WORK LIFE BALANCE & JOB STRESS OF CRITICAL CARE NURSES IN PRIVATE HOSPITALS AT COIMBATORE

R. Manju Shree¹

ABSTRACT

Health service is one of the industries that provide a continuous service around the clock for the benefit of all citizens in any country. Health service personnel is responsible for provision of health care through application of medical science knowledge, skill and expertise in meeting the health needs of all people within each country.

It is therefore expected that a healthy and psychologically balanced workforce provides better health care services. Nursing personnel are subject to psychological stress as a consequence of shift rotation extended work schedules, and prolonged contact with irritable and depressed patients. Studies on the physical, psychological and medical effects of night work generally agree that if night shift work is regularly performed, it causes negative effects on the health and family life of workers whether male or female.

Studies suggest that in consideration of their reproductive function, the night shift should be continuously disallowed for pregnant and nursing mothers and those engaged in strenuous activities. If night work is an unavoidable necessity, workers should be compensated more in terms of social, monetary and health.

A person can experience excessive pressure and demands outside work just as much as they can at work. Stress tends to build up over time because of a combination of factors that may not all be work related. Conflicting demands of work and home can cause excessive stress. Problems outside work can affect a person's ability to perform effectively at work.

Stressors at home can affect those at work and vice versa. For example, working long hours, or away from home, taking work home and having higher responsibility can all have a negative effect on a person’s home life – something which is supposed to be a 'buffer' against the stressful events of work.

In the same way, domestic problems such as childcare, financial or relationship problems can negatively affect a person’s work. The person loses out – as do their family and their employer. It becomes a vicious circle. A change in the working schedule affects all this balance and leads to sleep deprivation disturbing the rhythm of the body and negatively affecting concentration, job performance, social and family interactions and general health.

KEYWORDS

Well Being, Work Life Conflict, Work Life Balance, Physical, Psychological, Women, Stress, Critical Care Unit etc.

INTRODUCTION

Hospitals

Hospitals are institutions, which are mainly designed to care for the sick, injured and the well. A striking feature of India’s healthcare system is the significant and growing role of the private sector in healthcare delivery and total healthcare expenditures. The private healthcare sector in India accounts for over 75 per cent of total healthcare expenditure in the country and is one of the largest in the world.

An estimated 60 per cent of hospitals, 75 per cent of dispensaries, and 80 per cent of all qualified doctors are in the private sector. The number of diabetic patients in India more than doubled from 19 million in 1995 to an estimated 50.7 million in 2010 (International Diabetes Federation, 2009). While the demand for hospital care is rising, public and private hospitals are too few and their geographic distribution too skewed to meet such demand (National Commission of Macroeconomics and Health, 2005).

Table 1: Cost of Key Health Care Procedure in USD

<table>
<thead>
<tr>
<th></th>
<th>US</th>
<th>Thailand</th>
<th>India</th>
<th>India Health Care Cost % of US</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cardiac Surgery</td>
<td>50,000</td>
<td>14,250</td>
<td>4,000</td>
<td>12.5</td>
</tr>
<tr>
<td>Bone Marrow</td>
<td>62,500</td>
<td>62,500</td>
<td>30,000</td>
<td>13.33</td>
</tr>
<tr>
<td>Transplant</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Liver Transplant</td>
<td>500,000</td>
<td>75,000</td>
<td>45,000</td>
<td>11.11</td>
</tr>
<tr>
<td>Orthopaedic</td>
<td>16,000</td>
<td>6,900</td>
<td>4,500</td>
<td>3.56</td>
</tr>
</tbody>
</table>

Sources: IBEF.

Critical Care Unit

A Critical-Care Unit (CCU) is a specialized department in a hospital that provides intensive-care medicine. Many hospitals also have designated intensive-care areas for certain specialties of medicine, depending on the needs and resources of the hospital. Critical care services are atypical in the wide heterogeneity of their patients. This is in part a reflection of the way in which these services have evolved.

The progress of intensive care has been described as ‘haphazard’, consisting of ‘largely unplanned and unevaluated’ developments that occurred in reaction to changes in surgical and medical practice. There has been debate about the configuration of critical care services, fuelled by a perception that there are not enough beds in some parts of the country and that existing beds are not in the right places.

An ICU is a specially staffed and equipped, separate and self-contained section of a hospital for the management of patients with life-threatening or potentially life-threatening, and reversible or potentially reversible, organ failure. An ICU provides specialist expertise and facilities for the support of patients and their families, utilizing the skills of medical, nursing and other staff trained and experienced in the management of critically ill patients.
Work Life Balance

Work-life balance has been defined as “a satisfying, healthy, and productive life that includes work, play, and love; that integrates a range of life activities with attention to self and to personal and spiritual development; and that expresses a person’s unique wishes, interest and values. It contrasts with the imbalance of a life dominated by work, focused on satisfying external requirements at the expense of inner development, and in conflict with a person’s true desires.” While the definition of work-life balance has embraced play besides love and work, much of the previous literature on work-life balance has focused on the work-family interface.

Additionally, both poles of the balance-work and life/family-are contested concepts. The term ‘life’ seems to equate to ‘non-paid-work’, an expansive grouping that can include such categories as family, friends, pets, leisure, recreation, unpaid home activity, caring for children, and love-motivated activities. Consideration of a wider array of individual life paths is important, because demographic groups such as singles who may have less financial flexibility, male primary caregivers, family members responsible for elder care, collectivist cultures. However, work and family were viewed as women’s issues or social issues instead of business issues.

They only became business issues when they were introduced into employment policy by human resource professionals in the late 1980s. In the 1990s, the term “work-life balance” (WLB) emerged and replaced discussions of “work and family”. This implies that work-life issues are no longer only just women’s issues or family issues. Work-life debates are now concerned with the needs of both genders, and the needs of those with family responsibilities as well as those without family obligations.

Stress

Stress at work is a relatively new phenomenon of modern lifestyles. The nature of work has gone through drastic changes over the last century and it is still changing at whirlwind speed. They have touched almost all professions, starting from an artist to a surgeon, or a commercial pilot to a sales executive. With change comes stress, inevitably. Professional stress or work stress can be disabling. In chronic cases a host of physical and mental illnesses manifests job stress.

Job stress is a chronic disease caused by conditions in the workplace that negatively affect an individual’s performance and/or overall well-being of his body and mind. One or more of a host of physical and mental illnesses manifests job stress. In some cases, job stress can be disabling. In chronic cases a psychiatric consultation is usually required to validate the reason and degree of work related stress.

Symptoms

The signs of job stress vary from person to person, depending on the particular situation, how long the individual has been subjected to the stressors, and the intensity of the stress itself. Typical symptoms of job stress can be:

- Insomnia,
- Loss of mental concentration,
- Anxiety,
- Absenteeism,
- Depression,
- Substance abuse,
- Extreme anger and frustration,
- Family conflict,
- Physical illnesses such as heart disease, migraine, headaches, stomach problems, and back problems.

Women may suffer from mental and physical harassment at workplaces, apart from the common job stress. Sexual harassment in workplace has been a major source of worry for women, since long. Women may suffer from tremendous stress such as ‘hostile work environment harassment’, which is defined in legal terms as ‘offensive or intimidating behavior in the workplace’. This can consist of unwelcome verbal or physical conduct. These can be a constant source of tension for women in job sectors. Also, subtle discriminations at workplaces, family pressure and societal demands add to these stress factors.

Review of Literature

Gray-Toft and Anderson (1981a) in their study of patient-care units including medical, surgical, cardiovascular, surgery, oncology and hospice nursing in Hong Kong found that the major sources of stress experienced to be workload, death and dying and feelings of inadequacy in meeting the needs of the patients and their families.

The authors identified seven major sources of stress: Dealing with death and dying, Conflict with physicians. Inadequate preparation to deal with the emotional needs of patients and their families, Lack of staff support, Conflict with other nurses and supervisors, Workload, Uncertainty concerning treatment.

Dewe, (1987) Studies of stress in nurses in New Zealand have identified several common sources of stress. These sources of occupational stress include:

- Workload pressures due to insufficient time and resources to complete nurses tasks;
- Pressures due to ambiguity and coping with changing responsibilities;
- Pressures dealing with patients and relatives especially when patients are dying;
- Pressures due to conflicting demands of work and home and finally;
- Organizational pressures due to nurses’ lack of involvement planning and decision making.

Smith et al., (1995) Mental well-being, expressed as positive exuberance and joy in living, with its other extreme running from neurotic upsets to major psychotic illnesses, is an under-researched area in shift work, but one of some importance.

There is a growing amount of evidence that these states are not inevitable. A good proactive mental attitude to shift work or internal locus of control is an asset in coping with unusual working hours.

Lee (2003) Stress is recognized as an inherent feature of the work life of nurses, and growing evidence suggest that it may be increasing in severity. Numerous studies have indicated that
job stress is significant in nursing. Nurse’s high job stress is well documented.

In particular, the job stress of nurses working on acute and specialized care units has been widely studied. Heavy workload, poor staffing, dealing with death and dying, inter-staff conflict, strain of shift work, careers, and lack of resources and organizational support have been identified as the major sources of job stress. With regard to sources of stress, the study conducted by Lee (2003) reveals that ‘workload’, ‘inadequate preparation’ and lack of support’ are the most common stressors among nurses who are working in primary care settings in Hong Kong.

**PSYCHOLOGICAL**

There has been a scarcity of studies on impact of shift work on mental health.

Studies have found an association between shift work and:

- Stress (Work Stress & Home Stress),
- Severe emotional problems ,
- General mental health,
- Psychological wellbeing,
- Anxiety & Depression.

**ANALYSIS AND INTERPRETATION**

**Level of Frequency on the Following Symptoms Relating To Health Issues**

The table1 describes the distribution of respondent’s opinion about level of frequency on the following symptoms relating to health issues.

<table>
<thead>
<tr>
<th>Table-I: Level of Frequency on Symptoms Relating To Health Issues</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Health Issues</strong></td>
</tr>
<tr>
<td>--------------------</td>
</tr>
<tr>
<td>Gastrointestinal Disorder</td>
</tr>
<tr>
<td>Cardiovascular Morbidity</td>
</tr>
<tr>
<td>Headaches</td>
</tr>
<tr>
<td>Musculoskeletal Disorders</td>
</tr>
<tr>
<td>Needle Stick Injury</td>
</tr>
<tr>
<td>Chest Pain</td>
</tr>
<tr>
<td>Dizziness</td>
</tr>
<tr>
<td>Epilepsy</td>
</tr>
<tr>
<td>Asthma</td>
</tr>
<tr>
<td>Cholesterol</td>
</tr>
<tr>
<td>Urticaria (Hives)</td>
</tr>
<tr>
<td>Allergies</td>
</tr>
<tr>
<td>Chronic Nausea</td>
</tr>
<tr>
<td>Menstrual or Other Gynecological</td>
</tr>
<tr>
<td>Miscarriage</td>
</tr>
<tr>
<td>Infertility</td>
</tr>
<tr>
<td>Cancer</td>
</tr>
<tr>
<td>Loss of Appetite</td>
</tr>
<tr>
<td>Leg Swelling</td>
</tr>
<tr>
<td>Varicose Veins</td>
</tr>
<tr>
<td>Blood Clots In Legs</td>
</tr>
<tr>
<td>Back / Knee Pain / Arthritis</td>
</tr>
</tbody>
</table>

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It is found from the table 1 that 138(23.8%) & 124(21.3%) of the respondents respectively said always they have the symptoms of “Musculoskeletal disorders” & “Back/Knee pain/arthritis” relating to health issues. Further, 126(21.7%) said often they have the symptoms of “Gastrointestinal disorders” as the major symptom relating to health issues. Further 182(25.5%), 133(22.9%), 132(22.7%), 117(20.1%), 115(19.8%), & 108(18.6%) of the respondents respectively said sometimes they have the symptoms of “Headaches”, “Needle Stick Injury”, “Cardiovascular Mordibility”, “Back/ Knee pain/arthritis”, “Loss of appetite”, “Varicose veins”, & “Stiffness in neck and shoulder” relating to health issues.

It is concluded that out of the total respondents a maximum of 138(23.8%) of the respondents opined that “Musculoskeletal disorders” as the major symptom relating to health issues because of critical care nature of job.

**PSYCHOLOGY**

**Level of Pressure at Home Because of Critical Care Related Works**

The table 2 describes the distribution of respondent’s opinion about Level of Pressure at Home Because Of Critical Care Related Works.

**Table-2: Level of Pressure at Home Because of Critical Care Related Works**

<table>
<thead>
<tr>
<th>Home stressors</th>
<th>Almost Always</th>
<th>Usually</th>
<th>Sometimes</th>
<th>Almost Never</th>
<th>Never</th>
<th>No Response</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partner Problematic (Drinking)</td>
<td>19 (8.5)</td>
<td>33 (14.7)</td>
<td>88 (39.3)</td>
<td>27 (12.1)</td>
<td>57 (25.4)</td>
<td>-</td>
<td>224 (100)</td>
</tr>
<tr>
<td>Dependant Relatives</td>
<td>34 (5.9)</td>
<td>214 (36.8)</td>
<td>198 (34.1)</td>
<td>75 (12.9)</td>
<td>52 (9)</td>
<td>8 (1.4)</td>
<td>581 (100)</td>
</tr>
<tr>
<td>Sole Earning Member</td>
<td>64 (11)</td>
<td>211 (36.3)</td>
<td>140 (24.1)</td>
<td>103 (17.7)</td>
<td>54 (9.3)</td>
<td>9 (1.5)</td>
<td>581 (100)</td>
</tr>
<tr>
<td>Need of Crèche</td>
<td>28 (4.8)</td>
<td>117 (20.1)</td>
<td>178 (30.6)</td>
<td>127 (21.9)</td>
<td>120 (20.7)</td>
<td>11 (1.9)</td>
<td>581 (100)</td>
</tr>
<tr>
<td>No / Low Family Support</td>
<td>33 (5.7)</td>
<td>193 (33.2)</td>
<td>222 (38.2)</td>
<td>64 (11)</td>
<td>59 (10.2)</td>
<td>10 (1.7)</td>
<td>581 (100)</td>
</tr>
</tbody>
</table>

**Emotional Symptoms**

| Feeling Tired Always | 264 (45.4) | 155 (26.7) | 99 (17) | 38 (6.5) | 15 (2.6) | 10 (1.7) | 581 (100) |
| Crying | 37 (6.4) | 144 (24.8) | 240 (41.3) | 123 (21.2) | 32 (5.5) | 5 (0.9) | 581 (100) |
| Forgetfulness | 63 (10.8) | 94 (16.2) | 282 (48.5) | 104 (17.9) | 33 (5.7) | 5 (0.9) | 581 (100) |
| Anger | 49 (8.4) | 252 (43.4) | 163 (28.1) | 90 (15.5) | 23 (4) | 4 (0.7) | 581 (100) |
| Worry | 51 (8.8) | 237 (40.8) | 171 (29.4) | 83 (14.3) | 34 (5.9) | 5 (0.9) | 581 (100) |
| Depression | 40 (6.9) | 150 (25.8) | 214 (36.8) | 122 (21) | 51 (8.8) | 4 (0.7) | 581 (100) |
| Loneliness | 39 (6.7) | 162 (27.9) | 204 (35.1) | 87 (15) | 83 (14.3) | 6 (1) | 581 (100) |
| Poor Concentration or Indecisiveness | 35 (6) | 145 (25) | 170 (29.3) | 130 (22.4) | 92 (15.8) | 9 (1.5) | 581 (100) |

**Sources:** Author Analysis.

**Note:** The values in brackets are in percentage.
The Main Source of Stress:

Table 3 describes classification based on the main source of stress. The main source of stress is classified as Work place, Home, Both.

Table 3: The Main Source of Stress

<table>
<thead>
<tr>
<th>Main Source of Stress</th>
<th>Number of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work place</td>
<td>322</td>
<td>55.4</td>
</tr>
<tr>
<td>Home</td>
<td>64</td>
<td>11.0</td>
</tr>
<tr>
<td>Both</td>
<td>173</td>
<td>29.8</td>
</tr>
<tr>
<td>No Response</td>
<td>22</td>
<td>3.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>581</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Sources: Author Analysis.

It is found from the table 3 that 322 (55.4%) respondents feel as Work place, 64 (11.0%) respondents feel as Home, and 173 (29.8%) respondents feel as both places as the main source of stress. It is concluded that a majority of 55.4% of the respondents said that the main source of stress is at the work place.

Personal Factors and the frequency of the problem (if any) due to anxiety & depression in critical care related works:

Hypothesis: There is no significant difference between the personal classification of respondents and the frequency of the problem (if any) due to anxiety & depression in critical care related works.

