

# A study on the framework, the best practices and the approach to achieving leadership excellence through modelling, coaching and caring in Information Technology companies

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*“The most required aspects necessary to succeed as a leader are: one, tenacity; two, perseverance; three, the ability to come back on your own behalf; four, the conviction you know you are right no matter what; and five, the commitment to make things happen”.*

– Leonard Abramson.

## Abstract

It is a regular phenomenon that by practicing the three simple behaviours, modelling, coaching, and caring, organizations and leaders witnessed success with their cultural transformation because of the intentional modelling of culture, values and leadership principles that permeate throughout the organization. Coaching helps bring out the best version of employees and creates a space where employees feel comfortable taking risks, asking for help, and using our company as a platform to pursue their passions. But perhaps most important is caring. Leaders have an opportunity to make others feel valued and cared for. The connection between the employee and the company's mission, their leaders, and the team is the heart of the workplace. It is evident through the research done by the author that the impact that modelling, coaching, and caring have had within the organization is unlimited. Another interesting trait that the leaders displayed is to change the order of four words from “Can I do this” to “I can do it”. Leaders are always seen in better command of their outlook and if they are not in command of their outlook, everyone and anyone could begin to control them. It is evident that only people who manage their attitude avoid being managed by others.

**Keywords:** Leadership, Phenomenon, Coaching, Employees, Innovation

## I. Introduction

### *Scope of the study*

The author explored the impact of leadership on the effectiveness of an organization when practicing the three behavioural dimensions – modelling, coaching, and caring. Nurturing the leadership on a knowledge-based view of the firm, the author hypothesized and explored many ways and found that more integration is needed amongst the people, the culture and the leadership to make things happen. The present study covers the different aspects of leadership and how the leaders achieve what they are supposed to achieve while coaching, mentoring and leading the people.

The Sixas framework should be used by the leaders as an adjunct new-age paradigm for gauging personnel and organizational performance. The Sixas framework's six key components are – actualize, adaptive, agile, align analytical, automate, with its EXEMPLARY framework (Mruthyanjaya, Rao and Prasad, 2020). The outcome of the empirical implementation of the model has had great influence on the performance of the people. To improve performance and optimize efficiency, this model was added as a plugin to the already-existing performance assessment tools. The Sixas® criteria, an EXEMPLARY framework, has been used by the researchers. The framework outlined nine variables --Explicit, Exciting, Manageable, Periodical,

## Levelheaded, Adjustable, Resilient, and Yielding

-- for evaluating the important components that benefit the Information Technology sector (Mruthyanjaya, Rao and Prasad, 2022).

### *Limitations of the study & methodology*

- The study and the research are limited to the IT companies and the roles and responsibilities of leaders and the people in those organizations.
- The study is limited to the extent of collecting, analyzing, assessing and acting upon the data which is collected through secondary sources such as websites, personal discussions and the personal experience drawn from similar/relevant situations, Google and other social media content.

## **II Review of Literature**

Leadership has many types like transformational leadership, charismatic leadership, and authentic leadership are some of the styles of leadership. The Authentic Leadership term was thought of Bill George, Professor at Harvard Business School, USA and his book on Authentic Leadership was one of the best sellers. The leaders may work somewhere due to the leadership styles and they do not realize why people leave them and the organization. From several philosophers to Shakespeare ("To thy own self be true." - Polonius, Halet, 2022; Shakespeare, 2022) authenticity has been researched throughout history. Tallon, (2016) opined that leaders should allow the team members to commit mistakes, therefore innovation can happen to correct the mistakes. If the group does not make any mistakes for an extended period of time, this indicates that the team or group members are not trying new things and are operating within their pleasant or comfort zone (Tiwari, 1999)

Making mistakes is the way to come up with new and great ideas. Mistakes help people move out of their comfort zone and into the growing zone, where they make new discoveries and learn important lessons. Mistakes aren't failures; they're just a way to get rid of ideas that won't work so you can get closer to ones that will take you towards success. (Anderson, 2013). Pattanayak (2016) narrated the Shakti concept with the Hindu Goddess Durga, the inner power, physical and mental prowess that every living creature possesses.

