

Dr. Megha Ojha

Email: meghaojha96@gmail.com | **Contact:** +91 8533068244

Location: Dehradun, Uttarakhand, India

Profiles: Scopus Author ID | ResearchGate | Google Scholar

PROFESSIONAL SUMMARY

Performance-driven management educator and researcher holding a PhD in Management (Human Resources). Demonstrated expertise in Electronic Human Resource Management (e-HRM), Artificial Intelligence integration in talent acquisition, and Organizational Behavior. Proven track record of high-impact scholarly publishing with over 25 articles and chapters indexed in Scopus, ABDC, and ESCI databases. Adept at utilizing advanced quantitative research tools and analytics frameworks to mentor students, deliver industry-aligned lectures, and drive academic excellence.

ACADEMIC & RESEARCH EXPERIENCE

Graphic Era (Deemed to be) University | Dehradun, India

Full-Time Doctoral Research Fellow (Human Resources) | 2021 – 2025

- **Scholarly Publishing:** Conducted extensive literature mapping and empirical studies, generating peer-reviewed articles across premier global journals (Scopus, ABDC-B, ABDC-C).
- **Pedagogical Support:** Delivered seminar-style learning and supported classroom lecture frameworks for undergraduate (BBA) and postgraduate (MBA) courses in HR management, analytics, and leadership.

- **Quantitative Analytics Application:** Applied structural research frameworks and statistical processing using R-Studio, JAMOVI, and SPSS to drive academic research projects.

EDUCATION

- **PhD in Management (Human Resource)** Graphic Era (Deemed to be) University, Dehradun
- **M.B.A. (Dual Specialization in Human Resource and Business Analytics)** Chandigarh University
- **B.B.A. (Specialization in Finance and Marketing)** School of Business, University of Petroleum and Energy Studies, Dehradun
- **Class XII, HSC (Commerce Stream)** | 2014 | DAV Public School, Kotdwara
- **Class X, SSC** | 2012 | DAV Public School, Kotdwara

RESEARCH DOMAINS & METHODOLOGICAL SKILLS

- **Core Research Domains:** Electronic HRM (e-HRM), AI-driven Recruitment, Emotional Intelligence in Leadership, Knowledge Management in Higher Education Institutions (HEIs).
- **Analytical Skillset:** Multiple Regression Analysis, Bibliometric & Scientometric Network Mapping, Predictive Analytics, Qualitative Content Assessment.
- **Technical Tools:** R-Studio, VOSviewer, JAMOVI, SPSS.

PEER-REVIEWED PUBLICATIONS

Journal Articles (Scopus / ABDC / ESCI Indexed)

1. **Ojha, M.**, Kandpal, V., & Singh, A. (2025). Examining the mediating role of employee creativity: A study of how knowledge management influences and employee performance works in higher education institutions. Future Business Journal, 11(1), 1-16. **(ESCI and ABDC-B)**.

2. **Ojha, M.**, Mishra, A.K., & Singh, A. (2024). Servant Leadership in India: A Comprehensive Exploration of Contributions, Trends, and Patterns. Public Organization Review, 24, 1105–1123. **(Scopus and ABDC-C)**.
3. Archana, Soni, O., & **Ojha, M.** (2023). A study on combat motivation: how soldiers get immune to the perpetual fear of death. Defence Studies, 24(2), 189–209. **(Scopus)**.
4. Singh, A., Lakhera, G., & **Ojha, M.** (2025). Temporal analysis of motivation research trends in armed forces. Defence Studies, 1–21. **(Scopus)**.
5. Mishra, A. K., **Ojha, M.**, Sharma, S., Jain, S., Kumar, M., & Singh, A. (2025). Predicting emotional intelligence, creative performance and knowledge management in higher education using multiple regression. International Journal of Intelligent Enterprise, 12(3–4), 321–339. **(Scopus)**.
6. **Ojha, M.**, Bhardwaj, S., Mishra, A., & Singh, A. (2025, September). Towards a unified framework of knowledge management in India: A bibliometric review. Journal of Information & Knowledge Management. **(Scopus)**.
7. Archana, A., Mishra, A. K., Lakhera, G., Kumari, J., & **Ojha, M.** (2024). Revolution of e-learning uptakes in higher education institutions in India. E3S Web of Conferences, 556, 01034. **(Scopus)**.
8. **Ojha, M.**, Archana, A., Mishra, A. K., Kumari, J., & Kandpal, V. (2024). Role of artificial intelligence in working with emotional intelligence in leadership: A bibliometric analysis. E3S Web of Conferences, 556, 01035. **(Scopus)**.
9. Kumari, J., **Ojha, M.**, Singh, P., & Archana, A. (2024). Impact of blockchain on IT. E3S Web of Conferences, 556, 01033. **(Scopus)**.