The table 4 describes the results of ANOVA in terms of personal factors, Source of Variations, degrees of freedom, sum of squares, mean sum of squares, F value, p value and its significance on the frequency of the problem (if any) due to anxiety & depression in critical care related works.

Table 4: Results of ANOVA - Personal Factors and Frequency of Problem (if any) Due to Anxiety & Depression in Critical Care related Works

<table>
<thead>
<tr>
<th>Personal Factors</th>
<th>Source of Variations</th>
<th>Sum of Squares</th>
<th>Degree of freedom</th>
<th>Mean Sum of Square</th>
<th>F values</th>
<th>p values</th>
<th>Significant / Non Significant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nature of Job</td>
<td>Between Groups</td>
<td>7.98</td>
<td>2</td>
<td>3.99</td>
<td>7.94</td>
<td>0.00</td>
<td>S</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>287.78</td>
<td>573</td>
<td>0.50</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>295.76</td>
<td>575</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Age (In Years)</td>
<td>Between Groups</td>
<td>14.12</td>
<td>2</td>
<td>7.06</td>
<td>14.37</td>
<td>0.00</td>
<td>S</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>281.64</td>
<td>573</td>
<td>0.49</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>295.76</td>
<td>575</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Education Level</td>
<td>Between Groups</td>
<td>16.72</td>
<td>3</td>
<td>5.57</td>
<td>11.42</td>
<td>0.00</td>
<td>S</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>279.04</td>
<td>572</td>
<td>0.49</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>295.76</td>
<td>575</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marital Status</td>
<td>Between Groups</td>
<td>4.25</td>
<td>2</td>
<td>2.13</td>
<td>4.18</td>
<td>0.02</td>
<td>S</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>291.51</td>
<td>573</td>
<td>0.51</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>295.76</td>
<td>575</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monthly Income (Rs)</td>
<td>Between Groups</td>
<td>18.41</td>
<td>2</td>
<td>9.21</td>
<td>19.02</td>
<td>0.00</td>
<td>S</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>277.35</td>
<td>573</td>
<td>0.48</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>295.76</td>
<td>575</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Experience (in Years)</td>
<td>Between Groups</td>
<td>11.24</td>
<td>4</td>
<td>2.81</td>
<td>5.64</td>
<td>0.00</td>
<td>S</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>284.52</td>
<td>571</td>
<td>0.50</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>295.76</td>
<td>575</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hours of Work / Day</td>
<td>Between Groups</td>
<td>14.45</td>
<td>1</td>
<td>14.45</td>
<td>29.48</td>
<td>0.00</td>
<td>S</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>281.31</td>
<td>574</td>
<td>0.49</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>295.76</td>
<td>575</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sources: Author Analysis.

Note: S – Significant at 5% level (p value<= 0.05); NS – Not Significant at 5% level (p value>0.05).

It is found from the table 4 that the hypothesis is rejected (Significant) in all cases.

It is concluded that there exists significant differences between the personal classifications such as Nature of Job, Age in years, Education Level, Marital Status, Monthly Income (Rs), Experience (Years) and Hours of Work / Day in respect of the frequency of the problem (if any) due to anxiety & depression in critical care related works.

FINDINGS

This chapter includes conclusion and suggestions based upon the findings of the study. The research findings have given an understanding of nursing staff demographic profile, their work characteristics, working conditions and facilities provided, and their current work situation with respect to work life balance, health, work stress, and their well being.
Shift systems: As per the current duty roster the critical care nurses work for 48 hours a week. This is as per norms. However, the nurses have no choice with regard to changing the shift timings for their personal emergencies. This is a matter of great discontent.

Nursing staff shortage: The hospitals are facing acute shortage of nursing workforce. At present the physical presence of nursing staff and patient ratio is 1: 5. However, as per the rule the critical patient ratio should be 1:1 (one staff equal to one bed).

The critical care nursing staffs are affected with shortage of workforce, low staff patient ratio or staff bed ratio and this has caused the nursing staff to do frequent double duty.

Work related risk: The nurses are exposed to health hazard from infectious substances and handling infection from HIV-AIDs, Jaundice, Hepatitis, TB and other communicable diseases.

The hospital service rules such as leaves, transfer and promotions have provided very limited benefit to the nursing staff. The nursing staff professional development opportunities are very limited and there was no scope for them to get such training during their work hours.

RECOMMENDATIONS

There are a number of steps an employer can take to make life easier for the shift worker. When workers feel awake, alert and satisfied these recommendations include: restricting successive evening or night shifts to three shifts; avoiding permanent night work; using forward or clockwise rotation in rotating systems, (morning to evening to night rather than backward or counter clockwise rotation); providing adequate resting time (greater than 11 hours) between shifts; and limiting weekend work with their jobs, both safety and productivity will benefit.

Provide shift schedules and rotation to workers ahead of time, certain types of noise help to increase alertness and vigilance. Bright lights can help workers feel more alert, Encourage interaction between workers, Ensure ventilation is adequate and proper lighting, Provide healthy food options that are available at all hours, Provide other services, such as counseling and training, There are a number of steps an employer can take to make life easier for the shift worker, Exercise regularly; Proper diet; Napping during rest time; Marinating social contact; Frequent health check up.

CONCLUSIONS

There is a relatively large literature on possible connections between shift work and several aspects of worker health. In some of these areas, the research findings clearly point to an elevated risk of adverse health outcomes arising from shift work. In other areas, the research is less conclusive. There is little dispute that people who work night shifts are likely to have shorter sleep duration and / or poorer sleep quality than regular day workers.

There is also some indication of sleep disruption for those who work shifts that begin in the early morning. These findings suggest that we still need more high quality studies to resolve some of the questions regarding the health effects of shift work, such as the possible link to heart disease and the possible role that hormone levels play in the connection between shift work and cancer risk. In particular, we need more studies that distinguish the different types of shift work, that examine the relative impact of different lengths of time spent on a shift work schedule, and that explore the question of whether some individuals are more susceptible than others to negative effects of shift work.

We also need more research on the impact of interventions designed to mitigate the adverse consequences of shift work on health. That will require partnerships between workplaces and researchers in testing the potential benefits associated with different interventions.

REFERENCES


9. French, S. E.; Lentor, R.; Walters, V., and Eyles, J.


28. These statistics are taken from IBEF, available at www.ibef.org


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HR PRACTICES, SOCIAL CLIMATE, AND KNOWLEDGE FLOWS TOWARDS SOCIAL RESOURCES MANAGEMENT: A CHENNAI BASED STUDY

N. Venkateswaran

ABSTRACT

The objective of this paper is to address gap by arguing that HR practices may influence employee knowledge sharing attitudes and behavior through their impact on perceptions of an organizational social climate conducive to cooperative social relations and teamwork orientation. Such a climate has been identified in the literature as key to knowledge exchange and organizational learning. Further, even fewer studies have investigated key intermediate mechanisms by which HR practices affect knowledge sharing attitudes and behavior. Despite theoretical support suggesting a strong linkage between HR systems and knowledge management outcomes, only limited empirical evidence exists on the relative contribution of HR practices, particularly as experienced by individual employees, to facilitating intra-firm knowledge flows. Drawing on a survey of 135 core knowledge employees from three Chennai-based firms, we found that reciprocal task interdependence, feedback from others, selective staffing and socialization, relationship-oriented training and development, and line management support for knowledge sharing were the main factors associated positively with employee perceptions of a social climate that encourages cooperation and teamwork orientation. The implications of findings are discussed.

This paper is organized into four sections. The first provides a critical review of the literature from which a set of research questions is derived, accompanied by proposed model. The second presents the methodology used to test the model. The third presents the results of the study. These are discussed in the fourth section, followed by the theoretical implications of study, its limitations and recommendations for future research.

KEYWORDS

Human Resource Management, Knowledge Work, Social Climate, Cooperation, Knowledge Sharing etc.

INTRODUCTION

In parallel with the widespread recognition that the transfer of people-embodied knowledge is a core basis for competitive advantage available in firms (Argote & Ingram, 2000), attention has recently focused on the role of the HR function in advancing the knowledge and knowing capability of the firm and, consequently, its value proposition (e.g., Storey & Quintas, 2001; Jackson, Hitt & DeNisi, 2003; Kang, Morris, & Snell, 2007; Svetlik & Stavrou-Costea, 2007).

This article seeks to bridge the gap between intended and experienced HRM, thereby enabling a more accurate assessment of the impact of HR practices on employee attitudes and behavior (Purcell & Kinnie, 2006; Wright & Nishii, 2007). It also aims at providing a nuanced understanding of the relative impact of people management practices (Wright, Dunford, & Snell, 2001) on employee perceptions of cooperative climate by examining the role of staffing, training and development, and rewards as well as knowledge-work design and immediate management support, two factors which, despite their importance, have received little empirical attention (cf. Ramamurthy & Flood, 2004; Zarraga & Bonache, 2005; Cabrera, Collins & Salgado, 2006). More generally, consistent with a relational approach to the HRM-knowledge performance link, it seeks to advance understanding of the breadth and depth of HR systems in a knowledge-intensive organizational context.

HRM AND KNOWLEDGE RELATED PERFORMANCE

A common goal of recent conceptual and empirical research on the HRM-knowledge performance linkage is to explain variation in value creation as a result of coordinating HR with KM strategy. Four distinct approaches are identified in the literature. The first attempts to bridge the gap between HRM and KM by combining theoretical constructs, developed originally in field of KM, with concepts more familiar within HRM theory. The starting point for building an understanding of explanatory mechanisms is the acknowledgement of relative importance of different types of knowledge (e.g., explicit, tacit) that are more or less congruent with the strategic priorities of the firm. Studies within this perspective reflect a ‘best fit’ approach to researching HRM-KM linkages.

RESEARCH QUESTIONS AND PROPOSED MODEL

Underpinned by a social context approach to the HRM-knowledge-performance linkage, the aim of our study is to understand the effects of HR practices, as experienced by employees, on their perceptions of organizational social climate of teamwork and cooperation and, by extension, on knowledge sharing attitudes and behavior.

This article focuses on two key questions that remain unanswered: (1) What are the individual effects of employee perceptions of HR practices on their perceptions of a cooperative social climate conducive to knowledge sharing attitudes and behavior? (2) What is the relative importance of employee perceptions of line management support for knowledge sharing on that climate? Based on these questions, we developed a model which is illustrated in figure1.

Figure-1: Proposed Model

Sources: Author Compilation.

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METHODS

Study was conducted in units of three organizations located in Chennai: the management consultancy unit of a professional services firm (hereafter, MafoiCo); the network engineering unit of a telecommunications company (hereafter, MyDialCo); and the headquarter offices of a semi-state business development agency (hereafter, AgentCo). An online questionnaire survey was conducted with employees from three organizations between February and April 2011. A total of 563 surveys were sent to the three organizations, 135 of which were completed successfully and submitted on-line – 43 from MafoiCo, 58 from MyDialCo and 37 from AgentCo.

The overall response rate was 24.5% ranging from 17% for AgentCo, to 23% and 48% for MyDialCo and MafoiCo, respectively. In addition, qualitative data were collected by conducting six semi-structured interviews with the senior HR managers and KM project managers within the three organizations. The sample was gender balanced (49.5% women) with an average age of 35 years (range 23-60 years). The majority of the sample (95%) had a third-level educational qualification either at postgraduate level (52%), undergraduate level (34%) or diploma level (9%). Almost half of respondents were employed in management-level positions (51%), while 49% described their jobs as professional (31%), technical (10%), and support (8%). The average organizational and positional tenure of the sample was 8.5 and 2.5 years respectively, with an average industry experience of 12 years.

Measures

Perceptual measures were used to gauge employee-level experiences of job design, HR practices, management support for knowledge sharing and organizational social climate using multi-item constructs, rated on seven-point Likert-type scales. With the exception of HR practices, all constructs were adopted from pre-existing scales found in the literature. All items were factor-analyzed using maximum likelihood with promax rotation to examine the psychometric properties of the measures, focusing on dimensionality and reliability. The derived measures achieved satisfactory internal consistency levels (Cronbach alphas ≥ .85).

RESULTS

Table 1 presents descriptive and skewness statistics, internal reliabilities and inter-correlations among the variables of interest. All skewness statistics were found to be less than 1.0, which suggests that the variables were relatively normally distributed (Miles & Shelvin, 2001).

Table 2 provides a summary of the results of regression analyses regarding partial and overall effects of independent variables on employee perceptions of teamwork and cooperation climate. As shown in table 2, the job design variables explained almost a quarter of variance in outcome variables, with both reciprocal task interdependence and feedback from others emerging as significantly positive predictors of teamwork and cooperation climate. The HR practices explained 34% of variance in outcome variable.

However, only selection and socialization, and type of training and development were significantly associated with teamwork and cooperation climate. Finally, management support for knowledge sharing accounted for 29% of the variance in the outcome variable. Furthermore, it not only remained a significant and positive predictor of teamwork and cooperation climate when controlling for the rest of the variables, but it also suppressed the prior positive effect of job design and type of training and development, yet not of selection and socialization.

Overall, job design, HR practices, and management support for knowledge sharing explained 42% of the variance in teamwork and cooperation climate, which is indicative of the strong explanatory power of our proposed model.

### Table 1: HR and Associated Variables: Means, Standard Deviations, Skewness, Correlations, and Internal Reliabilities

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean(SD)</th>
<th>Skewness</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task Interdependence</td>
<td>6.01(.81)</td>
<td>.95</td>
<td></td>
<td></td>
<td>.82</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job Feedback</td>
<td>4.56(1.30)</td>
<td>.45</td>
<td>.12</td>
<td>.81</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Selection and Socialization</td>
<td>4.46(1.17)</td>
<td>.34</td>
<td>.21</td>
<td>.37**</td>
<td>.70</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quantity of Training</td>
<td>3.91(1.58)</td>
<td>.06</td>
<td>.08</td>
<td>.22*</td>
<td>.20*</td>
<td>.84</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Type of Training and Development</td>
<td>4.15(1.05)</td>
<td>-.33</td>
<td>.24**</td>
<td>.36**</td>
<td>.40*</td>
<td>.43**</td>
<td>.68</td>
<td></td>
</tr>
<tr>
<td>Rewards Mix</td>
<td>3.33(1.32)</td>
<td>.01</td>
<td>.05</td>
<td>.50**</td>
<td>.38**</td>
<td>.25**</td>
<td>.40**</td>
<td>.82</td>
</tr>
</tbody>
</table>

N=135; Two-tailed tests; **p<.01; *p<.05; Internal reliabilities are shown along the diagonal in parentheses.

### Table 2: Regression Results

<table>
<thead>
<tr>
<th>Independent Variables</th>
<th>Teamwork &amp; Cooperation Climate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B*</td>
</tr>
<tr>
<td>Demographics</td>
<td>.42**</td>
</tr>
<tr>
<td>Job Design</td>
<td>.26**</td>
</tr>
<tr>
<td>Task Interdependence</td>
<td>.34**</td>
</tr>
<tr>
<td>Feedback from Others</td>
<td>.35***</td>
</tr>
<tr>
<td>HR Practices</td>
<td>.34***</td>
</tr>
<tr>
<td>Selection and Socialization</td>
<td>.47***</td>
</tr>
<tr>
<td>Training and Development (Quantity)</td>
<td>.05</td>
</tr>
<tr>
<td>KM Practices</td>
<td>.29***</td>
</tr>
<tr>
<td>Management Support for Knowledge Sharing</td>
<td>.58***</td>
</tr>
</tbody>
</table>

Notes:
- a Standardized beta weights controlling for demographic variables or other variables within the same set.
- b Standardized beta weights controlling for demographic variables and all other variables.
- c R square for all variables within a set controlling for demographic variables.
- d R square for all variables within a set controlling for demographic variables and all other sets.

***p<.001; **p<.01; *p<.05.
LIMITATIONS AND DIRECTIONS FOR FUTURE RESEARCH

The results presented in this article are however limited, in that they shed light only on the role of employee perceptions of HR practices on teamwork and cooperation climate, but without observing how that climate is associated with knowledge sharing attitudes and behavior. Additional research is required to establish further that link.

A second limitation is related to the operationalization of HR practices. While these were loosely clustered around ability, motivation and opportunity, specific measures for ability, motivation, and opportunity are required in order to determine the exact pathways through which HR practices affect teamwork and cooperation climate and knowledge sharing.

Finally, from a methodological standpoint, the results are limited in their generalizability because of the small sample size. An additional limitation is related to common method bias due to the use of self-report measures of both independent and dependent variables obtained from a single source.

