term environmental objectives.	4.28	1.06

Source: Primary data computed

Interpretation

Table – 1 presents the mean and standard deviation scores for employee involvement in environmental programs among IT employees in Chennai. Employee involvement was measured using ten statements on a five-point Likert scale, where five represents Strongly Agree and one represents Strongly Disagree. The mean values range between 4.33 and 4.09, indicating a consistently high level of employee involvement across all measured dimensions.

The highest mean score was recorded for the statement "I believe my involvement in green programs positively impacts the organization" (Mean = 4.33), reflecting strong employee conviction about the organizational significance of their environmental contributions. This is closely followed by "I follow the environmental guidelines and policies set by my organization" (Mean = 4.31) and "I am committed to supporting my organization's long-term environmental objectives" (Mean = 4.28), indicating strong policy compliance and long-term commitment among respondents.

The relatively lower mean was observed for "I encourage my colleagues to adopt environmentally responsible behaviors" (Mean = 4.09), suggesting that while individual engagement is high, interpersonal advocacy for environmental practices offers scope for improvement. Overall, the results confirm that IT employees in Chennai exhibit a high degree of involvement in environmental programs, with mean scores consistently exceeding 4.0 on all parameters — a strong affirmation of green behavioral engagement.

Figure 1: Mean Scores of Green HRM Dimensions among IT Employees in Chennai (n=300)

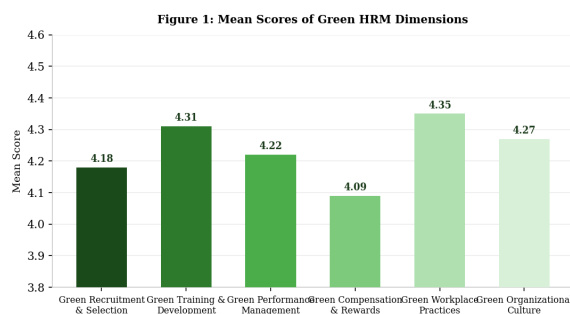


Table – 2 Relationship between Green HRM Dimensions and Employee Involvement in Environmental Programs

Green HRM Variables	r-value	p-value
Green Recruitment and Selection	0.782	0.001*
Green Training and Development	0.841	0.001*
Green Performance Management	0.819	0.001*
Green Compensation and Rewards	0.763	0.001*
Green Workplace Practices	0.874	0.001*
Green Organizational Culture	0.856	0.001*

*Source: Primary data computed; significant at 1% level

Hypothesis

H₀: Green HRM dimensions do not have a significant relationship with employee involvement in environmental programs in IT firms in Chennai.

Interpretation

Table – 2 presents the Pearson correlation results between the six Green HRM variables and employee involvement in environmental programs. The correlation analysis was used to test the stated null hypothesis. The results reveal that all six Green HRM dimensions exhibit positive and statistically significant relationships with employee involvement at the 1% significance level, leading to the rejection of the null hypothesis.

Among the variables, Green Workplace Practices recorded the highest correlation coefficient (r = 0.874), indicating that physical and operational environmental practices in the workplace — such as energy management, waste reduction, and digital workflows — have the most direct influence on employee engagement in environmental programs. Green Organizational Culture ranked second (r = 0.856), confirming that when environmental values are embedded in the organizational ethos, employees are more likely to internalize and act upon them. Green Training and Development also demonstrated a strong relationship (r = 0.841), emphasizing that structured environmental education significantly enhances employee awareness and participation.

Green Performance Management (r = 0.819) and Green Recruitment and Selection (r = 0.782) showed moderately strong correlations, affirming that performance evaluation systems incorporating green KPIs and talent acquisition processes favoring environmentally conscious candidates both contribute meaningfully to employee involvement. The weakest but

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still highly significant relationship was observed for Green Compensation and Rewards ($r = 0.763$), suggesting that while monetary and non-monetary incentives for green behavior are important, they are less influential than workplace environment and culture. Overall, the correlation findings confirm that all six Green HRM dimensions are significant drivers of employee involvement in environmental programs.