Peer-Reviewed Book Chapters (Scopus Indexed)

1. **Ojha, M.**, Kandpal, V., Singh, A., & Mishra, A. K. Industry Adapting the Machine Learning Scenario in Recruitment and Selection of Employees. Wiley Scopus Edited Work, 279-305**(Scopus)**.
2. Singh, A., Lakhera, G., **Ojha, M.**, & Mishra, A. K. (2025). Role of Blockchain Technology in e-HRM in the Era of Artificial Intelligence: Focus on the Indian Market. Edge of Intelligence: Exploring the Frontiers of AI at the Edge, 351-368. **(Scopus)**.

3. **Ojha, M.**, Mishra, A. K., & Singh, A. (2025). Emotional intelligence as key determinant of job performance and job satisfaction: A multifaceted analysis across diverse occupational settings. Emotional intelligence in the digital era, Auerbach Publications**(Scopus)**.
4. Singh, A., Lakhera, G., **Ojha, M.**, Mishra, A. K., & Kumari, J. (2025). The role of electronic HRM in enhancing emotional intelligence and shaping organizational culture: A comprehensive review and future research framework. Emotional intelligence in the digital era, Auerbach Publications**(Scopus)**.
5. **Ojha, M.**, Mishra, A. K., Kandpal, V., & Singh, A. (2025). The ethical dimensions of AI development in the future of higher education: Balancing innovation with responsibility. Ethical dimensions of AI development, IGI Global **(Scopus)**.
6. Singh, A., Lakhera, G., **Ojha, M.**, Mishra, A. K., & Nain, A. (2025). Balancing innovation with responsibility: Ethical dimensions of AI in revolutionizing e-learning. Ethical dimensions of AI development, IGI Global **(Scopus)**.
7. **Ojha, M.**, Kandpal, V., & Singh, A. (Year). The enhancing security in project management: A bibliometric study. Emerald Publishing **(Scopus)**.
8. Singh, A., Lakhera, G., **Ojha, M.**, & Mishra, A. K. (2025). Role of artificial intelligence in gamification in the era of security intelligence: A bibliometric analysis. Security Intelligence in the Age of AI, Emerald Publishing **(Scopus)**.
9. **Ojha, M.**, Kandpal, V., Singh, A., & Juyal, D. (2025, September). The impact of sustainability initiatives on the modern workforce in organization growth. Sustainable Healthcare Systems in Africa, CRC Press **(Scopus)**.
10. Singh, A., Lakhera, G., **Ojha, M.**, Mishra, A. K., & Kumari, J. (2024). Exploring the use of gamification in HR processes for staff engagement in hotels and restaurants. AI, blockchain, and metaverse in hospitality and tourism industry 4.0, Chapman and Hall/CRC.
11. Singh, A., Lakhera, G., **Ojha, M.**, & Kaushik, S. (2024). Natural language processing for HR chatbots and virtual assistants: A comprehensive study on enhancing EHRM operations. Practical approaches to agile project management, IGI Global.

12. Kumari, J., Singh, P., Mishra, A. K., Singh Meena, B. P., Singh, A., & **Ojha, M.** (2024). Challenges hindering women's involvement in the hospitality industry as entrepreneurs in the era of digital economy. Revolutionizing the AI-Digital landscape, Productivity Press.

UGC CARE List / Peer-Reviewed Journals

- EHRM Strategies to Respond VUCA World - Journal of the Asiatic Society of Mumbai.
- The Contribution of EHRM Application on Job Performance - A Metaphysical Review - Journal of the Asiatic Society of Mumbai.
- A crucial part of emotional intelligence that aids social workers' success: A review study (UGC Care) - Journal of the Asiatic Society of Mumbai.
- Emotions are a more Important Aspect of social workers than materials interest: cognitions based on emotional intelligence (UGC Care) - Journal of the Asiatic Society of Mumbai.
- The Relationship between Emotional Intelligence and Work-Life Balance, Savera Publishing House, ISBN: 978-93-81771-86-0.
- A Rigorous Assessment of Artificial Intelligence and Electronic Human Resource Management, Bharti Publications, ISBN: 978-93-94779-25-9.