CONCLUSIONS

This study contributes to a better understanding of the breadth and depth of HR systems in a knowledge-intensive organizational context. In terms of breadth, it suggests that the role of line managers lies at the heart of the HRM-KM relationship since it is mainly line managers’ behavior that serves as a core basis on which employees develop shared understandings of a social climate where teamwork and cooperation are desired and valued by the organization. In addition, it shifts attention to the fundamental role of the design of knowledge work as a building block of employee perceptions of that climate. Finally, in terms of depth, the study suggests that the effective management of social relations may require a process-based HR approach that goes beyond explicit motivation mechanisms, such as pay incentives for sharing knowledge, and directs attention to core structural aspects of knowledge work as well as to softer incentives for supporting pro-social behaviors and value-creating social relations.

REFERENCES


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HRM, STRATEGIC CLIMATE AND EMPLOYEE OUTCOME IN MAX HOSPITAL

Anshu Yadav1

ABSTRACT

Over the last decade, much research has been conducted in the field of human resource management (HRM) and its associations with employee performance. Prior studies have found substantial positive evidence for statistical associations between HRM practices and improved firm performance. The purpose of this study is to investigate the relationships between HRM practices and employee outcome with strategic climate as the mediator. The aim of this study is to gain insight in the relationship between HRM and performance in MAX hospital with strategic climate as a possible mediator between HRM and performance. Data was collected using a questionnaire distributed to the employees of Max Hospital. A total of 80 useable responses were obtained and used for the purpose of analysis. A 5 point Likert Scale has been used for all the questionnaires. A simple random sampling technique was used for recording the responses and confidentiality of responses was ensured. Correlation test was also conducted on SPSS software to carry out the analysis.

KEYWORDS

Human Resource Management, Strategic Climate, Employee Performance etc.

INTRODUCTION

The hospital sector is increasingly under pressure to function more effectively and efficiently and has to meet the challenges of advanced market orientation, changed legislation and supporting demand driven care. Human resources (managers, professionals, specialists, nurses etc) working in the health care sector are the most crucial factor in taking up these challenges. In order to differentiate between a well performing organization and poor or a mediocre performing organization, it is essential to emphasize on the management and motivation of the people as employees.

Therefore, human resource management (HRM) is a key management task in health care and other service sectors. A great deal of potential benefits and a large reduction in costs could be brought in to a greater extent by the use of firm’s human resources in the best possible way.

There are still some significant questions that need to be answered in this context. The first question is:

What is the process whereby HRM can have an impact on employee performance?

The second question is:

Under what circumstances does HRM have an impact on performance?

The first question is related with the HRM processes by which performance can be influenced. HRM promotes employee performance by increasing the knowledge and skills of the employee and furthermore intensifies their motivation and commitment, leading to positive behaviour of the employee which contributes to the organizational goals. In addition HRM can also affect in improving the performance of the employees by enhancing employee-employee relationship.

Thus by prosecuting different HRM practices and focusing on the employee attitudes and behaviour, performance can be largely induced. In this study an attempt has been made to determine the ways by which individuals as well as groups might react to the different HR systems within hospitals respectively. Also perceptions of an individual in respond to their climate may vary and form as a mediating link between the organizational characteristics which includes HR practices and processes and employee outcome in terms of performance. Hence strategic climate which includes employee’s experience and perceptions towards the organizational strategies and goals could be said to play a major role in inducing employee’s performance.

The second question can be answered by probing the HRM performance linkage based on the contextual factors that are important to be taken into consideration, otherwise might contribute to disfigured result. By emphasizing on specific context that might affect in forming the HR policies and procedures and consequent employee outcome, an analytical approach towards HRM need to be developed. The analytical HRM focuses on constructing theory and gathering data for finding out the way in which management actually behaves in organizing and managing people.

Factors like increasing demands resulting from an ageing population, medical innovations and cost containment issues leads to the struggle of the government across many countries. Health care reforms have a substantial effect on the health organizations and employee working in these organizations. A change occurs in the organization in response to the general health reforms at the national level, for example in consideration with increased attention for cost effectiveness, safety, service quality, flexibility and innovation.

Organizational change in turn greatly influence employee outcome with regard to employee commitment, satisfaction, motivation, job stress etc. Even though there has been research on the health care reforms worldwide the human aspect (workforce) has been surprisingly lacking. Furthermore health care reforms have rarely been translated into consequences for the management of employees in health care and therefore, more systematic research is needed on the added value of Human Resource Management in health care, as the right staffing mix (both in quality as well as in numbers) can make the difference between successful and less successful organizations.

Studies have shown that organizations can easily take benefit from excellent people management known as Human Resource Management or High Performance work practices but how and why HRM matters in this particular context in still in question. The role of Strategic HRM research can thus be used to explain the relationship between HRM and employee performance which mainly works at the organizational level and includes multiple HRM practices.

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ABSTRACT

Over the last decade, much research has been conducted in the field of human resource management (HRM) and its associations with employee performance. Prior studies have found substantial positive evidence for statistical associations between HRM practices and improved firm performance. The purpose of this study is to investigate the relationships between HRM practices and employee outcome with strategic climate as the mediator. The aim of this study is to gain insight in the relationship between HRM and performance in MAX hospital with strategic climate as a possible mediator between HRM and performance. Data was collected using a questionnaire distributed to the employees of Max Hospital. A total of 80 useable responses were obtained and used for the purpose of analysis. A 5 point Likert Scale has been used for all the questionnaires. A simple random sampling technique was used for recording the responses and confidentiality of responses was ensured. Correlation test was also conducted on SPSS software to carry out the analysis.

KEYWORDS

Human Resource Management, Strategic Climate, Employee Performance etc.
LITERATURE REVIEW

This chapter is devoted to the literature on human resource management (HRM) practices. It begins with a review on the concept of HRM, the importance of HRM and the relationship between HRM and performance. The secondary data is important because it gives us the exact knowledge needed to start a research. The papers have been taken from various journals and articles.

Human resource management was initially known as personnel management; however the term human resource management is being used for the past ten to fifteen years. According to Dessler (1991) there is no differentiation between personnel management and HRM and therefore HRM is said to be the modern expanded version of personnel management due to change in the societal values and workplace environment. Later the difference between the personnel management and HRM was sorted by Torrington and Hall (1998) by stating personnel management as workforce-centered and HRM as resource-centered. Guest (1987) conceptualized HRM to be an extended form of HRM which focuses on the strategic issues of the employee commitment, flexibility, quality and integration.

Several definitions have been proposed for HRM. Armstrong (1995) defined Human resource management as a strategic and consistent approach for the management of organization’s most important asset – the people working both on the individual and collective level for the accomplishment of its objectives. According to him, HRM can be viewed as a set of related activities and functions through human resource system that contribute together in a logical way and includes HR strategies, HR philosophies, HR policies, HR processes, HR practices and HR programmes. Storey (1995) considered HRM as a distinctive approach to employment management which seek to obtain competitive advantage through the deployment of a highly committed and skilled workforce.

According to Huselid, Jackson and Schuler (1997) Human resource management is a strategic approach that involves designing and implementing a set of internally consistent policies and practices that ensures a firm’s human capital contributes to achievement of its business objectives. Similarly Norma Binti Daud (2006) views Human resource management as a system, a philosophy, policy and practices that can influence individuals that work in an organization.

In today’s businesses, the right approach and management of the company’s employees can greatly affect the company’s overall performance. A strategic approach in Human Resource Management is vital especially in growing companies. Starting from right staffing to maintaining performing employees, HR management is the key in developing not only the employees, but the whole organization itself.

Chuop Theot Therith (2009) believes that HRM also play an important role for organizations to manage employees to work effective, creative, quality and productivity to reach the competitive advantages over competitor and achieve organization goals and objectives. Similarly Strandberg Coro (2009) suggests that human resource managers are well positioned to play an instrumental role in helping their organization achieve its goals of becoming a socially and environmentally responsible firm – one which reduces its negative and enhances its positive impacts on society and the environment.

Furthermore an organization can demonstrate a better image in the minds of people by presenting itself as an excellent employer which cares for its people and involves them in the ambit of social responsibility. S. Sharma, J. Sharma and Arti Devi (2009) signify the strategic importance of HRM in the Corporate Social Responsibility (CSR) initiatives of the organization. Human resource managers are well positioned to play an instrumental role in helping their organization achieve its goals of becoming a socially and environmentally responsible firm.

According to A.A Katao (2008) HRM policies are believed to play an important role in building the organization’s human capital pool by developing its rare, inimitable and non-substitutable internal resources have a direct impact on employee attributes such as skills, attitudes and behavior, the so-called HRM outcomes, which are subsequently translated into improved organizational performance. Huselid (1995) points to the importance of human resource management in the creation of firm-specific competitive advantage and that firm can capitalize on this potential source of advantage.

Voorde (2012) claimed that HRM has substantial impact on financial performance. A. A. Katao (2008) accepted that although HRM is positively related to organizational performance, there is a great need for additional evidence to support the HRM-performance relationship from different contexts. Similarly according to Alberto and Javier (2002) human resource management (HRM) practices that the company adopts will have a vital influence on the performance achieved by the firm. This study confirmed that the way in which human resources are managed influences a company’s performance. Katherine, Yingping, Song and Kenneth (2009) proposed that HR practices relate to firm performance and offers an improved test of the argument that valuable and firm-specific HR provide a source of competitive advantage.

OBJECTIVE OF STUDY

- To investigate the relationship between HRM practices and employee performance with strategic climate as a mediator.
- To examine the impact of HRM practices on the employees’ performance.
- To examine the moderating effects of strategic climate on the relationship between HRM practices and employee’s performance.

PURPOSE OF STUDY

The purpose of this study is to increase an understanding in the relationship between HRM and performance of the employees in Max Healthcare Institute with the strategic climate being the mediator.

RESEARCH METHODOLOGY

A Research design is a framework or blueprint for conducting the marketing research project. It is the details of the procedures necessary for obtaining the information needed to structure and\or solve marketing research problem.

In our study we used descriptive research so that we could work upon the parameters of our study. Descriptive research describes data and characteristics about the population or phenomenon being studied.
The main research question in this thesis, i.e. “how and to what extent does HRM contribute to performance in hospitals and to what extent does strategic climate have a mediating role in this relationship” is actually comprised of two types of questions: “how?” and “to what extent?”

The questions can best be answered using quantitative methods. This quantitative design is aimed at testing the conceptual framework and its underlying hypothesis. As the main concepts (i.e. HRM, climate and employee outcomes) deal with perceptions of employees, the employee survey can be seen as an appropriate research strategy. Using a survey allows to measure the individual perceptions of many employees, instead of the opinion of only a few employees.

The Research Questions Are As Follows:

- How and to what extent does HRM contribute to employee performance in hospitals at and to what extent does strategic climate have a mediating role in this relationship?
- Which types of strategic climate can be distinguished in hospitals?
- To what extent does HRM contribute to different strategic climate types?
- To what extent does strategic climate have an influence on performance?

The sample size taken for this particular research work was 80. The participants taken for the research purpose were the employees of Max Hospital. The questionnaire was distributed to both the people working in the employee as well as retainer mode and therefore the managerial and technical departments were also included. Medical specialists (senior residents and junior residents) working in different department, physician assistants, nurses, employees working as patient care coordinator and at front office and finance department; IT technicians, administrators, pharmacists etc were taken as the representatives for the sample collection. A questionnaire was used to collect the primary data. The questionnaire was composed of three main parts:

- Part A included items related to the organization, the director supervisor and the training programs conducted.
- Part B included items that are mainly concerned with the experiences of the employees in the organization thus giving the idea about the employee outcome in the form of performance and commitment.
- Part C constitutes the strategic work climate.

ANALYSIS AND INTERPRETATION

Data analysis in this research has been carried out by using the SPSS software wherein the technique correlation has been employed. The first and the foremost step in this procedure would be checking for the value for Cronbach’s Alpha which gives an insight about the reliability of the instrument and which was found to be .945 for the total of 30 questions included in the questionnaire.

<table>
<thead>
<tr>
<th>Table-1: Reliability Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cronbach’s Alpha</td>
</tr>
<tr>
<td>.945</td>
</tr>
</tbody>
</table>

Sources: Data Analysis.

Part A of the questionnaire includes 19 questions that define the HRM practices and includes item statements related to the organization, the director supervisor and the training programs conducted. In order to simplify the interpretation further; the item statements have been clearly specified. Job design is specified by the statements “Challenging and diverse work opportunity to express myself” and “Clarification about job specification”. Autonomy is given by the statements “The opportunity to make my own decisions”, “The possibility to work and make decisions as a team and take responsibility for the outcomes” and “The opportunity to make my own decision and take responsibility of my own tasks”. Information sharing is further specified by the statement “Clear communication about company policies and procedures”.

Similarly, other statements can be categorized. Performance management has been given by the statements “The opportunity to follow training, courses and workshops”, “The opportunity to develop new skills and knowledge for my current job or for possible jobs in the future”, “Periodic evaluation of my performance” and “Fair appraisal of my performance”. Internal labour market is given by the statements “Good career prospects” and “An increase in job responsibilities if I perform well at my current tasks”. Work life balance arrangement is indicated by the statement “Flexible working hours”. Statements “my director supervisor has explained the procedures in this organization thoroughly” and in a reasonable way and “has communicated details in a timely manner” signifies supervisor information behavior whereas statements about the Content training includes To what extent is the content of the training and courses you took focused on “Technical / professional skills”; “working in an efficient way” and “coping with hazardous situations at work”.

Part B of the questionnaire consists of 5 item statements that describe the employee outcomes in terms of their perceptions to the HRM practices. Employee outcome has been measured on certain dimensions which have been indicated by certain statements in the questionnaire. Organizational commitment is specified by the statement “I feel emotionally attached to this organization” whereas Occupational commitment is indicated by the statement “I am proud to tell others that I am part of this profession”. Similarly Intention to leave is given by item stating “I think about changing jobs” whereas Organizational Citizenship Behavior (OCB) items included “I am always ready to help or to lend a helping hand to those around me” (altruism) and “I read the company announcements, messages, memos etc” (civic virtue).

Part C of the questionnaire constituted 5 items for measuring the type of the strategic climate that can be explored in the hospital where a specific statement was used for specifying the type of the climate. Climate for quality is specified by the statements “Quality is taken very seriously here”, “This hospital sets extremely high standards for its staff” and “There is an emphasis on patient focused care in this hospital”, whereas Climate for efficiency is specified by the statement “Within this hospital we are cost conscious and act to this principle”. Similarly Climate for safety can be given by the statement “In this hospital we place a strong emphasis on workplace health and safety”.

For the analysis to become easier, it is essential to find out the answers for the research questions.

Which Types Of Strategic Climate Can Be Distinguished In Hospitals?
Strategic intentions of the hospitals are quite similar, as they usually focus on delivering high quality and safe care, being innovative and being efficient. Though the intentions are quite similar, it is important to note that each and every hospital emphasize on different aspects. In Part C of the questionnaire only 3 types of climate have been taken into consideration for the analysis purpose.

For determining the most important type the mean values have been found. By looking at the mean values in table2 it is observed that all the values are found to be approximately 4.8 therefore all the three types of climate can be said to be prevalent in the hospital.

Hence the three climates that are assumed to be distinguished in the hospital are:

- Climate for Quality,
- Climate for Safety,
- Climate for Efficiency.

Table 2: Descriptive Statistics for Strategic Climate Types

<table>
<thead>
<tr>
<th>Description of Climate Type</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality Is Taken Here Very Seriously.</td>
<td>4.7875</td>
<td>.49539</td>
<td>80</td>
</tr>
<tr>
<td>Hospital Sets Extremely High Standards For Its Staff.</td>
<td>4.8125</td>
<td>.39277</td>
<td>80</td>
</tr>
<tr>
<td>There Is An Emphasis On Patient Focused Care In This Hospital</td>
<td>4.7875</td>
<td>.46914</td>
<td>80</td>
</tr>
<tr>
<td>In This Hospital We Place A Strong Emphasis On Workplace Health And Safety</td>
<td>4.8250</td>
<td>.44366</td>
<td>80</td>
</tr>
<tr>
<td>Hospital Is Cost Conscious</td>
<td>4.8000</td>
<td>.46115</td>
<td>80</td>
</tr>
</tbody>
</table>

Sources: Data Analysis.

Table 3: Shows Correlation Analysis between Aggregate HRM Perceptions and Strategic Climate Types

<table>
<thead>
<tr>
<th>Aggregate HRM Perceptions</th>
<th>Climate For Quality</th>
<th>Climate For Safety</th>
<th>Climate For Efficiency</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>.995</td>
<td>.824</td>
<td>.905</td>
</tr>
</tbody>
</table>

Sources: Data Analysis.