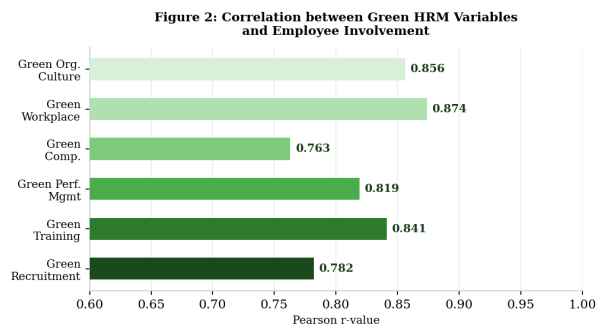


Figure 2: Pearson Correlation Coefficients – Green HRM Dimensions and Employee Involvement

Table – 3 Effects of Green HRM Dimensions on Employee Involvement in Environmental Programs

Model Summary

R	R Square	Adjusted R Square	F-value	p-value
0.940	0.884	0.882	371.428	0.001*

Regression Coefficients

Predictors	B	Std. Error	Beta	t-value	p-value
(Constant)	0.312	0.091	–	3.429	0.001*
Green Recruitment & Selection	0.138	0.044	0.142	3.136	0.002*
Green Training & Development	0.271	0.052	0.268	5.211	0.001*
Green Performance Management	0.191	0.048	0.187	3.979	0.001*

Green Compensation & Rewards	0.112	0.041	0.118	2.732	0.007*
Green Workplace Practices	0.318	0.059	0.312	5.390	0.001*
Green Organizational Culture	0.284	0.054	0.284	5.352	0.001*

*Source: Primary data computed; significant at 1% level

Hypothesis

H₀: Green HRM dimensions do not significantly influence employee involvement in environmental programs in IT firms in Chennai.

Interpretation

Table – 3 presents the results of multiple regression analysis, with employee involvement in environmental programs as the dependent variable and all six Green HRM dimensions as independent variables. The Model Summary reveals an R Square value of 0.884, indicating that 88.4% of the variance in employee involvement is explained by the six Green HRM dimensions collectively. The Adjusted R Square (0.882) confirms the model's robustness, and the F-value (371.428) is statistically significant at the 1% level. Accordingly, the null hypothesis is rejected.

Examining the standardized Beta coefficients, Green Workplace Practices emerges as the strongest predictor of employee involvement ($\beta = 0.312$), followed closely by Green Organizational Culture ($\beta = 0.284$) and Green Training and Development ($\beta = 0.268$). These findings highlight that the organizational environment — both physical and cultural — is the most influential domain for driving employee green behavior. Green Performance Management ($\beta = 0.187$) and Green Recruitment and Selection ($\beta = 0.142$) contribute meaningfully but to a lesser degree. Green Compensation and Rewards ($\beta = 0.118$), while statistically significant, exerts the smallest individual influence, suggesting that intrinsic motivators such as culture and training outweigh extrinsic incentives in driving environmental engagement among IT professionals.

Regression Equation:

Employee Involvement = 0.312 + 0.318(Green Workplace Practices) + 0.289(Green Organizational Culture) + 0.271(Green Training & Development) +

0.191(Green Performance Management) + 0.138(Green Recruitment & Selection) + 0.112(Green Compensation & Rewards)

This equation confirms that Green Workplace Practices and Green Organizational Culture are the most impactful levers for enhancing employee involvement in environmental programs, while Green Compensation and Rewards, though significant, provides the smallest incremental contribution.