PAPERS UNDER PEER REVIEW & FORTHCOMING WORKS

Manuscripts Under Journal Review

- Analyzing Trends and Emerging Research Frontiers in Talent Acquisition within Electronic Human Resource Management (E-HRM): A Bibliometric Review (Under Review: **Public Organization Review**).
- Mapping the Research Landscape of AI-Driven Risk Management in Banking: A Bibliometric and Systematic Review (Under Review: **Discover Computing**).
- The Effect of Higher Education Institutions' Capacity-Building Initiatives on Sustainability in Uttarakhand, India (Under Review: **SN Science**).
- Women Entrepreneurship Worldwide: Analyzing Knowledge Structure, Growth Trends, and Research Opportunities (Under Review: **Society**).

- Emotional Intelligence mediates the relationship between Psychological Capital and Psychological Well-Being among nurses (Under Review: **Int. J. of healthcare Technology and management**).
- From Emotion to Excellence: Exploring Emotional Intelligence and Its Impact on Job Satisfaction and Productivity in Uttarakhand's Healthcare (nurses) Frontline (Under Review: **Int. J. of Work Organization and Emotion**).
- The Invisible Strength: A Scientometric Analysis of Psychological Capital Among Nurses, Co-Author and Keyword Network Exploration Using R (Under Review: **Journal of Business Ethics**).

Accepted / Communicated Chapters & Monographs

- **Monograph Under Submission:** Academic Book Project currently under processing with Springer.
- Revolution of E-Learning Uptake in Higher Education Institutions in India (Accepted: Review of Technologies and Disruptive Business).
- Unlocking the potential of social intelligence for employee engagement in large industrial settings: a comprehensive research paper (Accepted: Next generation data-driven business 4.0 with IoT blockchain, and interconnected device).
- Analyzing the global research landscape of AI in human resources: a biometric approach (Accepted: AAPA revolutionizing HR the rise of robo advisors in HRM).
- Artificial intelligence-based workforce analytics and insights: A view on employee-engagement (Accepted: AAPA revolutionizing HR the rise of robo advisors in HRM).

CONFERENCES & PROFESSIONAL DEVELOPMENT

Research Paper Presentations

- Impact of Emotional Intelligence and Knowledge Management Process on Creative Performance in HEIs, India – ICMTEA 2023 (Graphic Era, Dehradun).
- Role Of Emotional Intelligence in Leadership-Enhancing Employees Workplace – A Bibliometric Analysis – Delhi University.

- Role of Artificial Intelligence in Innovation Enhancing Employee Workplace: A bibliometric Analysis – ICCS 2023.
- AI Role in Talent Acquisition in the Period of Industry 4.0: A Bibliometric Analysis.

Faculty Development Programs (FDPs) & Workshops

- **One-Week FDP:** Research Methodology Frameworks | Organized by Rajdhani College, University of Delhi.
- **One-Week FDP:** Digital Supply Chain and Logistics 4.0 for Sustainable Future | ATAL, Graphic Era Deemed to be University, Dehradun.
- **National Workshop (5 Days):** Smart Manufacturing & Industry 4.0 Frameworks | Organized by BHU.
- **National Workshop (3 Days):** Bibliometric Analysis, Research Methodology, and Research Ethics | Organized by Rajdhani College, University of Delhi.

CORPORATE & COMMUNITY EXPERIENCE

Aashma Foundation (NGO) | Dehradun, India

Human Resource & Community Coordinator | 1 May 2021 – 2023

- Managed standard regional recruiting practices to source, onboard, and align volunteers for community campaigns.
- Led grassroots campaigns on institutional hygiene awareness across rural societies in Dehradun.

Rajan Overseas Inc. | Moradabad, India

Human Resource Intern | 1 January 2019 to 15 July 2019

- Conducted organizational research on identification drivers impacting employee low retention rates.
- Analyzed primary workplace data concerning workforce perceptions toward internal HR practices and culture.

CA Chandra Shekhar and Company (Chartered Accountants) | Rishikesh, India

Finance Department Intern | 21 May 2017 to 15 July 2017

- Assisted with internal accounting entries, tracking data adjustments following the implementation of the Goods and Services Tax (GST).