## **III Results and the discussion**

### *Winner-takes-all Economy*

Leaders start to realise that they can't just write down high-level goals and say that they have a purpose. Though the market forces and the businesses have helped the people to get rid of poverty, many people have still been ignored and neglected because the industry follows a winner-takes-all approach. Leaders to sensitize the organizations, and the industry as a whole, to ensure break the cycle of the rich people getting more richer and the poor getting poorer. The imbalances in society such as income discrimination by gender, collapsing trust in one another, and also climate challenges are hindrances to the progress of mankind (Giridhardas, 2020). Only if 20 per cent of the businesses own 90 per cent of the country's resources, what about the rest of 80 per cent of people. They always remain as laggards following whatever the winners say. Leaders shall inculcate a culture of equality at every level irrespective of the industry they work for and make sure everyone is brought up to the level of other winners/successful people, and thereby they, too progress. Then only they could create a more sustainable business and build an equitable world (Binkkley, 2018; Eisler 2014).

### *Connect capabilities to societal progress*

Business leaders have now a new responsibility that has been added to them and they need to address people's needs and solve societal challenges. Clear vision, mission and purpose to guide their overall business strategy, and they must move from asking a question of "why do we need this?" to "how do we achieve this?" The leaders ought to increase the know-how levels of the people in all ways and connect such skills, competencies, know-how and capabilities to the progress of the society, and set it in an autopilot mode, if necessary.

A mission is essential for developing a collective identity that guides how the organisation produces value, shapes how the firm is operated, and aids in the realisation of both business and human potential. Excessive control is counterproductive: Shared identity gives a holistic perspective.

Customary corporate structures do not help in innovative thinking and solving critical problems. For example, the study reveals, that micro management and excessive controls are proved to be counterproductive. Only appropriate delegation of power to the people across the organization creates a purposeful identity and that will keep the human resources in an organization aligned and focused on the shared goals. Additionally, having a distinct common identity makes it simpler for organisation members to see their responsibilities from a wider perspective. Instead of feeling limited by tasks that have been predetermined for them, employees define their job in terms of how it benefits society and advances the ultimate goal of the company. Team members are thus more inclined to actively and independently explore possibilities, such as engaging consumers or breaking into new markets. Purpose pledges have the ability to fundamentally alter a sector and create a value-driven ecosystem when they are bold and quick enough to inspire trust. The emotional intelligence is one of the main aspects of the leadership (Goleman, 2013).

To identify the issues that are most important to the employees and stakeholders, leaders should pay attention to what they say. To find the particular powerhouse qualities that their company may provide to the market, leaders must also use critical thinking. Organizations may decide which social challenges they are best positioned to solve based on the outcomes of these two activities. Then, leaders should have the freedom to commit boldly and concretely to a mission. Never before has the world been more open to embracing companies that decide to take the lead.