Correlation analysis was found to be moderately correlated between aggregate job design and strategic climate types with values being .673, .445 and .570 respectively for climate for quality, climate for safety and climate for efficiency (Table 4).

Table 4: Shows Correlation Analysis between Aggregate Job Design and Strategic Climate Types

<table>
<thead>
<tr>
<th>Aggregate Job Design</th>
<th>Climate For Quality</th>
<th>Climate For Safety</th>
<th>Climate For Efficiency</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>.673</td>
<td>.445</td>
<td>.570</td>
</tr>
</tbody>
</table>

Sources: Data Analysis.

Similarly Table 5 shows aggregate performance management was found to be highly correlated to climate for quality, climate for safety and climate for efficiency respectively with the value being .941, .780 and .868 respectively.

Table 5: Shows Correlation Analysis between Aggregate Performance Management and Strategic Climate Types

<table>
<thead>
<tr>
<th>Aggregate Performance Management</th>
<th>Climate For Quality</th>
<th>Climate For Safety</th>
<th>Climate For Efficiency</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>.941</td>
<td>.780</td>
<td>.868</td>
</tr>
</tbody>
</table>

Sources: Data Analysis.

To find out the relationship between aggregate autonomy and strategic climate types correlation has been performed. By looking at results in table 6 aggregate autonomy was found to be highly correlated with climate for quality and moderately correlated with climate for safety and climate for efficiency with the values being .894, .584 and .688 respectively.

Table 6: Correlation Analysis between Aggregate Autonomy and Strategic Climate Types

<table>
<thead>
<tr>
<th>Aggregate Autonomy</th>
<th>Climate For Quality</th>
<th>Climate For Safety</th>
<th>Climate For Efficiency</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>.894</td>
<td>.584</td>
<td>.688</td>
</tr>
</tbody>
</table>

Sources: Data Analysis.

In table 7 correlations between aggregate internal labor market and strategic climate types has been shown. It was found that aggregate internal labor market was highly correlated to climate for safety and climate for efficiency and moderately correlated to climate for quality with the values being .823, .765 and .682 respectively.

Table 7: Correlation Analysis between Aggregate Internal Labor Market and Strategic Climate Types

<table>
<thead>
<tr>
<th>Aggregate Internal Labor Market</th>
<th>Climate For Quality</th>
<th>Climate For Safety</th>
<th>Climate For Efficiency</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
For finding out the relationship between information sharing; work life balance arrangement and strategic climate type correlation analysis has been performed. Results in Table 4.8 shows that information sharing was found to be highly correlated to climate for quality and climate for efficiency with the values being .845 and .708 respectively; whereas, the climate for safety was moderately correlated with the climate for safety with the value being .584. However it can also be seen that work life balance arrangement was not correlated to climate for quality with the value being .088.

In table 9 the results shows that aggregate supervisor information sharing was highly correlated to climate for quality, climate for safety and climate for efficiency with the values being .941, .797 and .870 respectively; whereas, aggregate content training was found to be highly correlated with the climate for quality, climate for safety and efficiency with the values being .997, .806 and .898 respectively.

For To What Extent Does Strategic Climate Have An Influence On Performance?

In order to determine the answer for this particular question the relationship between strategic climate and employee outcome has to be determined. This can be easily brought about by carrying out the correlation analysis. As the Climate for quality is specified by three statements “Quality is taken very seriously here”, “This hospital sets extremely high standards for its staff” and “There is an emphasis on patient focused care in this hospital”; aggregate data has been taken.

The next table will show the result for correlation between the different types of strategic climate namely Climate for Quality (aggregate), Climate for safety, and Climate for efficiency and employee outcome.

Significantly as shown in the results all the three types of climate are found to be highly and positively related to occupational commitment, organizational civic behavior (altruism) and organizational civic behavior (civic virtue) respectively. Also these climatic types have a moderate correlation with organizational commitment. Therefore it can be evidently justified that strategic climate has an influence on the performance of the employees.

How and What Extent Does HRM Contributes To Employee’s Performance In Hospital At Organizational Level.

To answer this question correlation analysis has been performed between aggregate shared perceptions of HRM and employee outcomes. The Bivariate correlations procedure computes the pair-wise associations for a set of variables and displays the results in a matrix.

It is useful for determining the strength and direction of the association between two scale or ordinal variables. The + and – signs are used for positive linear correlations and negative linear correlations, respectively.

Positive values indicate a relationship between x and y variables such that as values for x increases, values for y also increases.

<table>
<thead>
<tr>
<th>Table-7: Correlation Analysis between Aggregate Internal Labor Market and Strategic Climate Types</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Climate For Quality</strong></td>
</tr>
<tr>
<td>Aggregate Internal Labor Market</td>
</tr>
</tbody>
</table>

Sources: Data Analysis.

<table>
<thead>
<tr>
<th>Table-8: Correlation Analysis between Information Sharing; Work Life Balance Arrangement and Strategic Climate Types</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Climate For Quality</strong></td>
</tr>
<tr>
<td>Information Sharing</td>
</tr>
<tr>
<td>Work Life Balance Arrangement</td>
</tr>
</tbody>
</table>

Sources: Data Analysis.

<table>
<thead>
<tr>
<th>Table-9: Correlation Analysis between Aggregate Supervisor Information Sharing; Aggregate Content Training and Strategic Climate Types</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Climate For Quality</strong></td>
</tr>
<tr>
<td>Aggregate Supervisor Information Sharing</td>
</tr>
<tr>
<td>Aggregate Content Training</td>
</tr>
</tbody>
</table>

Sources: Data Analysis.

<table>
<thead>
<tr>
<th>Table-10: Correlation Analysis Strategic Climate Types and Employee Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Climate for Quality</strong></td>
</tr>
<tr>
<td>.265</td>
</tr>
<tr>
<td>.333</td>
</tr>
<tr>
<td>.303</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation.
The results have been given in table 11. It clearly shows that aggregate HRM perceptions is highly correlated to organizational citizenship behavior (altruism), organizational citizenship behavior (civic virtue) and occupational commitment with the values being .735, .786 and .917 respectively. Also it is observed that occupational commitment was found to be highly inter-correlated with organizational citizenship behavior (altruism), organizational citizenship behavior (civic virtue). Similarly it can be seen that organizational citizenship behavior defining the civic virtue is positively correlated to occupational commitment and organizational citizenship behavior defining altruism with the values being .808 and .858 respectively. Therefore the results of this part of the analysis distinctly indicate the positive relationship between aggregate HRM perception and employee outcomes, i.e. if employees perceive more HRM at the organization; they feel more committed to the organization and their occupation.

For determining the relationship between Performance Management and employee outcome, again correlation was performed using the aggregate data for performance management which is obtained by aggregating all the statements signifying performance management. The table 13 shows the result for this analysis.

Table-11: Correlation Analysis between Aggregate HRM Perceptions and Employee Outcomes

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aggregate Shared Perceptions of HRM</td>
<td>.767</td>
<td>.917</td>
<td>.012</td>
<td>.106</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational Commitment</td>
<td>.274</td>
<td>.381</td>
<td>.735</td>
<td>.786</td>
<td>.917</td>
<td>.012</td>
<td>.106</td>
</tr>
<tr>
<td>Occupational Commitment</td>
<td>.767</td>
<td>.917</td>
<td>.012</td>
<td>.106</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational Citizenship Behavior(Altruism)</td>
<td>.786</td>
<td>.428</td>
<td>.381</td>
<td>.763</td>
<td>.763</td>
<td>.763</td>
<td>.763</td>
</tr>
<tr>
<td>Organizational Citizenship Behavior(Civic Virtue)</td>
<td>.381</td>
<td>.381</td>
<td>.381</td>
<td>.381</td>
<td>.381</td>
<td>.381</td>
<td>.381</td>
</tr>
<tr>
<td>Intention To Leave 1</td>
<td>.012</td>
<td>.428</td>
<td>.381</td>
<td>.763</td>
<td>.763</td>
<td>.763</td>
<td>.763</td>
</tr>
<tr>
<td>Intention To Leave 2</td>
<td>-.106</td>
<td>.381</td>
<td>.735</td>
<td>.917</td>
<td>.106</td>
<td>.106</td>
<td>.106</td>
</tr>
</tbody>
</table>

Sources: Data Analysis.

The results have been shown in Table 12. It can be observed that aggregate Job design is highly correlated to organizational citizenship behavior (civic virtue) and moderately correlated to occupational commitment and organizational citizenship behavior (altruism) with the values being .767, .579 and .681 respectively.

Table-12: Correlation Analysis between Aggregate Job Design and Employee Outcomes

<table>
<thead>
<tr>
<th></th>
<th>Aggregate Job Design</th>
<th>Organizational Commitment</th>
<th>Occupational Commitment</th>
<th>Organizational Citizenship Behavior (Altruism)</th>
<th>Organizational Citizenship Behavior (Civic Virtue)</th>
<th>Intention To Leave 1</th>
<th>Intention To Leave 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Commitment</td>
<td>.236</td>
<td>.579</td>
<td>.681</td>
<td>.767</td>
<td>.316</td>
<td>-.418</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Data Analysis.

Here by looking at the results it can be clearly depicted that Performance Management is highly and positively correlated to occupational commitment, organizational citizenship behavior (altruism) and organizational citizenship behavior (civic virtue) with the values being .766, .715 and .863 respectively.

Similarly for other specific HRM perceptions correlation has to be determined with the employee outcome. The next HRM practice taken for analysis is Autonomy and for carrying out the analysis aggregate data has been taken. Table 14 shows the result for correlation between aggregate Autonomy and employee outcome. The results give strong evidence that Autonomy in specific is highly correlated to organizational citizenship behavior (civic virtue) and moderately correlated to organizational citizenship behavior (altruism) with the value being .821 and .653 respectively.

Table-13: Correlation Analysis between Aggregate Performance Management and Employee Outcomes

<table>
<thead>
<tr>
<th></th>
<th>Aggregate Performance Management</th>
<th>Organizational Commitment</th>
<th>Occupational Commitment</th>
<th>Organizational Citizenship Behavior (Altruism)</th>
<th>Organizational Citizenship Behavior (Civic Virtue)</th>
<th>Intention To Leave 1</th>
<th>Intention To Leave 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Autonomy</td>
<td>.224</td>
<td>.766</td>
<td>.715</td>
<td>.863</td>
<td>.074</td>
<td>-.169</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Data Analysis.
Table-14: Correlation Analysis between Aggregate Autonomy and Employee Outcomes

<table>
<thead>
<tr>
<th></th>
<th>Organizational Commitment</th>
<th>Occupational Commitment</th>
<th>Organizational Citizenship Behavior (Altruism)</th>
<th>Organizational Citizenship Behavior (Civic Virtue)</th>
<th>Intention To Leave 1</th>
<th>Intention To Leave 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aggregate Autonomy</td>
<td>.312</td>
<td>.482</td>
<td>.653</td>
<td>.821</td>
<td>-.103</td>
<td>-.003</td>
</tr>
</tbody>
</table>

Sources: Data Analysis.

Again for finding out the relationship evidence between Internal Labor Market and employee outcome, aggregate data of two statements have been taken to carry out the correlation. Table15 shows the result for this analysis. It was found out that aggregate internal labor market was found to be highly correlated to occupational commitment, organizational citizenship behavior (altruism) and organizational citizenship behavior (civic virtue) with the values being .774, .936 and .789 respectively.

Table-15: Correlation Analysis between Internal Labor Market and Employee Outcomes

<table>
<thead>
<tr>
<th></th>
<th>Organizational Commitment</th>
<th>Occupational Commitment</th>
<th>Organizational Citizenship Behavior (Altruism)</th>
<th>Organizational Citizenship Behavior (Civic Virtue)</th>
<th>Intention To Leave 1</th>
<th>Intention To Leave 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aggregate Internal Labor Market</td>
<td>.542</td>
<td>.774</td>
<td>.936</td>
<td>.789</td>
<td>.004</td>
<td>-.142</td>
</tr>
</tbody>
</table>

Sources: Data Analysis.

Furthermore HRM perceptions have also been given in the terms of Information sharing and Work life balance arrangement. For both of these dimensions no aggregation of data has been done as these have been represented by single statements in the questionnaire. The results for the correlation are shown in Table16. It can be seen that information sharing is highly correlated to organizational citizenship behavior (civic virtue) and work life balance arrangement is highly correlated to organizational commitment with the values being .712 and .721 respectively.

It can be thus clearly interpreted that Information Sharing and Work Life Balance Arrangement are highly correlated to organizational citizenship behavior (civic virtue) and organizational commitment respectively.

Table-16: Correlation Analysis between Information Sharing, Work Life Balance Arrangement and Employee Outcomes

<table>
<thead>
<tr>
<th></th>
<th>Organizational Commitment</th>
<th>Occupational Commitment</th>
<th>Organizational Citizenship Behavior (Altruism)</th>
<th>Organizational Citizenship Behavior (Civic Virtue)</th>
<th>Intention To Leave 1</th>
<th>Intention To Leave 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information Sharing</td>
<td>.238</td>
<td>.489</td>
<td>.589</td>
<td>.712</td>
<td>.062</td>
<td>-.110</td>
</tr>
<tr>
<td>Work Life Balance Arrangement</td>
<td>.721</td>
<td>.394</td>
<td>.174</td>
<td>.179</td>
<td>-.520</td>
<td>.464</td>
</tr>
</tbody>
</table>

Sources: Data Analysis.

Finally both Aggregate Content Training and Aggregate Supervisor Information Sharing have been found to be highly correlated to occupational commitment, organizational citizenship behavior (altruism) and organizational citizenship behavior (civic virtue). Therefore the answer to the above research question can be said to be justified.

Table-17: Correlation Analysis between Aggregate Supervisor Information Sharing; Aggregate Content Training and Employee Outcomes

<table>
<thead>
<tr>
<th></th>
<th>Organizational Commitment</th>
<th>Occupational Commitment</th>
<th>Organizational Citizenship Behavior (Altruism)</th>
<th>Organizational Citizenship Behavior (Civic Virtue)</th>
<th>Intention To Leave 1</th>
<th>Intention To Leave 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aggregate Supervisor Information Sharing</td>
<td>.200</td>
<td>.794</td>
<td>.725</td>
<td>.869</td>
<td>.124</td>
<td>-.202</td>
</tr>
<tr>
<td>Aggregate Content Training</td>
<td>.274</td>
<td>.751</td>
<td>.773</td>
<td>.926</td>
<td>.047</td>
<td>-.128</td>
</tr>
</tbody>
</table>

Sources: Data Analysis.
CONCLUSIONS

According to the findings of this study it can be concluded that HRM leads to better performance, if there is a fit between the HR strategy / policy and the strategy of the organization. Though this strategic fit is an important first step for creating superior performance, the strategic success of organizations can only be achieved if the contributions made by employees are in line with the strategic goals of the organization. Therefore for HRM to have an effect on performance, it is essential that HRM should have an impact on employee attitudes and behavior. Also it was found out that HRM was positively related to strategic climatic perceptions implying the importance of strategic fit between HRM practices and goals of the organization.

Secondly employee’s perceptions about HRM and strategic climate; and the influence of these perceptions on employee outcome were also revealed.

FINDINGS OF RESEARCH QUESTIONS

The overall aim of this study was to provide insight in the relationship between HRM, strategic climate and performance in a hospital context. In this study four research questions were addressed. Below the main findings related to these questions has been described.

Which types of strategic climate can be distinguished in hospitals?

The aspect of strategic climate may vary between hospitals and henceforth theoretically mainly four types of strategic climate can be said to be prevalent in hospitals. However in this study mainly three types of climatic perceptions were included in the questionnaire: climate for quality, climate for safety and climate for efficiency.

Based on the quantitative analysis of the data, it was found out of all the three strategic climate types Climate for Safety was found to be most prevalent in the hospital with the mean value being 4.825, thereby signifying the relevance of incorporating the strategic climate in the study. The slightly low mean value for climate for quality and climate for efficiency with the values being 4.79 and 4.80 respectively might be due to the fact that an employee’s perception about the strategic climate might vary. It doesn’t imply that they don’t work efficiently or pay attention to quality aspects. It only indicates that employees do not perceive or recognize that efficiency and quality are relevant.

To what extent does HRM contribute to different strategic climate types?

The relationship between HRM and strategic climate was also established. The results of correlation analysis revealed that perceptions about HRM were significantly related to strategic climate types. Employee perceptions of an HR system, including performance management, autonomy, job design, and supervisor informing behavior were positively related to a climate for quality, safety and efficiency. It was found these practices are important in signaling strategic to employees and help them to align their goals to that of the organization.