PROFESSIONAL CERTIFICATIONS

- People Analytics – Coursera
- Successful Negotiation: Essential Strategies and Skills – May 2021
- Inclusive Leadership: The Power of Workplace Diversity – March 2021
- Introduction to the Non-profit Sector, Non-profit Leadership and Governance – Coursera, May 2020
- Organizational Design: Know your Organization – Coursera, November 2019
- **REFERENCES**
- *Dr. Vinay Kandpal*
  Professor, Department of Management Studies
  Graphic Era Deemed to be University, Dehradun, Uttarakhand, India
  Email: drvinaykandpal@gmail.com
- *Dr. Kailash Srivastava*
  Professor (Full) at Indian Institute of Technology Kharagpur
  Email: kailashblsrivastava@gmail.com

Cover letter

Dr. Megha Ojha
PhD in Management (Human Resource)
Dehradun, Uttarakhand, India
Email: meghaojha96@gmail.com
Phone: 8533068244
Date: 14 August 2026

To
The Selection Committee

Subject: Application for Participation

Dear Members of the Selection Committee,

I am writing to express my interest in participating in the program/opportunity. I hold a PhD in Management (Human Resource) from Graphic Era (Deemed to be) University, Dehradun, and my academic and research interests primarily focus on Human Resource Management, Emotional Intelligence, employee well-being, psychological capital, leadership, and emerging trends in the future of work.

My research experience includes publications in Scopus-indexed and other reputed journals, along with contributions to edited books and ongoing research projects. I am particularly interested in opportunities that facilitate meaningful academic exchange, interdisciplinary research collaboration, and the development of impactful research with both theoretical and practical relevance.

I would be grateful for the opportunity to participate and contribute my academic expertise, research experience, and perspectives to the program. I believe that participation would also provide an excellent platform for learning, networking, and developing future research collaborations.

Recommendation Contact:
Dr. Vinay Kandpal
Graphic Era (Deemed to be) University
Dehradun, Uttarakhand, India
Email: drvinaykandpal@gmail.com

The NBER Workshop on Network and Development Economics is a really interesting event for me to attend as it will be a great chance for me to learn from the best of the bests and meet with people who are at the cutting edge of empirical network research. This workshop is not just another academic event as an early career researcher; it is a chance to expand my intellectual horizon, develop my methodological skills and join a community of researchers applying rigorous empirical methods to reveal the intricacies of economic and social dynamics.

My academic path has been in Management and Human Resource Management, and my doctoral study has been dedicated to studying Emotional Intelligence in enhancing the job performance and job satisfaction of nurses. As I have gained experience in research, it has become increasingly evident to me that it is not possible to always explain individual results independently. There are networks of relationships, information, knowledge, leadership and social support between employees, organizations, institutions and communities. These linkages and interactions can have a great effect on the evolution of capabilities, the transmission of knowledge and the reactions to the evolution of economic and technological environments of individuals and organizations.

My current research areas are thus in the interaction of human capital, organizational networks, employee capabilities, psychological resources and development. I have a special interest in the understanding of the role of social and professional networks in shaping access to knowledge, opportunities, skills, well-being and employment. I'm also fascinated by the impact that new technologies, like artificial intelligence, have on human capital and the new forms of connection and inequality in the context of companies and the labor market. I would like to attend this workshop as it would enable me to go beyond the traditional individual-level approach and have a more networked perspective in my research. Opportunities to meet with senior researchers like Emily Breza, Davide Viviano, and Arun Chandrasekhar, and other early stage researchers would be particularly enriching for the development of my research questions and advanced empirical methods.

In particular, I am very excited to see how network methods can be incorporated into management research and human capital studies to produce meaningful and useful evidence for the real world of development challenges. Personally, to be part of such an intellectually stimulating environment would be a great honor for me. As someone from India and a research scholar in management, I believe this workshop is a valuable opportunity to widen my research horizons, create valuable research linkages internationally, develop confidence and a sense of perspective in my research, and contribute more effectively to the international research community. I hope to share my own personal interdisciplinary experience and also learn from others' experiences and approaches. My ultimate goal in conducting research is to contribute to research that is both empirical and has a significant human impact. I think that the NBER workshop would be a positive next step towards that objective.