### *Crucibles of life*

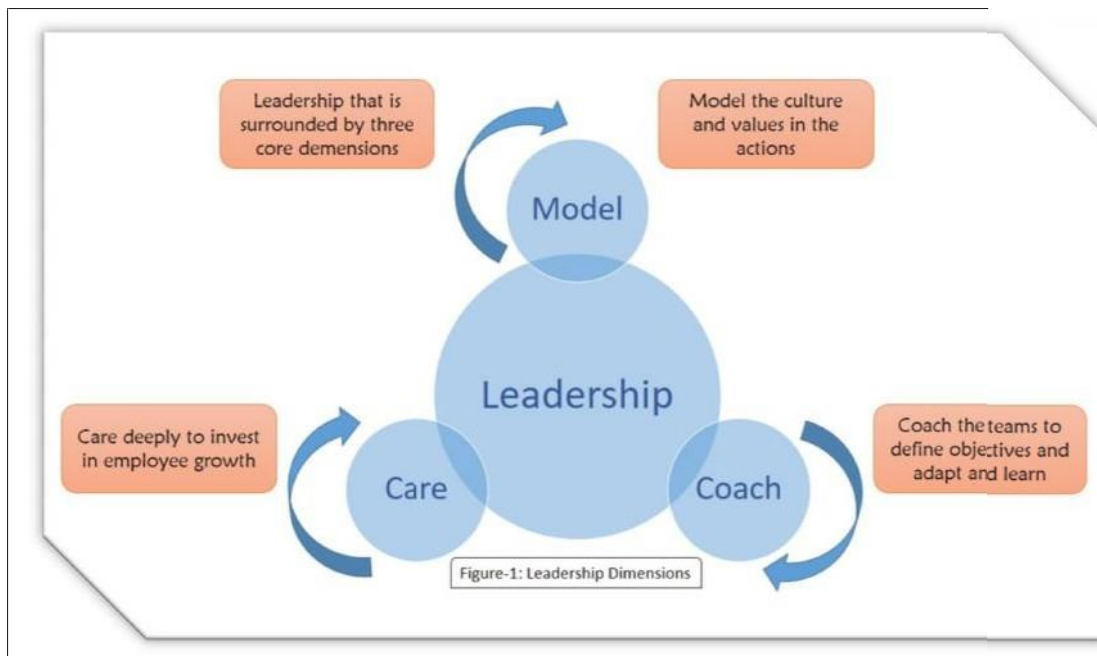
Knowing one's personal narrative is essential to understanding oneself and developing into a genuine leader. Where they are from, who they are, what their ethnic background is, what ideals they were taught by their parents and everyone else who has an effect on them, including mentors and educators, as well as understanding the values, worldview, and guiding principles that guide their daily actions.

That is crucial to the life story. One method for understanding one's own life story is to plot the high and low points of one's life year by year or every four years. It makes reference to a person's successes and failures, acceptances and rejections, and so on. Then, students start to understand what caused the important parts of both the high and low points. Then why do people think of it as a high point? Why do they think it's a low point? Maybe they were the first in class. At the end of the day, does it matter more than who they are? Then, think about some of the most important issues. There were times when they broke their own rules, hurt other people, etc. You should write them down because they could also be some of the worst times. Then look at them more closely and try to find the worst moment. And when they realise that, they have gotten to the heart of life and the things that really made them who they are now. Actually, they have a

big influence because a lot of your fears come out of that. So processing that crucible and realizing how important it was in life to have honest feedback from the people around us. It causes us to look deep inside our experiences and process those difficult times, or else we are going to carry them around with us forever. These could be some of your low points as well, so mark them down. Then examine them closely to find your lowest low point. That is what we refer to as one of your greatest crucibles in life.

### *Leaders to model, coach and care*

During this study, it was found that Google's leaders have put in place a new framework that has been shown to help leaders build stronger relationships with their teams and achieve success by giving their teams more power and holding them accountable. The framework is based on three things that leaders should do: set an example, coach, and care. The leaders want to show their culture and values through what they do, coach their teams to set goals, adapt, and learn, care deeply about their employees, try to learn about their skills and goals, and invest in their growth. This framework has helped them a lot, especially during the tough times when they had to deal with uncertainty and limits. To make up for the lack of leadership talent among women, there needs to be a push to improve their skills and reach out to them. (Google, 2022).



The researchers discovered that it is a fundamental belief that leaders create the conditions and experiences that bring out the best in the employees, and they are critical to assisting the employees in achieving a mission of empowering those who empower the world. Each leader has played an important every organization role in developing a management excellence approach at The paper discusses the evolution of the company's culture and the blended work approach, and it is evident that everyone has had to adapt to new ways of working and connecting with one another. Leaders have always been important, but their position is now more important than ever. The words, actions, and decisions of these leaders chart the course for their teams. They serve as a basis for the hybrid organisation and are essential in building an inclusive workplace that offers flexibility, self-direction, and confidence. As a result, the top three leadership behaviours are modelling, coaching, and caring. They believe that autonomy and ownership are the keys to success and that modelling, coaching, and caring are the top three behaviours on which they concentrate.