To what extent does strategic climate have an influence on performance?

Based on the findings it can be concluded that strategic climate is the foremost relevant in having an impact on the performance. All the three climate types; climate for quality, climate for safety and climate for efficiency were highly correlated to occupational commitment, organizational citizenship behavior (altruism) and organizational citizenship behavior (civic virtue).

How and to what extent does HRM contribute to employees’ performance in hospitals and to what extent does strategic climate have a mediating role in this relationship?

In order to determine answers for this question the relationship between shared perceptions of HRM and employee outcomes were determined. The results showed that shared perceptions of HRM was positively related to occupational commitment and organizational citizenship behavior, thus implying if the employees perceive more HRM at the workplace, they feel more committed to their occupation and the occupation.

RECOMMENDATIONS

For HRM to be effective enough to make contribution to the performance in hospitals it is essential to create awareness that appropriate skilled, well-motivated workforce is crucial for the success of health delivery system. Even though hospitals do realize that managing human resources is important, but in practice it is a little difficult task.

HR practitioners in hospitals are spending a lot of time and efforts on day to day operation but have with very little scope for the development and implementation of strategic HRM. Therefore the hospitals need to focus more on development and implementation of strategic HRM. Also the HR managers should try to create a fit between the HR policies and strategic focus of the hospitals. By doing so HRM can be used for sending strategic signals towards employees, thereby creating the intended strategic climate. In hospitals, direct supervisors are responsible for the actual enactment of HRM.

Many of these supervisors are former nurses, and hence some of these supervisors lack the necessary knowledge and skills to implement the HR practices. Moreover, direct supervisors in hospitals indicated that they are confronted with a lot of responsibilities and tasks, resulting in a lack of time and resources to pay attention to HR issues. Hence, extra efforts may thus be needed to ensure that direct supervisors are able and willing to implement the HR policies and practices. This is not just a responsibility of the direct supervisors. Rather the HR department plays an important part during the implementation process, as they are responsible for supporting the direct supervisors and ensuring that direct supervisors do have the necessary tools, competences and skills for implementing HRM.

IMPLICATIONS FOR PRACTICE

The findings of this study will be useful to bridge the gap between theory and practice. The results of this research can lead to recommendations about which HRM practices are relevant for creating strategic climate perceptions, and which HRM practices are relevant for the enhancement of performance. By means of focusing on the relationship between HRM, climate and outcomes, direct supervisors can be provided with information about how they can affect employee perceptions about relevant strategic goals and how they can enhance positive employee outcomes.
REFERENCES


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(sd/-)
(Editor-In-Chief)
SPIRITUALITY AT WORKPLACE FOR RETAINING EMPLOYEES

K. Ravi Prakash1 M. Sukanya5

ABSTRACT
Recruiting the best and talented employees is one of the most important HR functions; but, the major duty and challenge for any HR Manager is to retain their organization’s high performers. Especially in this Global era, retaining the Human Resource calls for special skills and strategies.

Hence, retaining employees is the key for any business success. It is a major challenge for organizations to retain skilled employees once they have been hired and trained. In addition to reasons like lack of growth opportunities, low pay packages and inability to adapt to the organization, high turnover has also been identified as a cause for higher attrition rate.

This paper focuses on the spiritual techniques used to retain talent by most of IT and ITES companies, different reviews have been made from secondary data. Spiritual exercise had helped the organizations for the retention of the employees.

KEYWORDS
Spirituality, Employees, Skilled, Talent Retention, Attrition Rate, IT&ITES etc.

INTRODUCTION
According to studies conducted by US Department of Labor and Merck (Ken Jacobs, 2007) investing in staff is far less expensive than replacing them, whose estimated cost is about one-and-a-half years of a departing staffer’s annual salary. As per NASSCOM Report, there were already one million professionals contributing to the growth of IT-ITES industry in 2004-05 and the sector hired an additional of around 1.5 million personnel in 2006.

Further, they hired 2.2 million in 2008. In India, manpower has been the most crucial resource in the IT-ITES industry. Professionals are the backbone of any organization. As the demand for skilled professionals is very high, there is a possibility of moving from one job to another, one organization to another and one country to another.

Comparing with BPOs, the Software Industry is a little better off in managing the challenge of retaining the talent. Many corporate leaders are using assessment tools to find out executives’ assessment, which reflects on an organization’s talent:

1. First dimension measures the organization’s current and future strategic needs;
2. Second dimension measures the competition;
3. Third dimension measures the overall talent marketplace.

With the help of these assessments, organizations lay down the foundation for winning talent strategy. For putting the right people in the right positions at the right time, they invariably clarify the processes that monitor performance and develop capabilities. Assessments also allow companies to maximize the value of executive education programs and creating custom-fit learning strategies for their next generation of corporate leaders. Indian BPOs are facing an enormous challenge in reducing attrition rate and to develop innovative Talent Management initiatives. A budding industry needs to draw parallels and examples from other industry practices to meet with the challenges in the competitive era.

There are varied reasons for the attrition rate. Some of them are as follows:

a) No Career development,
b) Night Shifts,
c) Monotonous / boring Job,
d) Other reasons.

The Researcher found some important above reasons for high attrition rates, which are pretty steep and are around 40-50 percent.

Currently, it is about 35 percent in non-voice and 45 percent in voice call centers. About 80 percent of them look for better careers within the same industry. Agents want to become team leaders. Team leaders want to become supervisors. Supervisors want the job of CEO as seen from the above, BPO Industry indeed has a huge challenge before it and its approach has to be proactive and it has to develop Innovative Talent Management Strategies, in other words a satisfied employee knows clearly what is expected from him / her every day at work.

Changing expectations keep people on the edge and creates unhealthy stress. This creates insecurity and makes the employee feel unsuccessful. An employee’s deliverables at work must be communicated to him clearly and thoroughly. The quality of the supervision an employee receives is critical to its talent retention.

The BPO industry has some of the best HR practices across industries in form of talent sourcing, talent development, performance management, retention and employee engagement and leadership. Excellence of any BPO has to begin with the hiring process. A good hiring process goes beyond assessing the candidate’s academic background. In all business climates, taking measures to retain valued employees saves money, preserves margins and so leads to better business opportunities.

On an average, attrition costs companies 24 months’ salary for each person who leaves. With an average salary of about Rs 12 lakhs over 150 employees, eight percent of attrition translates into a cost saving of Rs 288 lakhs approximately (Koustuv Mitra, 2005).

The bottom line is that organizations with BPO units in India will need to pay closer attention to select the best candidates and then retain them over time. There are several common drivers of employee engagement and that engagement is highly

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5 Associate Professor, Sreenidhi Institute of Science and Technology, Andhra Pradesh, India, sukanyamadasu@rediffmail.com
correlated with retention (Kyle Lundby, Kenexa, Siddartha Parthasarathy, 2009). \(^3\)

The dynamic nature of global business is putting an ever-increasing pressure on companies to be constantly on the lookout for exceptional talent in a market where demand far exceeds supply. Given the current focus on the linkage between talent and an organization’s business challenges and strategies, effective strategy execution requires sufficient numbers of the right people with the right skills and knowledge in the right roles. This has made talent management one of the most pressing issues facing senior business executives (Rhea Dutta Gupta)\(^4\).

In determining the purpose of performance management, an organization is making a key decision about a strategic business process, i.e. not a decision to be taken lightly (Christian M. Ellis). Organizations that have adopted spiritual principles have survived tough times and have built a long-lasting reputation that is the source of their sustained competitive advantage. Clearly, there is a need for more organizations to engage not just the minds, but also the hearts and emotions of their different stakeholders (Shilpa Surana, 2005). \(^5\)

Spirituality is inculcated in several organizations at the workplace. They are introducing spiritual practices. These include multi-faith prayers, providing employee training to encourage spiritual development and providing leadership in living spiritual value. Spiritual principles are taking deeper roots in corporate India (Srinivas)\(^6\).

There are three perspectives of spirituality appearing in the literature. First is the intrinsic-origin view which argues that spirituality is a concept of principle that originates from the inside of an individual. Second, those are specific to a particular religion. Third, the existentialist view of spirituality is perhaps the most connected to concepts such as the search for meaning in what we are doing at the workplace (Ashmos and Duchon, Neck and Milliman). \(^7\)

Spirituality consists of two dimensions - vertical and horizontal. The vertical dimension is experienced as a conscious sense of profound connection to the universe / god / spirit. The horizontal component is a desire to be of service to other human beings (Elkins). Offer a compelling case that companies fostering a spiritual environment tend to have employees who are more creative, loyal, productive and adaptive to change, than do companies that stifle spirituality (Mittroff and Dendkton). \(^8\)

In some cases more spirited companies out-performed the others by 400-500 percent in terms of net earnings, return-on-investment and shareholder value (Thompson). \(^9\)

Transcendental meditation is one such process that has gained universal acceptance among Indian corporate. It controls stress in creating a wholesome personality enjoying wide recognition. An organization must foster a culture that facilitates realization of the employees’ craving for belongingness, self-actualization, esteem and meaningfulness (Maharishi Mahesh Yogi). \(^10\)

Staffing reviews and the use of objective performance metrics are by no means the easiest ways to evaluate employees, but, they are by far the most effective ways to establish a Personality is useful for predicting other work related criteria, like job satisfaction (Goodstein and Lanyon). \(^11\)

The author explored the relationship between performance and personality and explained that personality is the predictor of work performance (Huerz and Donovan). \(^12\)

Extroversion and emotional stability are positively correlated with job satisfaction and organizational commitment, and negatively correlated with job change and burnout. Extroversion and emotional stability are more important for understanding how one feels about work, but conscientiousness is the best predictor of how well one does at work (Bozionelos). \(^13\)

Nurturing and retaining knowledge is key to the success of any global sourcing venture. Nurturing human capital is not an and in itself, but a route creating better value for all stakeholders – customers, shareholders, vendors and the employees. The values and strategies adopted by Genpact have successfully balanced the needs of all stakeholders for mutual and sustaining benefits (Piyush Mehta, 2005). \(^14\)

Talent management is impractical without segmentation. There is relatively little attention to segmentation in academics or practitioner literature. The most common approach is to distinguish between levels of performance and to emphasize increasing the number of "A-players" while reducing the number of "C-players" like, the focus on high versus low performers (Michaels, Hanfield-Jones, and Axelrod). \(^15\)

**CONCLUSIONS**

From the review of literature it has been observed that every employee looks forward not only innovative remuneration packages, flexible benefits and personnel caring. Rocking changes in the business environment needs organizations to enhance their capability to innovate, capture, and retain knowledge. This would particularly be helpful to identify their SWOT analysis and empower their teams to serve the customers in better ways.

**REFERENCES**


*****

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POWER, RESISTANCE AND IDENTITY IN VIJAY TENDULKAR’S SILENCE
THE COURT IS IN SESSION

Lalima Chakraverty

ABSTRACT

Gender plays a central role in the postcolonial culture and nation space. Gender as a construction based on sexual differences plays a distinct part in relation to identity and human relationships. The present essay is an attempt to understand the crisis, conflict and the mutual alliance of the gender in the terrain of the nation state. The role of gender enrols itself as an ‘issue’ when women try to breach the fixed order and convention of society.

Terms like scandal, shame and problem emerge out from such catastrophe. The status of women is characterized by her position in the structures of society, community and family. The crisis and complexity arises when women seek equality, independence and greater autonomy for them.

In an interview, Tendulkar answers the question of his honest perception of society.

KEYWORDS

Gender, Sexual, Scandal, Tendulkar, Conflicts, Honesty, Perception, Society, Community etc.

“I personally don’t bother about people who haven’t seen life. They close their eyes at the sight of suffering as if it does not exist. The fact is that life is dark and cruel, it’s just that you don’t care for the truth.”

Interview: Conversation with Vijay Tendulkar: 2006

With these lines, the proposed paper examines Vijay Tendulkar’s famous play ‘Silence the Court is in Session’ as a study of the Indian woman’s quest for identity and justice. The title of the Marathi version of the play is ‘Shantata! Court Chaule Ahe’ translated into English by Priya Adarkar. The play is an attempt to interrogate the oppressive patriarchal values, the pull of social conventions and customs which are responsible for the protagonist, Ms. Benare’s emotional, social and physical exploitation. Tendulkar has sketched the character of the protagonist who invokes her authority and power in an absolute opposition to and repudiation of herself as a suppressive female subject. The social, physical and emotional victimhood of Ms. Benare and her resistance to violence forms an essential subject of literary analysis.

The present study seeks to analyze and establish how the playwright examines the stereotypical notion of womanhood in general and motherhood in particular. This study tries to illustrate how the protagonist embarks on a journey towards self-emancipation by interrogating and questioning the patriarchal norms and traditions imposed on her by traditionally sanctioned structures of oppression. The protagonist’s transformation from a state of innocence to that of maturity has been closely traced in this play.

Vijay Tendulkar (1928-2008) who is also referred as the ‘angry young man’ of Marathi theatre has been esteemed as one of the major literary playwright in contemporary Indian theatre. As a dramatist what makes Tendulkar a noteworthy writer is his strong protest against the hypocrisy of orthodox Indian Society. The present paper is conceptualized at two levels. First it will seek to understand the power structures dominant in Indian society that exercises its control and reasserts authority over women who want to carve out a life on their own terms. The second part will examine the play under the lens of theories of Indian feminism.

Michael Foucault, the well known theoretician of power in his work ‘The History of Sexuality’ offers an insight into the dynamics of power structure as it plays out in gendered social reality.

To discover who does the speaking, the position from which they speak, the institutions which prompt people to speak


Foucault’s argument rests on the analysis of instrument of power which works at the multiple levels of histories, techniques and the mechanisms of power. His approach to the interrelatedness of power, body and sexuality has found extensive acceptance in the area of contemporary feminism. Foucault perceives the body and sexuality as cultural constructs rather than a natural phenomenon, which transforms the functioning of power and defines the change in modern society. Thus, his study of power helps in understanding, through elaborately constructed discourses, the concealed ways in which women are burdened with un-freedom. Discourse is the way power and reality are constructed and interconnected creating moment to moment experiential reality. Foucault suggests that there can be no reality without the discourse of power or there can be no power neutral existence. Foucault claims that in seventeenth century, power was monopolized and controlled by sovereign authority which exercised absolute control over the public through threat and violence. However, after seventeenth century, the state evolved new means of power which managed and supervised the human life. According to his methodology, the power structure exercises its control from institutions like “the family, the market, the clinic and the prison”. He delineates power form into two axis. The first concerns with competent governance which centers on the management of the life modes of the social institutions. It regulates such natural phenomenon like birth, death, disease, sexual relations and so on. The second axis referred to as the ‘disciplinary power’ which intends to objectify the human body as a vehicle to be inscribed upon and manipulated. It emerged as a method of social regulation which invariably gives rise to the discourse of purity and pollution. Thus the disciplinary power controls and inscribes its power directly on the body and surveys its constant activities and exercises as a ceaseless and absolute authority on individual behavior.

To recollect Italian Marxist philosopher Antonio Gramsci’s writing in the 1930’s which discusses yet another level of domination,
“Gramsci argued that historically the ruling classes have been able to exercise leadership not through direct coercion but by indirect means; through what he defined as the concept of hegemony. Under hegemonic control, people actively work towards their own subordination which coincides with the continuation of the dominant power groups.”

(Nayar. K. 115: 2006)

This analysis of Tendulkar’s play tries to understand the dynamics of dominance and oppression as refracted in Indian gendered context using Foucauldian notions of power and Gramscian notion of hegemony. Tendulkar’s main challenge in this work is to interrogate and bring forth the techniques of power embodied in the local regional and material institutions which asserts itself through a network spread in society.

With the advent of the third phase of Indian feminism, women writers have been writing and articulating perspective on women’s education, her rights of citizenship and other legal rights and above all her gainful employment and economic independence which have tremendously influenced her outlook on conjugal relationship and attitude towards marriage. On the other hand Tendulkar’s play negotiates on these themes through the canvas of theatre.

The play presents the central character Miss Lela Benare at the background of the middle class Indian society. The play interweaves around her life and Tendulkar with his powerful artistic creations depicts her vulnerability against the setting of a rigid, intolerant and all powerful societal power structure. She is portrayed as a school teacher; independent minded and lives her life on her own terms. Regardless of the respect she is worthy of in her present life, she is accused and castigated by men on legal and ethical grounds for her past life, displaying glaring double standards.

Tendulkar’s tone is satirical exposing the farcical nature of the trial. She is represented as a working class Indian woman who is all set to live her fully with her flamboyant attitude.