From Capital to Care: Emotional Intelligence as a Mediating Mechanism in the Psychological Capital–Well-Being Link in Nursing Professionals

Dr. Megha Ojha

Graphic Era Deemed to be University ,Dehradun , India

Dr. Vinay Kandpal

Graphic Era Deemed to be University ,Dehradun , India

Abstract

Psychological well-being (PWB) is a pressing issue for nurses as their mental health is under stress and experiencing burnout, emotional labour and other stresses. This study investigates the relationship between Psychological Capital (PsyCap — Optimism, Resilience, Self-efficacy, Hope) and Emotional Intelligence (EI) with their interaction on the development of PWB among the nurses working in the public and private healthcare system of Uttarakhand. Structural equation modelling (SEM) was used for data analysis in the current study with 447 nurses. Results reveal positive and good relations between PWB and PsyCap and also between PWB and EI with EI partially mediated between PsyCap and PWB. The nurses who were more emotionally balanced, more optimistic and more resilient had greater job satisfaction, coping and lower emotional exhaustion. The results confirm the design of interventions that target EI and PsyCap in the healthcare workforce development and are aligned with SDG 3, 5, and 8.

Keywords: Psychological Capital; Emotional Intelligence; Psychological Well-Being; Nurses; SDG

1. Background and Objectives

Nurses' psychological well-being is increasingly threatened by burnout, emotional labor, and workplace stress. Drawing on positive organizational behaviour and emotional-social intelligence theory, this study investigates whether Psychological Capital (PsyCap) and Emotional Intelligence (EI) predict Psychological Well-Being (PWB) among nurses, and whether EI mediates the PsyCap-PWB relationship.

Hypotheses:

- H1: Psychological capital is positively associated with emotional intelligence.
- H2: Emotional intelligence is positively associated with psychological well-being.
- H3: Psychological capital is positively associated with psychological well-being.
- H4: Emotional intelligence mediates the psychological capital-well-being relationship.

2. Method

Cross-sectional survey of 447 nurses from public and private healthcare institutions in Uttarakhand, India, selected via stratified random sampling. Instruments: Psychological Capital Questionnaire (PCQ-16; Luthans et al., 2007), Wong & Law Emotional Intelligence Scale (WLEIS, 15 items), and the Psychological Well-Being Scale (Ryff & Keyes, 1995). Data were analyzed using correlation, regression, and structural equation modelling (SEM); common method bias, nonresponse bias, and social desirability bias were assessed and found minimal.

Demographic	Category	n (of 447)
Gender	Men	97
	Women	335
Age	30–40	182

	41–50	165
	50–60	85
Education	Diploma	234
	Graduate	184
	Postgraduate	14

Table 1. Sample profile (N = 447; stratified random sampling; ~70% response rate)

3. Key Results

The SEM produced a well-fitting model with strong convergent validity. Psychological well-being was directly and significantly predicted by both emotional intelligence and psychological capital, and EI significantly predicted PsyCap. EI showed a strong indirect effect on PWB through PsyCap, indicating partial mediation.

Structural path	β	Interpretation
Emotional Intelligence → Psychological Well-Being	0.80	Strong, significant
Emotional Intelligence → Psychological Capital	0.87	Strong, significant
Psychological Capital → Psychological Well-Being	0.85	Strong, significant
Indirect: EI → PsyCap → PWB (mediation)	0.7395	Partial mediation

Table 2. Key SEM path coefficients (all paths significant)

CFI	TLI	RMSEA
0.995	0.994	0.0215

Table 3. Model fit indices

4. Implications and Conclusion

The emotional intelligence nurses demonstrate is more likely to foster the development and application of psychological capital and, consequently, psychological well-being. The results highlight the need for the incorporation of EI and PsyCap development in nursing education, in the development of hospital wellness programs, and in leadership preparation, as well as to SDG 3 (Good Health and Well-Being), SDG 5 (Gender Equality), and SDG 8 (Decent Work and Economic Growth). Some limitations are that it is a cross-sectional study in one region, and it is based on self-report, future studies should use longitudinal multi-region designs.

References

Luthans, F., Avolio, B. J., Avey, J. B., & Norman, S. M. (2007). Positive psychological capital: Measurement and relationship with performance and satisfaction. Personnel Psychology, 60(3), 541–572.

Ryff, C. D., & Keyes, C. L. M. (1995). The structure of psychological well-being revisited. Journal of Personality and Social Psychology, 69(4), 719–727.

Wong, C.-S., & Law, K. S. (2002). The effects of leader and follower emotional intelligence on performance and attitude. Leadership Quarterly, 13(3), 243–274.

Salovey, P., & Mayer, J. D. (1990). Emotional intelligence. Imagination, Cognition and Personality, 9(3), 185–211.