## What do leaders actually do?

wants to have a great leader to work within their respective organizations no matter wherever they work. Anyone can understand the impact of a great leader, not just in one organization, but everywhere. A great leader has the unique power to unlock their employees' and their team's potential. For example, as Chief Human Resources Officer of an organization who is part of a senior leadership team, it has been his/her goal to create a work environment where everyone feels safe, trusted, and valued. When he/she brings out the best in each person, he/she brings out the best in their teams, and to do that successfully, leaders play such a pivotal role. Now, to ensure managers at IT Companies have the tools they need for success, it is found they have introduced a leader expectation framework, emphasizing the power of modelling, coaching, and caring. It is evident how much they have relied on this framework during the uncertain and challenging times, particularly for their leaders to model well-being, coach employees on setting priorities, and probably most importantly, care for each employee. And with this framework in place, they have actually seen some great results. Employee satisfaction with leaders increase; satisfaction with onboarding increased; employees' feeling of inclusion reached an all-time high. Now, while there's still room for improvement, and certainly there is no perfection here, it is quite reassuring to see the progress (Dalal, 2018).

The organization expects the leaders to be role models of their culture, their values, and their leadership. It expects them to lead by example, have a growth mindset in everything they do, and set the tone with their team members. It's important for leaders to walk the talk. Now, new and flexible ways of working have been embraced, it is found that it's important to model that behaviour at all levels in the organization. The CEO and other top leaders tell personal stories and show flexibility on purpose so that their employees feel like they can do the same.

### *Becoming another leader*

Leaders coach employees to unlock their potential. Every employee or team member shall experience the value of the coaching by their leaders. They need to create an environment that is welcoming, open and encouraging. They need to create a space for the team to ask questions and actually make them feel safe asking for help. Through coaching, they should inspire the team and give them the tools, the confidence, and the capability to actually become other leaders by themselves. That is the power of coaching as a leader (Chaudhary, 2021). The spirituality is an essential step for developing leadership and leadership success. One can find solutions to almost all problems in GITA and the workings of Swami Vivekenanda (Pranay, 2020; Pranay, 2020).

### *Sense of connection and trust*

Then there's caring, which comes last but certainly not least. This is attempting to comprehend and sympathise with each employee's individual needs and experiences, both inside and outside the organisation. It goes a long way if a leader does it. This can be as severe as assisting an employee in balancing work and a difficult personal issue, or as simple as taking an extra five minutes to praise an employee for a job well done, ensuring that they feel recognised and cherished. These gestures demonstrate their concern, and research demonstrates that these efforts foster a sense of belonging and trust. Because of the excellent influence that Model-Coach-Care has had on many businesses, it is prudent to continue to take a learn-it-all strategy, as the study shows that no one knows all of the answers. The readers and executives are expected to advance in their careers as a result of these discoveries, as this appears to be a simple, yet effective method that can be applied to any organization's culture.

## **IV Implementation of Modelling**

"Don't just talk the talk; walk the walk" is a philosophy that may be applied to many aspects of life, both individually and professionally. Leaders are supposed to live the talk, or, in other words, model the behaviour they expect others to emulate. Organizations look on managers to set the tone with their words and actions as a role models of culture and leadership. The following practises must be developed by organisations to guide modelling behaviour.

Consider some of the practices that might represent the organization's vision as the researchers share them.