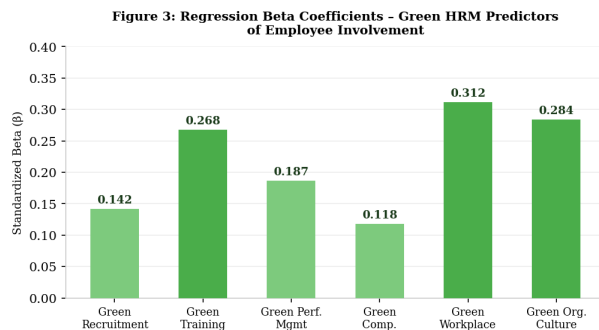


Figure 3: Standardized Beta Coefficients – Regression Analysis of Green HRM on Employee Involvement

Findings

The study yields the following key findings based on descriptive analysis, correlation, and regression outcomes. First, IT employees in Chennai exhibit a high level of involvement in environmental programs, with all ten involvement statements recording mean scores above 4.09 on a five-point Likert scale, confirming broad-based green behavioral engagement. Second, all six Green HRM dimensions demonstrate strong and statistically significant positive correlations with employee involvement at the 1% significance level, validating the theoretical framework of the study. Third, Green Workplace Practices ($r = 0.874$) and Green Organizational Culture ($r = 0.856$) are the most strongly correlated predictors of employee involvement, underlining the primacy of organizational environment and culture in driving sustainable employee behavior. Fourth, the regression model explains 88.4% of the variance in employee involvement, confirming the high explanatory power of Green HRM dimensions collectively. Fifth, Green Workplace Practices ($\beta = 0.312$) and Green Organizational Culture ($\beta = 0.284$) are the most influential predictors in the regression model, followed by Green Training and Development ($\beta = 0.268$), demonstrating that both tangible workplace design and intangible cultural values are essential drivers.

Sixth, Green Compensation and Rewards, while statistically significant, exerts the weakest individual influence, indicating that IT professionals are more motivated by intrinsic environmental values than by extrinsic reward mechanisms.

Recommendations

Based on the findings, the following recommendations are offered to HR managers and organizational leaders of IT firms in Chennai. First, invest in Green Workplace Infrastructure: IT firms should prioritize green building certifications, energy-efficient systems, paperless workflows, e-waste management programs, and renewable energy adoption. Since Green Workplace Practices emerged as the strongest predictor, physical infrastructure improvements will yield the greatest immediate returns in employee involvement. Second, cultivate a Green Organizational Culture: HR leaders should embed environmental values into organizational mission statements, leadership behavior, and everyday work culture through sustainability champions, green committees, and organizational storytelling that celebrates environmental achievements. Third, enhance Green Training and Development Programs: Structured, role-specific environmental training programs should be designed and delivered regularly, incorporating gamification, e-learning modules, and practical green projects to deepen employee environmental competence and motivation. Fourth, redesign Performance Management for Green Outcomes: Organizations should incorporate environmental KPIs into individual and team performance appraisals, creating clear accountability for green behaviors. Fifth, align Compensation with Green Performance: Introduce green incentive schemes such as eco-bonuses, recognition programs, and sustainability-linked career advancement to strengthen the motivational dimension of Green HRM. Sixth, embed Sustainability in Recruitment: Organizations should communicate their environmental commitments during recruitment and prioritize candidates who demonstrate pro-environmental attitudes and values.

Conclusion

This study provides compelling empirical evidence that Green HRM strategies are significant drivers of employee involvement in environmental programs among IT firms in Chennai. The findings confirm that all six Green HRM dimensions — Green Recruitment and Selection, Green Training and Development, Green Performance Management, Green Compensation and Rewards, Green Workplace Practices, and Green

Organizational Culture — exert positive and statistically significant influences on employee environmental engagement. With an explanatory power of 88.4% ($R^2 = 0.884$), the regression model demonstrates that Green HRM dimensions collectively account for the overwhelming majority of variance in employee involvement, making them the primary strategic levers for organizational sustainability.

The study highlights that Green Workplace Practices and Green Organizational Culture are the most powerful predictors, reinforcing the argument that sustainable competitive advantage in the IT sector is built upon both tangible environmental infrastructure and deeply embedded organizational values. As environmental regulations tighten and stakeholder expectations evolve, IT firms that institutionalize Green HRM will be better positioned to attract environmentally committed talent, reduce ecological footprint, enhance organizational reputation, and achieve long-term sustainability. Future research could extend this study to a comparative analysis across different IT sub-sectors, explore the mediating role of employee environmental awareness, or examine the moderating influence of organizational size and managerial commitment on the Green HRM–employee involvement relationship.

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