“My life is my own- I haven’t sold it to anyone for a job! My will is my own.

My wishes are my own. No one can kill those – no one! I’ll do what I like

With myself and my life! I’ll decide……”

(Adarkar. Trans:58:1992)

The unwritten codes of the Indian social structure do not permit a woman to declare her independence and essentializes her compliance with patriarchy to perpetuate the hegemonic values and realities. The power relations works here under the dominant terms of patriarchy which is understood as:

“that social organization which produces and guarantees superior status for the male and inferior for the female, a political concept that governs power-structured relationships in which one group is controlled by another”

(Ibid: 3)

Leela Benare’s determination to compete for equality with men in a world of authoritative phallocentric culture makes her an accused in a court-room trial, staged by her male counterparts. Possibly her frequent assertion of her self-willed life and self-chosen priorities conveys her intense sense of fear of being ostracized. This particular reflection of the character can be understood in Foucauldian terms. Foucault as suggested that the division of power relation is so natural and suffused in a society that the subordinate objects are inwardly aware of their low position and the absence of power and authority. It is the un coded behavioural pattern of the stronger subjects to reassert their position by claiming forced control on the weaker objects. Therefore Leela’s frequent declaration of her zeal for life expresses her hidden apprehension and scare of the violent reaction of the male dominated society.

The play unfolds when a group of characters namely Sukhatme, Mr and Mrs Kashikar, Ponkse, Karnik and Rokhde arrive for a rehearsal. These characters have been delineated to represent the Indian social sub strata. Their actions, dialogues, mannerisms speak of their trifling and constrained existence, stuffed with their personal failures and frustrations which reveals itself in the venomous animosity against their fellow mates. As Miss Benares’s unconventional and rebellious attitude have already made her a victim in the eyes of the men present there. It is to make her feel regretful and sinful of her past deeds she is accused of committing infanticide in the mock –trial. Thus the characters present there try to earn momentary importance and power by mocking at and humiliating Miss Benare. She is accused of a mother of an illegitimate child and having illicit relationship with many men. As the Indian cultural ethos is disrespectful toward a unwed mother, Miss Benare positioning as a single woman without any male support make her an easy object of subordination, and allow the other men to make sense of themselves by their sustained and reinforcing and intense psychological violence against Benare.

“No allowance must be made because the accused is a woman. Woman Bears the grave responsibility of
building up the high values of society........Woman is not fit for independence.... This rule is laid down for us by tradition”.

(Ibid: 115)

On the mock charge of infanticide, Miss Benare has to undergo the lashing comments and scrutiny of her personal lives by people who represent the patriarchal mind-set of Indian society. Patriarchy delegitimizes any relationship outside marriage and reprimands those who seek to thwart it. In case of Benare, she under the false garb of love is a victim of sexual abuse by her maternal uncle at the age of fourteen. But her resistance to the tradition-bound and conservative social structure is expressed, through her desire to be married to him.

“If you felt that just being with him gave a whole meaning to life- and if he was your uncle, it was a sin! Why, I was hardly fourteen! I did not even know what sin was................. I insisted on marriage. So I could live my beautiful lovely dream openly.

(Ibid: 117)

Exposing the hypocrisy of the traditional Indian society, she is alone held responsible for the ‘sin’ whereas the man ‘turned tail and ran’. The power relation explicitly strengthens itself in favor of men who can easily escape from the torments of the same crime for which a woman is punished till the end of her life. As her feminine identity in the eyes of society is defiled, she attains her tarnished image and from here she becomes an object of contempt.

"Sukhatme : Do you know the accused? Kashikar: Only too well! A sinful canker on the body of the society- that’s My honest opinion of these grown-up unmarried girls”

(Ibid: 112)

Benare’s love for Prof. Damle was platonic in nature. But her emotional tie is soon replaced with the physical one, where Prof. Damle’s lust for her body becomes his sole interest. Whereas Miss Benare misunderstands the lust of the two men for love; she proves to be a woman whose body is exploited by them as a patriarchal monopoly and later brutally rejected and deserted and left to fend for herself.

“I offered up my body on the altar of my worship. And my intellectual god took the offering - and went his way. He did not want my mind or my devotion - he did not care about them.”

(Ibid: 118)

Where the institution of marriage is regarded in the Indian culture as:

“the most glorified and sacrosanct pattern of existence socially, religiously and sexually; hence it is treated as an ideal form for a civilized social organization and for the propagation of the species.”


Her illicit relationship with Prof. Damle, a married man, which resulted in her pregnancy, is severely denounced in an Indian society which cannot allow the birth of a child outside wedlock. Whereas throughout the mock-trial, Leela Benare is subjected to deep humiliation for her conduct, Prof Damle is absent at the trial, signifying his complete withdrawal from the responsibility and resignation from Leela Benare’s life. The biased side of the trial becomes significantly evident when Prof Damle is addressed only as a witness and Leela Benare, the prime accused, as the unwed mother of his illegitimate child.

“Mi lord, the nature of the charge against the accused, Miss Leela Benare, is truly dreadful. The woman who is an accused has made a heinous blot on the sacred brow of motherhood. ....................... The character of the accused is appalling. It is bankrupt of morality”.  

(Ibid: 114)

Crossing the limited boundaries of the social structures generates a life of oppression and exploitation for Benare. Thus the gender specific power relations does not hold any of the men as accused or even questions them for their deeds but barricades the life of the woman into exclusion and condemnation. Her being victimized and rejected by her male partners are not treated as an offence in the eyes of law and justice but in turn she stands accused by the system. The moral codes of Indian society positions the community greater than the individual. Indian women are expected by their cultural ethics to restrain their freedom, to shape themselves to sacrifice their needs and elevate themselves in self- denial and effacement. Miss Benare dares to rebel against the oppressive restrictions to enhance her development. Her eagerness to empower herself with the light of education proves equally futile for her. Her non- conformity and resistance to the archetypal principles renders her a failed and unhappy future. She is dismissed from her job of a school teacher based on the society’s assessment of her past life.

“For what sin are they robbing me of my job, my only comfort? My private life is my own business. I’ll decide what to do with myself; everyone should be able to! That can’t be anyone else’s business”

(Ibid:117)

Education makes no difference to her. The status, the respect she is worthy of in society’s eyes depends less on her level of learning and more on her level of domestic stability.

In Act 3, Miss Benare’s soliloquy to defend her against the redundant social norms has become significantly famous in the narrations of Marathi theatre. Tendulkar has taken up the setting of a court room drama and portrayed the court system and judiciary with its primal function in dispensing justice. Judicial power is considered one of the important pillars of democracy and ‘Silence the court is in session’ expresses the parochial outlook and the patriarchal bias which obstructs the lawful execution of judiciary unattainable. As a platform of justice and righteousness, the court is not able to run the trial lawfully and imparts the verdict in favor of tradition –bound patriarchal Indian community. Therefore her soliloquy remains an outcry for justice which is denied to her due to her radicalized identity. ‘Silence’ denotes the suppression of women’s objections and remonstrations and refuting her
rightful existence. Whether the soliloquy remains unsaid by Leela Benare is not clear and probably she reiterates the soliloquy in her heart, as it is repressed by the silence inflicted upon her by the powerful authorities.

“Yes, I have a lot to say. For so many years, I have not said a word. Chances came, and chances went. Storms raged one after another about my throat. And there was a wail like death in my heart”.

(Ibid:116)

Tendulkar reiterates Foucault’s claim of the determination of the female body as the principal target of power to establish social control and domination over women’s whole being. Miss Benare’s sexual relationship outside marriage with two men makes her a victim and a subdued body denying her the right of freedom and resistance. Her silence becomes a metaphor for her silent struggle which is brutally repressed without providing her a way to escape or resist it.

Benare’s conflict with the existing value system, labels her as a ‘misfit’ and she is subjected to a life of condemnation. Her resistance to become a suppressed, dependant and powerless individual against the traditionally built social structure denies her from the basic human rights to experience her self worth. The Indian cultural ethos empathizes to the traditional bias of ideal womanhood which expects them to be silent in the face of every injustice. Resistance or rebellion against the established social order is ‘taboo’ for them. The constant suppression of her identity to the norms of patriarchy, binds her to the traditional role of women’s enslavement and degradation. Thus the play itself narrates the sacrifice of women’s lives to the prescribed codes of behavior enshrined in the religious texts of Indian society. Women are tamed and domesticated into silence through the tales of Sita and Savitri.

“Our culture idealizes female martyrdom and self-denying woman are extolled in various myths, that constitute a part of the Indian cultural legacy. There is a separate religion and caste for woman, i.e. the stridharma and strijati. Women are conditioned and brought up through the examples of timeless feminine symbols of Indian womanhood like Sita and Savitri”.

(Singh: 31: 2007)

Sigmund Freud stated that,

“anatomy is destiny”…….. Freud’s normal human was male, the female was a deviant human being, lacking a penis, and her entire psychology supposedly centered around the struggle to compensate for this deficiency”.

(bhasin: 10: 2000)

Thus the culture of a particular society transforms the male or female, assigning,

“different qualities, behavior patterns, roles, responsibilities, rights and expectations”.

(bhasin:2: 2000)

and categorizing them as man and woman or masculine and feminine.

Through the dramatic narrative of Miss Leela Benare, Tendulkar subjects the theme of gender inequality in Indian society to a searing examination. In the process, the complex and multilayered structures of oppression are exposed methodically. The message is that inequality is a human construction and therefore it is within our power to deconstruct it. The playwright activates the moral energies within every reader towards a sustained re-examination of the blatantly unjust power dynamics of patriarchy and exposes its moral duplicity and double standards. In the heat and light of the author’s artistic imagination every reader is urged to acknowledge his/her own complicity in sustaining an oppressive system and experience a deep moral guilt that perhaps can move once sensibilities to committing to the goal of making a difference in the world of gender oppression.

REFERENCES


*****
A STUDY OF HUMAN RESOURCE MANAGEMENT AT BHEL JHANSI

Neel Rai7 Rajeev Sijariya8

ABSTRACT
The human resource management department plays a very vital role in every organization whether the organization is small or large.

This study is to analyze the actual role of HR Department at BHEL for their employees.

KEYWORDS
Human Resource Management, Employees, BHEL, Training etc.

INTRODUCTION OF BHEL, JHANSI

BHEL is the largest engineering and manufacturing enterprise in INDIA in the energy related / infrastructure sector, today. The company has been earning profits continuously since 1971-72 and paying dividends since 1976-77. BHEL manufactures over 180 products under 30 major product groups caters to core sectors of Indian economy via, power generation, telecommunication, transportation, renewable energy etc.

The wide network of BHEL’s 14 manufacturing divisions, 4 power sector regional centers, over 100 project sites, 8 services centers and 18 regional offices, enables the company to promptly serve its customers and provide them with suitable products, system and services-efficiently and at competitive prices.

BHEL Jhansi unit was established by Late Mrs. Indira Gandhi. Majorly BHEL Jhansi put more pressure on 5’s i.e. Sort, Straighten, Sweep, Standardized, and Self discipline. This unit of Jhansi was established about 14 Km from the city on the NH-26 on Jhansi Lalitpur Road.

This plant of BHEL is equipped with the most modern manufacturing processing and testing facilities for the manufacture of power, special transformer and instrument transformers, Diesel shunting locomotives and AC / DC locomotives. It has two manufacturing unit, transformer unit and locomotive unit.

There is separate building of human resource development in the Jhansi unit. This building has one boardroom, which is used for seminars and conferences of the executives, three classrooms, which are used for related action classes, and two offices. One of the offices has all the relevant files, records, reports and registers while other one has small library with books on training and development and a video library with cassettes on production, management, marketing, computer’s and personnel functions of BHEL Jhansi.

Apart from this, the board room has television set, a slide has two desert coolers, which are to be used in the summer season, drinking water is available from a water cooler installed on the ground floor and tea & snacks are served to trainees twice a day.

In BHEL the levels are broadly categorized in 3 groups:

1. Executive Cadre.
2. Supervisory Cadre.
3. Workmen Cadre.

The Induction of workmen and supervisors is done at unit level whereas in executive cadre it is done at corporate level. BHEL, Jhansi emphasizes on development of its employees on regular basis. The calendar of the in plant program is formulated, based on the needs and program on various topics are conducted in the financial year so as to meet the training requirement. If specific skill is required to be imparted to certain groups of people, which cannot be organized within the unit, if required these employees are nominated to outside the institutes within the country or abroad.

In addition to above the training is imparted to Act Apprentices, Company trainees and Vocational Trainees from various institutes in the fields such as engineering, MBA graduates, MCA graduates etc.

Based on the performance evaluation and on completion of the minimum eligibility period, the individual is considered for his promotion to next level by Department Promotion Committee (DPC). The unit is proposing to go for open appraisal system called as Performance Management System (PMS) for all executive categories. BHEL Jhansi has a strong belief that its human resource is an important asset and is therefore, committed for welfare of its employees and society at large.

BHEL OBJECTIVES

A dynamic organization is one which keeps its aim high adopts to changing environment. The objectives of the company have been redefined in the corporate plan in 2002 to be taken new one.

Growth
To ensure steady growth by enhancing the competitive edge of BHEL in existing business new areas and international market so as to fulfill national expectation from BHEL.

Profitability
To provide a reasonable and adequate return on capital employed, primarily through improvements in operational, efficiency, capacity utilization and productivity and generate adequate resources to finance the company’s growth.

Focus
To build a high degree of customer confidence by providing increased value for his money through international standards of product quality performance and superior customer service.

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People Participation
To enable each employee to achieve his potential, improve his capabilities, perceive his role and responsibilities and participate and contribute to the growth and success of the company.

Technology
To achieve technological excellence in operations by development of indigenous technologies and efficient absorption and adoption of imparted technologies to suit business and priorities and provide competitive advantage to the company.

Image
To fulfill the expectations, which stakeholders like government as owner, employee’s customers and the country at large have from BHEL.

INTRODUCTION OF HRD DEPARTMENT

Objectives
The objective of HRD department is all-round development of employees in terms of knowledge, skills and behavior this development is desired in order to improve the work efficiency and effective of the employees.

History
The HRD department of BHEL, Jhansi came into existence in 1988-89. Earlier the training was imparted to employees in an ad hoc manner but with the passage of time, the importance of systematic training was recognized and this resulted in the birth of the HRD department.

Moreover, the existence of HRD department in every unit BHEL was made mandatory be the government of India. After the acquisition of ISO 9001 certificate by BHEL Jhansi, the rule of HRD department has assumed staggering importance because in order to maintain specific quality standards the employees have to be highly trained.

The HRD department has accepted this challenge and it is giving invaluable services to the unit, the BHEL organization and to nation. Since its inception in 1988-89, the department is striving continuously to improve the training inputs to upgrade the level of efficiency.

Strength & Opportunities of BHEL Jhansi Unit

Strength:
- Heart of India, Rank 1st.
- Zeal to Excel.
- Team Sprit.
- A World Class Engineering Enterprise.

Opportunities:
- Manufacturing of more AC engines with more HP ranging up to 5,000 hp.
- Manufacturing of more AC engines with more HP ranging up to 5,000 hp.

Structure
The structure of the HRD department of the BHEL, Jhansi is given below in the chart:

Figure-1

Deputy General Manager
(Personnel & Administration)
L1
Senior Manager
(Personnel & Administration)
L2
Senior personnel officer
L3
Artisan grade II
L4

Sources: Authors’ Assessment
The responsibility and authority of various levels are as follows:

a) L1 (Head of Department)
He is the head of the department and will work in the line with the overall objective of department.

b) L2 (In charge, HRD)
He will have total responsibility and authority for planning, designing, organizing and conducting the HRD programs. He will monitor over all HRD activities and will make budgetary provisions for the activities undertaken.

c) L3 (Program Coordinator)
He will responsible for identification of training needs, for coordinating the total HRD activities including In plant and Out plant training program, for monitoring the training budget and for maintenance of all the HRD files and records. He will have authority for raising purchase indents for issuing office order for training programs and for issuing no dues to regular employee.

d) L4 (Office Coordinator)
He will responsible for maintenance of files and registers, for preparation of reports and for all clerical activities. He will have the authority for raising purchase intends and for issuing no dues to the trade and technician apprentices.
**NEED FOR STUDY**

The major need for this study was to know what kind of measures does the HRD dept. of BHEL, Jhansi adopt to as to fulfill the employees demand and to create the overall satisfaction. By creating positive identity, since these are the major sources of income and plays a huge role in completion of product in productive system cycle of BHEL.