- a. First and foremost, embodying the company's culture. It can be accomplished through learning and reinforcing how to model cultural qualities, as well as being willing to be vulnerable in order for others to learn from your example.
- b. One significant cultural feature at Google, for example, is to function as one Google. This means they collaborate as a single organisation, and they look to their executives to lead by example by working cooperatively and eradicating any obstacles that may exist.
- c. Then there's enacting the company's ideals. Values differ from one firm to the next, depending on the mission, history, and desired culture. Acting morally, communicating with authenticity and honesty, being fearless, and connecting deeds with words are all examples of values. Finally, put leadership ideals into action. The leadership principles are a collection of behaviours and attitudes that guide leaders.
- d. Modelling conduct begins with defining and applying leadership principles. According to the survey, Google believes that everyone, not just people managers or senior executives, maybe a leader. As a result, the leadership concepts applied to them all. When these modelling ideas are applied to a real-life scenario, one thing becomes clear: in this study, an answer to the problem is provided, but it is not intended to be a test. It's just a self-evaluation to provide you with some insight into how you're doing as a leader right now. Consider the following scenario: a team member expresses their dissatisfaction with a team meeting because the prompt questions during the general share time are frequently family-related, and they don't have any family members. Create questions that are more inclusive of an individual's entire identity and share your own experiences, or create prompt questions that are more inclusive of an individual's entire identity. Consider how vital it is to demonstrate vulnerability and ways to help others feel included, in addition to being compassionate, supportive, and encouraging. It's a good place to start by being mindful of how you act and conducting yourself at team meetings. Any outstanding leader serves as an example to others. They use intention and integrity to direct their own behaviours and practise. Be mindful of your impact and change as needed to accept your true mission by constantly evolving and shaping your modelling skills.

#### *Collaborative culture with a growth mindset*

In this work, the researchers define culture as a company's actions, ideas, and characteristics. Culture describes how a firm aims to collaborate on a daily basis in order to achieve its objective. For example, the culture that Facebook aspires to cultivate is based on the concept that everyone can learn and improve. They strive to be a learning organisation rather than a knowledge organisation. They call this having a development mentality, and they use it in a variety of ways, including listening to consumers and learning about their needs, being diverse and inclusive, and working as a team. The authors advise readers to take the time to consider their company's culture. You'll notice increases in employee happiness, retention, and productivity as you begin to watch and feel the impact that a healthy and collaborative culture can have on you and your teams. Additionally, really connecting and living a company's culture can enhance a leader's success. As a result, it's critical to consider how the company's culture is replicated. There are no incorrect answers in this game. This is merely an opportunity to evaluate present procedures and determine how to improve them. Consider

how this comment would be received in the context of the company's culture. Model characteristics that reflect the corporate culture and aid in the formation of a team that embodies the firm's ideals. The following are the questions that the leaders should ask and by themselves:

- a. What impact am I having and what impact do I want to have?
  - b. Does the environment I create for my team align with my company's cultural attributes?
  - c. What habits can I develop to model the culture for my team? If you answered you do this well and often, you clearly understand how important you are to your company's culture.
- When you are ready to further your learning, consider these questions:

- a. What specific steps am I taking to support the culture?
- b. Who is someone who lives the culture even better than I do and what might I learn from them?
- c. How might I share my best practices to help others in this area? By embracing your company's culture, you're not only helping strengthen your company, but you're also modelling how to create a solid foundation for your team. Therefore, the researchers suggest that leaders learn the fundamentals of the company's culture and continually discover ways that they can model their actions to reflect them to their team and others.

#### **IV Putting values into action**

What role do values play in the organization's management practice? A company's business conduct and reputation are shaped by how it defines its primary mission, culture, and values. Leaders shall have a compass to help the team make decisions and steer them if the leaders live and model their company's values every day and incorporate them into the company's management processes. As a result, values assist their team in understanding expectations as individuals and as a group. When a leader models their corporate values, they are consolidating their meaning and influence.

Follow these ideals as a group of leaders. Respect is paramount. Next, they must recognise that the ideas, emotions, and histories of others are of equal importance to their own. It is anticipated that leaders and management teams will be truthful, do the right thing, be trustworthy, and accept responsibility for their activities. Leaders to accept full responsibility for their decisions, actions and results, and don't underestimate the impact modelling these values can have. I'll share a reaction I heard from one of our Azure team members regarding their manager modelling values.

#### **V Leadership principles**

Leaders develop self-awareness of their own leadership traits and connect them to personal experience using leadership principles. Leadership principles are a collection of behaviours or beliefs that guide a leader's success. It is vital to develop and practise leadership principles in order to effectively model behaviour.

#### **VI The three practices of coaching**

Many of us are lucky to have mentors, sponsors, and supporters to help us along a career path. That's certainly been true for anyone throughout their career. Coaches in the workplace are super important. Now more than ever. A coach-like leader empowers employees to be the very best version of themselves. This leads to higher productivity and an overall sense of engagement, investment, and purpose amongst employees. Simply, it makes people happier in themselves and at work.

During the study, the researchers identified three key practices of coaching.

- a. The first is about identifying the team's goals and objectives. To guarantee your team's alignment with the broader business strategy and feeling of purpose, this includes expressing the proper priorities for the team and describing the business context for the choice.
- b. Second, it's about facilitating cross-border success. It's all about assisting others in thriving in the workplace environment. Leaders must foster collaboration among team members, coworkers, and others.
- c. Third, it's about assisting teams in adapting and learning. This entails directing the team through organisational, company, and industry changes, as well as delivering positive and critical criticism to improve performance. It is vital to develop learning opportunities before safeguarding the time and space available to the team to learn. By acting out the following scenario, one can obtain a sense of their own current coaching practice. Consider a situation in which one team in an organisation is at odds with another. While the teams have a number of same goals, tensions have arisen due to differences in prioritisation. As a major milestone approaches, team leaders have been copied on multiple defensive and angry emails. In such a case, the first thing to consider is how to shape the practise. As a leader, you must assist the team in focusing on common goals and determining actions that are within their control to improve the cross-team interaction. It is preferable to train the squad first in order to lead them out of the current scenario. A coach-like leader encourages and motivates their team by concentrating on their own abilities and capabilities. By adopting a coach-like management style, relying on confidence in their team's relationship, and actually understanding and caring about what each team member requires to achieve success, a helpful and productive team emerges (Freeth, 2016).

## **VII Defining team objectives and outcomes**

Team members will have a clear path to where they are going and their milestones to get there if they define the aims and outcomes as a group. This advice can help them shape their group's efforts. As a coach, having checks and balances in place to assess the team's effectiveness will aid in connecting the company's broader mission and strategy. The organisation should ensure that its employees are aware of the goals and objectives it is attempting to achieve, as well as how they fit into a larger corporate plan. Leaders start with modelling, how to work well with other teams, and then coaching through encouragement, and creating opportunities for team members to do so.

### **The three practices of caring**

Leaders have numerous opportunities to make others feel appreciated and cared for on a regular basis. This includes not only caring for and supporting people on a personal level but also on a professional level. Leaders create three behaviours to assist their managers in grasping what they mean by care, according to the study. To begin, make deliberate connections and be enthusiastic about the opportunities for outstanding talent at the organisation to attract and keep them. This should begin the day an applicant applies for a job and continue every day after that. When you're deliberate about establishing an environment where people can thrive, it becomes a key to your team's growth and development. Second, it's critical to understand everyone's strengths and goals. This entails setting aside time to connect and listen, as well as assisting each team member in aligning their goals with the company's vision. Finally, investing in others' progress through mentoring team members through their careers through high-quality contacts and open performance talks is the key to achieving excellence. Consider the practices of



caring while keeping these in mind. What has shown to be successful? How do you show yourself and others that you care? Respond to this scenario to see how caring as a manager might manifest.

### **VIII Conclusions: Investing in the growth of others and beyond**

There cannot be any arrogance or the patronizing attitudes which leaders usually display when talking to young and vulnerable people in an organization, and leaders shall always be questioning and exploring the possibilities the people are filled with to bring out their talent. Leaders appeared secure in themselves. They do not have the fear to take risks, running the show from the front, to put the organizational interest ahead of their own. When leaders help their teams and their own development as leaders, it is mutually beneficial. Not only do their people improve, but so do their leaders. Helping others has been demonstrated in studies to have positive effects on both physical and mental wellbeing. Leaders will gain as well because their engagement in encouraging growth will ensure that a team member is invested in both themselves and the organisation. Leaders who think beyond "near term" vs. "long term" are the ones that succeed. They are the ones who understand that the next generation is more important than the next quarter or the next election. Great leaders set their organisations up to prosper well beyond their own lives, and the benefits—for humans, for business, and even for shareholders—are enormous.

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