**OBJECTIVES OF STUDY**

- To know how do they make the Induction of Manpower,
- To know there Training and development program,
- There evaluation criteria towards the performance of employees,
- What form of Participative forum and welfare measures they takes,
- There various type of Training Program, at BHEL, Jhansi,
- To know the strength and opportunities of BHEL.

**RESEARCH DESIGN**

This research is exploratory, conceptual and observational in nature with the aim to develop a framework that describes nature formation of Human Resource Management at BHEL, Jhansi. At present has 1974 manpower strength at various levels.

**HUMAN RESOURCE MANAGEMENT**

1. **Induction Programme**

In BHEL the levels are broadly categorized in 3 groups:

A. Executive Cadre,
B. Supervisory Cadre,
C. Workmen Cadre.

The induction of workmen and supervisors is done at unit level; whereas, in executive cadre it is done at corporate level. Various board designations covered in the above 3 categories are inducted below:

A. **Executive Cadre:**

<table>
<thead>
<tr>
<th>Position</th>
<th>Level</th>
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<tbody>
<tr>
<td>Engineer/ officers</td>
<td>E1</td>
</tr>
<tr>
<td>Sr. Engineer/ Officer</td>
<td>E2</td>
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<tr>
<td>Dy. Manager</td>
<td>E3</td>
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<td>Manager</td>
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<td>Sr. Manager</td>
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<td>E10</td>
</tr>
</tbody>
</table>

B. **Supervisory Cadre**

<table>
<thead>
<tr>
<th>Position</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charge man</td>
<td>S1</td>
</tr>
<tr>
<td>Asstt. Forman</td>
<td>S2</td>
</tr>
<tr>
<td>Forman</td>
<td>S3</td>
</tr>
<tr>
<td>General Forman</td>
<td>S4</td>
</tr>
<tr>
<td>Executive F/Man</td>
<td>S5</td>
</tr>
<tr>
<td>R. Exe. F/Man</td>
<td>S6</td>
</tr>
</tbody>
</table>

C. **Workmen Cadre**

<table>
<thead>
<tr>
<th>Position</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>USW</td>
<td>A01</td>
</tr>
<tr>
<td>SSW</td>
<td>A02</td>
</tr>
<tr>
<td>Artisan Gr. IV</td>
<td>A03</td>
</tr>
<tr>
<td>Artisan Gr. III</td>
<td>A04</td>
</tr>
<tr>
<td>Artisan Gr. II</td>
<td>A05</td>
</tr>
<tr>
<td>Artisan Gr. I</td>
<td>A06</td>
</tr>
<tr>
<td>Technician</td>
<td>A07</td>
</tr>
<tr>
<td>Sr. Tech</td>
<td>A08</td>
</tr>
<tr>
<td>Master Tech</td>
<td>A09</td>
</tr>
<tr>
<td>General Tech</td>
<td>A10</td>
</tr>
<tr>
<td>Executive Tech</td>
<td>A11</td>
</tr>
</tbody>
</table>

However, the induction level in each cadre is defined and is done any at the minimum level of the cadre. For example, induction in workman cadre is done at two levels i.e. at A01 for USW/SSW and at artisans. Induction of supervisory level id one at Charge Man (S1) scale and induction at executive level is done at engineer level (E1). In case of workman and supervisors cadres the names are obtained from local employment exchanges or through Act Apprentices. The written tests and personal interviews are conducted and the selected candidates are issued the offer of appointment in the regular scale.

2. **Training and Development**

BHEL, Jhansi emphasizes on development of its employees on regular basis. The HRD department of the unit annually identifies the training needs of all employees through line managers. The calendar of the in plant program is formulated, based on the above needs and program on various topics are conducted in the financial year so as to meet the training requirement. If specific skill is required to be imparted to certain groups of people, which cannot be organized within the unit, these employees are nominated to outside the institutes within the country or abroad. In addition to above the training is imparted to Act Apprentices (Trade Apprentices and Technician Apprentices), Company trainees (Supervisory Trainees and Engineering Trainees) and Vocational Trainees from various institutes in fields such as engineering, MBA graduates, MCA graduates etc. In the year 2008 total 52 in plant training program were conducted covering 125 executives, 142 supervisors and 374 workers. In addition, training was imparted to 210 trades Apprentices, 199 Technical Apprentices, and 198 Vocational Trainees.

3. **Performance Evaluation**

BHEL, Jhansi has well established Performance Evaluation system for various categories in term of Annual Confidential Report (ACR). The various parameters of performance evaluation system are laid down in the ACR Forms with the marketing system. The total 100 marks are allotted for performance evaluation, based on marks; the grading of the individual performance is done in the following broad categories:

- Outstanding,
- Very good,
- Good,
- Fair,
- Poor.
Based on the performance evaluation and on completion of the minimum eligibility period, the individual is considered for his promotion to next level by Department Promotion Committee (DPC). The unit is proposing to go for open appraisal system called as Performance Management System (PMS) for all executive categories. This system will widely focus in target setting at beginning of the year, mid-term and annual review of the achievements, potential performance appraisal etc.

4. Participative Forum

BHEL has a unique system management implemented since more than last2 decades. Under this joint committee is the apex body at Corporate Level in which the representative of participative unions form all the units along with their Central Leader Participate on one side and Equal numbers of members form management side participate on other side.

They discuss all the matter related. To general policy concerning to workers, in all the units such as:

1) Productivity & Profitability,
2) Incentives,
3) Bonus,
4) Plant Performance Payment,
5) Wage revision,
6) Working Conditions,
7) Welfare facilities,
8) Environmental issues etc.

The next level to the Joint Committee is Plant Council which is the Apex Body at unit level. In this committee, equal numbers of worker representatives and management representatives participate and discuss the matters related to the workers in the unit.

The third level is the shop councils which is constituted at shop level to discuss all the tissues related to shops. In addition to above there are various bi-partite participative committees (statutory and non-statutory) such as PF trust, canteen committee, safety committee, cultural committee, medical advisory committee, sports committee etc. In all these committees the participation of workers representative is ensured. Thrust is given in direct participation and involvement of workers at the shop level by introducing various schemes as suggestion scheme, quality circles, 5S*, Productivity, Special Facilities***.

** 5’S
- Sort,
- Straighten,
- Sweep,
- Standardize,
- Self Discipline.

***Meal & Refreshment Rates
- Tea - 10 Paisa,
- Snack 20 – 30 Paisa,
- Veg. Food – Rs. 3 – Rs. 5,
- Non Veg. Food – Rs. 5.

5. Welfare Measures

BHEL Jhansi has a strong belief that its human resource is an important asset and is therefore, committed for welfare of its employees and society at large. With this assumption the unit provides variety of employees benefits/Welfare measures such as Leave, LTC, Loans & Advances, Awards and Incentives, Gratuity, Provident Fund, Death Relief Fund, Family Planning Incentives, Medical Facility, Transport, Education, Sport Uniform etc.

BHEL being the public sector, it also shoulders its responsibility for social development of nearby providing employment opportunities developing ancillary units. Extending help to worker sections adopting village the nearby locality etc.

6. In-Plant Training Program

All training program that are conducted in HRD department of JHANSI come under the preview of in plant training. The kind of training cover program of all levels of personnel via, executive, supervisors, lab hours decided in advance according to availability of both faculty and trainee. Trainee’s calendar is intimated to all people concerned so that the program conducted smoothly and successfully. The trainees are also exposed to the visual media during their training program. There are video cassettes in HRD department, which cover different functional areas. Some of them have been specified below:

1) Category Computers
   - Introduction to computers duration-30 minutes.
   - Database and DBMS duration-60 minutes.

2) Category Management
   - Introduction to marketing duration-22 minutes.
   - Time management duration-25 minutes.

7. Out Plant Training Programme

As the name suggests, out plant training included all the training and development programs which are held outside the factory premises. In this type of training, employees of the unit are sent to other sister unit of BHEL Jhansi, other institute and abroad from acquiring specific skills and knowledge, which cannot be imparted in the unit itself. After the training needs of the employees of the unit is identified, a detailed. The personnel department decides upon training calendar of in plant training. But sometimes, few of employees have to be sent outside the unit to fulfill their training needs due to some reasons stipulated below:

- Non availability of faculty.
- Absence of infra structure facility.
- The training program requiring an extra ordinary professional touch.

Through the out plant training program is expensive in comparison to in-plant training program, the unit has to be opt for it if any of the above mentioned reasons are relevant to the problem in the hand.

8. Technician Apprentice Training Program

This program is concerned with the training of technician apprentices. These training programs are those students who have done their diploma in various fields of engineering.
While the trade apprentices are exposed to related instruction classes, the technical apprentices are not. They in turn have more exposure as far as the practical experience is concerned.

**SUGGESTIONS AND LIMITATIONS**

In order to make the present study useful for the future use of HRD in continuing with the practice of evaluating on the job effectiveness, following suggestions regarding the findings and conduction of the study are given:

While collecting the data it was observed that many people were enthusiastic about their work. This shows that the employees were acknowledging the efforts made by the organization for growth of their employees.

There are some limitations which hinders in human resource practices in BHEL Jhansi i.e. complex and lengthy procedure for solving grievances and more paperwork is done which sometime result in wasting resources and unproductive work. This also creates feeling of dissatisfaction in employee.

**CONCLUSIONS**

It has 24 years since the HRD of BHEL Jhansi has been established and the efforts to fulfill the objective of HRD department i.e. all-round development of employees in terms of knowledge, skills and behavior this development is desired in order to improve the work efficiency and effective of the employees is been credible.

Maintaining a fruitful Induction program, conducting productive training and development programs, providing career growth opportunities, providing cheap and good quality eatables add to job satisfaction and is a evidence good human resource development system in BHEL Jhansi.

There is still scope for improvement in the HRD system some limitations discussed before are present. If efforts are is done to remove the shortcoming than the whole scenario will be changed which will be more positive and productive.

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(ER-In-Chief)
A STUDY ON PERFORMANCE APPRAISAL SYSTEMS AT
TELECOMMUNICATION CENTRE, HYDERABAD

A. Sandhya Rani

ABSTRACT
Performance appraisal has become part of a more strategic approach to integrating HR activities and business policies and may now be seen as a generic term covering a variety of activities through which organizations seek to assess employees and develop their competence, enhance performance and distribute rewards (Fletcher, 2001). The purpose of this study was to examine the performance appraisal system at telecommunication centre, Hyderabad; and the perceptions of middle level managers towards performance appraisal system. 50 employees of Middle Level Manager Sec (CAF, Admin, and Costumer Service) are considered for the study. The Researcher used both questionnaire method and unstructured interview method. The results show that the criteria for Performance Appraisal has a great influence on employees and there is significance difference in the perception of middle level managers towards performance appraisal system is proved.

KEYWORDS
Employees, Performance Appraisal, Organization etc.

INTRODUCTION
Organizations are run and steered by people. It is through people that goals are set and objectives realized. The performance of an organization is, thus, dependent upon the sum total of the performance of its employees. According to Peter Drucker, an organization is like a tune. It is not constituted by individual sounds but by their synthesis. The success of an organization, therefore, depends on its ability to accurately measure the performance of its members and use it objectively to optimize them as very important resources. The performance of an employee is his resultant behavior on task which can be observed and evaluated. It refers to the contribution made by an individual in the accomplishment of organizational objectives. Performance appraisal (PA) refers to all those procedures that are used to evaluate the personality, the performance and the potential of its group members. Performance can be measured by combining quantity, quality, time and cost. People do not learn unless they are given feedback on the results of their actions. For learning to take place, feedback should be provided regularly and it should register both successes and failures. It should also follow soon after the relevant action or actions. Performance appraisal system provides management an opportunity to recall as well as give feedback to people. This feedback is regarding the performance of the worker. This helps them to correct their mistakes and acquire new skills. This paper focuses on the criteria followed at one of the reputed telecommunication centre at Hyderabad for performance appraisal and analyze the reward and recognitions and to study the perception of middle level managers towards performance appraisal system.

REVIEW OF LITERATURE
According to Bateman and Snell (2011) the primary one focuses on motivators such as the nature of the job, duties and responsibilities, and job satisfaction to determine motivation. The second one known as hygiene factors includes working circumstances, compensation, supervision and the policy of an organization. The theory suggests that these factors should adequately be administered in order to motivate employees, and to serve several HRM purposes such as promotion or termination. The results of the PA are measured based on a number of appraisal methods such as category scaling and comparative methods (Mathis and Jackson, 2006). The category scaling facilitates the measurement of performance of employees on a certain form by checking categorically grouped levels such as highest and lowest. The comparative appraisal methods entail the ranking and comparison of performance ratings of employees of a particular work unit. The major aim is, based on the results of the PA, to raise the motivation and productivity of employees by rewarding better performance, for example, by giving a pay increase (merit pay). The question of interest is that whether or not the merit pay would be feasible during bad economic times.

Performance appraisal is a formal process of observing and evaluating an employee’s performance (Erdogan, 2002). Performance appraisal (PA) is one of HRM tools used to evaluate the job performance of employees (Dessler, 2011; Mody et al. 2002; and Tompkins, 1995). According to Muezyk and Gahle (1987), an organization's success or failure may be determined by ways in which performance is managed.

NEED FOR THE STUDY
Performance appraisal has increasingly become part of a more strategic approach to integrating HR activities and business policies and may now be seen as a standard term covering a variety of activities through which organizations seek to assess employees and develop their competence, enhance performance and distribute rewards. The efforts of employees can determine success and survival of an organization and appraisals are potentially one way in which those efforts can be aligned with aims of an organization, employees can be motivated and their performance managed. Performance appraisal is among the most important HR Practices.

OBJECTIVES OF STUDY
- To study the Performance Criteria at one of the reputed telecommunication centre, Hyderabad.
- To analyze the reward and recognitions process followed at telecommunication centre, Hyderabad.
- To study the perception of middle level managers towards performance appraisal system.

HYPOTHESIS OF STUDY
- There is no significance difference in performance criteria at selected telecommunication centre.
- There is no significance difference in the perception of middle level managers towards performance appraisal system.

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RESEARCH METHODOLOGY

Sample Design

The total list of man power is collected according to the department 50 employees are picked random by applying random sampling technique. Thus the sample size for the present study is 50 employees of Middle Level Manager Sec (CAF, Admin, and Costumer Service).

Data Collection

The study uses Primary and Secondary sources of data for the purpose of collection of primary data. The Researcher used both questionnaire method and unstructured interview method. By this questionnaire, the Researcher tried to find out the effectiveness of Performance Appraisal at selected telecom; and other important sources through which the data is collected from internet, company websites, journals, Books, articles and the reports maintained by the company. The Performance Appraisal System at was analyzed by calculating Means. Performance criteria:

Table-1

<table>
<thead>
<tr>
<th>Options</th>
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<th>No</th>
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<tbody>
<tr>
<td>Polishing the Communication Skills</td>
<td>50</td>
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</tr>
<tr>
<td>Performance Appraisal Affects the Productivity</td>
<td>49</td>
<td>1</td>
</tr>
<tr>
<td>Performance Appraisal Method Using at BSNL</td>
<td>26</td>
<td>24</td>
</tr>
<tr>
<td>Identification of Hidden Potential</td>
<td>35</td>
<td>15</td>
</tr>
<tr>
<td>Criteria for Incrementing the Benefits Package</td>
<td>35</td>
<td>15</td>
</tr>
<tr>
<td>Company Policy</td>
<td>44</td>
<td>6</td>
</tr>
<tr>
<td>Total</td>
<td>239</td>
<td>61</td>
</tr>
<tr>
<td>Mean</td>
<td>39.83</td>
<td>10.16</td>
</tr>
<tr>
<td>Standard Deviation</td>
<td>8.59</td>
<td>8.59</td>
</tr>
<tr>
<td>Coefficient Of Variation</td>
<td>21.56</td>
<td>84.54</td>
</tr>
</tbody>
</table>

Sources: Author’s Analysis.

It is observed coefficient of variation is (21.56%) implying that the perception of the respondents is identical and hence the mean can be representative of the sample. The Analysis shows that the criteria for Performance Appraisal has a great influence on employees because of the mean of the responses of the two groups has similar SD and CV is low. Hence alternative Hypothesis is accepted. 64% of the employees agree that promotions are purely based on performance appraisal and 76% state that both monetary and non monetary benefits are provided by the company. 78% agree that Reward system practiced in the organizations is properly communicated to all the employees. Yearly once Employees are rewarded. Selection for the rewards is mainly done by the Top officials at selected telecom. The perception of middle level managers towards performance appraisal system and this is done by calculating the Mean.

Table-2

<table>
<thead>
<tr>
<th>Options</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Organization Follow Performance Appraisal</td>
<td>42</td>
<td>8</td>
</tr>
<tr>
<td>Satisfied with Existing with PAS</td>
<td>39</td>
<td>11</td>
</tr>
<tr>
<td>Awareness of Techniques of PAS</td>
<td>31</td>
<td>19</td>
</tr>
<tr>
<td>Opinion to the Present Appraisal System</td>
<td>41</td>
<td>9</td>
</tr>
</tbody>
</table>

CONCLUSIONS

From this study it can be known that the organization makes use of 360-degree appraisal method to appraise the performance of their employees; and the purpose of the performance appraisal in this organization is to wage increase, polishing the skills and increase their hidden potential etc. The employees of the organization are comfortable with the existing performance appraisal method and they want it to be improved in some of the areas in order to differentiate performers and non-performers as some of them feel that the performers are not recognized. Existing performance appraisal follows recognizing the work in the form of granting awards/merit certificates in order to motivate the employees. Finally, it can be concluded that an effective and efficient appraisal system is imperative for a company to achieve financial success and organizational objectives.

REFERENCES

UNDERSTANDING THE WORLD OF AUTISTIC CHILDREN THROUGH THEIR PARENTS AND INSTRUCTORS

Suchi Srivastava10 Mamata Bannur11 Deepak Talwar12

ABSTRACT

The paper explores the experiences and expectations of parents and instructors of autistic children and also finds out the challenges faced by the instructors to train them. This paper focuses on three methods of qualitative enquiry - namely individual interview with parents, instructors, and the classroom observation of the autistic children. It explores the experiences of the parents before their ward joined the school and also their current experience after a child has completed a sufficient tenure at the school. The study also finds out the social experience of the parents of these autistic children and discusses the expectations of parents from the school and from their ward. Further, the experiences and challenges faced by the instructors in trying to train these children have also been discussed.

KEYWORDS

Autism, Children, Learning, Parent’s Experience, Training Challenges etc.

INTRODUCTION

The inspiration behind the study was the researchers visit to Blind People’s Association (BPA) at Ahmedabad, Gujarat wherein they witnessed the helplessness of the autistic children and gave a thought regarding the experiences of parents of these children and were also overwhelmed by the relentless efforts taken by the instructors to train these children. This motivated them to take up this study in trying to understand these experiences and expectations of parents and instructors of these autistic children.

Autism is a complex developmental disorder characterized by a triad of impairments in reciprocal social interaction; communication; and restricted, repetitive, and stereotypic patterns of behaviors, interests, and activities (Committee on Children with Disabilities, 2001).

Learning in autism is not a topic characterized by consensus. The ability of autistics to learn is considered nonexistent in the typical everyday environment (Lovaas and Smith, 2003). Autism is a pervasive developmental disorder that affects children globally across all areas of functioning in their lives. Autism impacts the normal development of the brain in the areas of social interaction and communication skills.

Qualitative impairment in social interaction may be manifested by marked impairment in the use of multiple nonverbal behaviors such as eye-to-eye gaze, facial expression, body postures, and gestures to regulate social interaction; failure to develop peer relationships appropriate to developmental level; a lack of spontaneous seeking to share enjoyment, interests, or achievements with other people (e.g., by a lack of showing, bringing, or pointing out objects of interest); or lack of social or emotional reciprocity.

Problems in communication may be seen due to delay in the development of spoken language (not accompanied by an attempt to compensate through alternative modes of communication such as gesture or mime); in individuals with adequate speech, marked impairment in the ability to initiate or sustain a conversation with others; stereotyped and repetitive use of language or idiosyncratic language; lack of varied spontaneous make-believe play or social imitative play appropriate to developmental level.

Restricted, repetitive, and stereotyped patterns of behavior, interests, and activities may be manifested by encompassing preoccupation with one or more stereotyped and restricted patterns of interest that is abnormal either in intensity or focus; apparently inflexible adherence to specific, nonfunctional routines or rituals; stereotyped and repetitive motor mannerisms (e.g. hand or finger flapfling or twisting, or complex whole body movements); persistent preoccupation with parts of objects.

Some teenagers with autism tend to get a little better once they reach a certain age, while other seems to worsen and become hyperactive or aggressive. Treating autism requires a great deal of behavioral training, specialized therapy, and medication. Their language develops to some degree but it never reaches its full capacity. However, if those signs are detected at an early time, the child can be submitted to intensive training where he or she will learn to recognize faces and other things as well. These are the ones that can make their own decisions. Children with autism often make little eye contact with others and are often seen playing by themselves. About 75% are of low intelligence and about 10% percent does extremely well academically in specific areas such as math. According to World Book online some even exhibit a speech pattern called echolalia, where they repeat what is said to them instead of giving their own response. According to the Autism Society of America, in some cases, aggressive and/or self-injurious behavior may be present.

Parents of children with autism are faced with many challenges. Adding to the challenges experienced by parents is that in spite of an early onset, autism often remains undiagnosed until or after late preschool years (Beauchesne & Kelley, 2004). Equally challenging is the intense treatment that requires a combination of strategies (Committee on Children with Disabilities, 2001). Although there is no proven cure for autism, the goal of treatment is to improve the overall functional status of the child by promoting the development of communication, social, adaptive, behavioral, and academic skills as well as lessening maladaptive and repetitive behaviors (Committee on Children with Disabilities, 2001).

LEARNING IN AUTISM INTERVENTION RESEARCH

Comprehensive early intervention programs in autism have borrowed extensively from each other and have become progressively more similar (Dawson and Osterling, 1997;
A typical curriculum may, at the outset, involve series of trials for training eye contact ("look at me"), commands ("sit down," "stand up," "come here," "turn around"), motor imitation ("do this ..."), followed by commands to point ("point to the ..."), match, verbally imitate, and verbally label (Maurice et al., 1996). Comprehensive programs vary in their use of settings and structure (e.g., highly structured trials versus more naturalistic approaches), in their use of procedures and techniques (e.g., prompting, reinforcement), in their incorporation of developmental and other theoretical considerations, and in other ways (Rogers and Ozonoff, 2006).

**APPLIED BEHAVIOR ANALYSIS AND AUTISTIC LEARNING**

The first reports of operant conditioning in autism in the early 1960s (Ferster and DeMyer, 1961) are considered by behavior analysts as the first demonstrations that autistics could learn (Schreibman and Ingersoll, 2005). Behavior analysts henceforth characterized autistics as being governed by the same laws of learning as all other organisms, while being distinguished by failing to learn from the typical, every-day environment (Lovaa, 1987; Green, 1996; Smith and Lovaa, 1998; Lovaa and Smith, 2003; Koegel et al., 2001). Applied behavior analysis (ABA), summarized by Green (1996) as employing procedures derived from the principles of behavior to "build socially useful repertoires" of observable behaviors and reduce or extinguish socially "problematic ones," has become the basis for an extensive autism intervention literature and service industry.

**RESEARCH METHODOLOGY**

**Design**

The present paper tries to focus on understanding the subjective experiences and expectations of parents and challenges in teaching and training autistic children at Blind People’s Association (BPA) at Ahmedabad, Gujarat.

Specifically the research questions that directed the study was to grasp the day to day experiences of parents, the attitude of siblings and other family members towards autistic children. The second part of the study focused on the challenges an instructor faces in teaching and training these children and the methodology or techniques adapted to train was tried to be sought.

The study involved three phases, i.e., interview with the parents, interview with the instructor and observations of the children. A comprehensive set of questions were framed to bring out the wholesome experience from both the target respondents.

In keeping the view in mind in depth conversational interview was used to explore and gather narrative material which would enable in developing a richer and deeper understanding of the experiences studied. Though the questionnaire used was structured, lot of prompting and probing was done during the course. The question were focused on understanding the day to day experiences with the child, physical development of their children, anxiety and helplessness of the parents, parental and sibling relationships, social relationships, expectations from the child, expectation from BPA, emotional relationships with the instructors, communication experiences, mutual learning experiences, challenges in teaching, and training techniques adopted. The research design kept a scope for exploring any other related issue which could have emerged during the interview, since the researchers were aware that they could get lot of other important insights into the study.

**Process of Data Collection**

As this study was based on thematic interview and narrative method, the study included those people who could narrate their own experiences with the subject in question. Accordingly the researchers had to choose those parents who had autistic children and the instructors who taught these children. In doing so the researchers met with Blind People’s Association, an organization which is a special school providing basic training not only to the blind children but also to various other disabilities viz deaf and dumb, mentally retarded, and autistic children. BPA readily agreed to support the study and gave the references of the instructors who handled autistic children, who in turn made it possible for the researchers to meet the parents of autistic children to be part of the study. The researchers first met the instructors and explained them the purpose and nature of their study. The interview was taken on a specified day. The instructor then in the next few visits introduced us to the parents of autistic children and then date and time were fixed for interview on mutual convenience. Consent was sought for recording the interview which helped in maintaining the accuracy of the data. The interviews were taken in English, Hindi and occasionally Gujarati. An interpreter assisted in translation of data in the later stages.

Two instructors (one coordinator and one instructor), two mothers, and eight children participated in the study. The experiences of the instructors in this field ranged from 4-25 years. For one of the mother the child in question was the first child and for the other this was her second child. The children were in the age group of 8-14 years and were in this school from 1 day to 5 years.

**DATA ANALYSIS**

The treatment and analysis of data followed thematic analysis (Aronson, 1992) of data which involved both sententious and selective approaches. In following sententious approach each transcript was read as a whole to capture the core essential meaning of participants’ experiences and expectations. That is through reading of the transcript gave an underlying meaning of experience for the participant was identified. Similar process was repeated for identifying other themes from the transcripts. Each and every transcript was read and analyzed in detail and the statements relating and illustrating the different dimensions of the essential theme were sorted. Labels were attached to these different themes. After this, different themes arising from the transcripts were aggregated together to bring a wholesome picture. This led to the identification of the major themes of the study. The statements which best explained these major themes were taken. Finally the core theme and the sub themes were aligned to give a meaningful text of the participant’s experiences. This is presented in detail in the findings section.

**FINDINGS**

This section describes the essence, themes, and sub themes (Table1) that emerged from the analysis of the experiences of the parents who have child with autism and also the challenges faced by the instructors (Table2) of these children.
Parents experienced feeling isolated from those extended family members who seemed to lack an essential understanding what they were going thorough and failed to be present to provide practical support and assistance.

“In front of me every one is good toward him. If he comes and pushes me, I can understand he is my child. He is not normal. But sometimes others do not understand. They say he always does it. Let him sit away. I have to take care of him when there are guests at home”.

Participants also had the opinion that some times family members were very much attached to the child and took utmost care of them. They always remained near them whether in school or at home so that they should not have any problems.

“No… No all the members of the family treat him very nicely. They take care of him very much. If you tell him you are a good boy he will listen to you. He loves his grandfather and father. They take him for a walk everyday”.

EXPERIENCES OF INSTRUCTORS

Parents expected a lot from the school and that it should make their child learn and communicate which would make him a bit independent so that he could do the essential things on his own. Participants further expressed that it would also give them some time to look after the family.

“BPA is doing very good job. I expect that the school should make my son to at least learn basic living skills so that he can be able to read and write which would make him a bit independent”.

Parents also hoped that their child’s habits should be changed while he is in the school which will make him more acceptable by the society.

“His Anger should be reduced. He fights with his elder sister, bites and hits her. This should be reduced.”

Table-2: Training Challenges & Techniques Faced by Instructors

<table>
<thead>
<tr>
<th>Experience</th>
<th>Training Challenges</th>
<th>Training Techniques</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emotional Attachment</td>
<td>Parents</td>
<td>Training Methodology</td>
</tr>
<tr>
<td>with Instructors</td>
<td>Expectations</td>
<td></td>
</tr>
<tr>
<td>Communication Experience</td>
<td>Erratic Behavior</td>
<td>Mutual Learning</td>
</tr>
<tr>
<td>of the Child</td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>Training Effectiveness</td>
</tr>
</tbody>
</table>

Sources: Data Analysis.

EXPERIENCES OF INSTRUCTORS

The core themes in reconciling the challenges and techniques of instructors involved both positive and negative experiences. The positive experience involved mutual learning experience, positive response towards a particular technique, which encourage the instructor to try out something new, where as the negative experience were of the over emotional attachment of the children towards the instructors, parental expectations, erratic behavior of the child which posed a challenge in the
teaching learning process.

Three major themes were identified in this part of the study. They were experiences of the instructor, training challenges and training techniques adopted. The findings on these three dimensions are presented below. Vignettes of participant’s responses are included in the study.

Participants emphasized the communication experiences with these children. These children were having severe communication problem. They responded that this problem shut them away. It requires a great deal of patience and persistence to gain their confidence and involve them in the teaching learning process.

“80% of these children are non verbal. They do not have any eye contact. They are in their own world. If they have good temper they will respond. If not they will just be indifferent”.

Participants’ responses made it clear that they have a tough time in handling these children. As the children did not have any social life they found that the school was the place of the social interaction. Though they are not very attached to their fellow mates but they were emotionally attached to their instructors. They thought them to be one of their own family members and expected that the instructor should always stay with them.

“These children get emotionally attached to us and expect us to be with them in all their good and bad times. For example whether it is birthday party or a condolence meeting they expect that their instructor should be there with them. This is sometimes very demanding”.

TRAINING CHALLENGES

Training challenges included parents’ expectations and the erratic behaviour of the child. Parents expectation was a greatest challenge as they expected that their child should be like any normal child who should know to write and read like any normal child. This was becoming very difficult for the instructors and also hindered the learning process, because the instructors understand this may not be always possible after understanding the mental and cognitive ability of the child.

“It is difficult to handle the expectation of the parents. They start comparing their children with the normal children. Their child does not even have the basic living skills, but they expect that the child should be able to learn and write. We cannot do this. We have been taught that we should teach basic skills first, later focus on reading and writing”.

Participants felt that erratic behavior of the child is also a greatest hindrance in the learning process. These children are very moody. They did not respond when needed, if they were not in a good temper. These children had a very fluctuating temper. If they were in good temper they did as they were told to, else they just withdrew themselves from the scene mentally.

“It is difficult in the sense if I say that Akash (name changed) you have say prayer, one day they will not respond, no eye contact, 1 hour, 2 hour, one day, two day, then they will start telling the prayer. Their memory is very strong but their response is not immediate”.

“They move their hands in a strange manner. They are very sentimental. They start crying or laughing continuously without any reason”.

TRAINING TECHNIQUES ADOPTED

Participants gave an account of the process which goes in designing the training methodology based on the functional & psychological assessments which enable them to set the learning and teaching goals in the short and long run. They also decide on the teaching mode based on the interest level of the child.

“We make a functional and psychological assessment (Psychological assessment done by trained psychologist) of the child and based on the awareness level as to which stage of the awareness the child is in and then we set individual goals”.

“We have developed communication boards, where the children are asked to point out the pictures. We also have diaries for their easy communication”.

“We also go to their houses during summer vacation and see whether they are improving or not”.

Participants responded that there were lots of considerations to be made before adopting any of the training techniques. They also felt that though there was a uniform learning process for these children, but some techniques were specific to a particular child. They also explained how in the process mutual learning also takes place. Many a times they modify or alter the technique or methodology adopted to suit to the particular child.

“There is one child who will never sit in the class. Whatever you try to teach him he will try to divert your attention. For this child I took him out one day and then I started watering the plants. He liked it and he also started doing it. I then started counting vehicles in the parking lot and he also started doing the same. This gave me an idea as to how to teach this child and now I ensure that at least 20 minutes every day he is taken out”.

Participants had a mixed response towards the effectiveness of these training techniques. One of the participant felt that these children improved and one of them was of the opinion that the response was very meek. However both of them were confident that the technique would be effective in the long run. They also felt that the support from some of the parents of these children indeed helped them to do better.

“Yes there is definitely an improvement. One girl Pooja (name changed) in the school was very immobile when she had joined here five years ago. She used to always sleep on the table. We had to literally lift her up every time. But now she is responding very well she can understand basic sign language also. Now she is quite active in the school also”.

“Yes response is very less but they show that they know something. They understand us. This gives us a lot of motivation. We are taught focus on the child’s strength ability and not on his disability and we do the same”.

DISCUSSIONS AND CONCLUSIONS

The aim of our study is to gain a better understanding of the experience of parents who have a child with autism. In doing so, parents shared with us not only aspects of their role but
also other aspects of their lives that were important to the autism experience. The study also aimed at understanding the challenges faced by the instructors in trying to train these autistic children. In doing so, the instructors shared with us the real time experiences they experience during the training.

A similarity noted between our study and Woodgate R.L. et.al (2008) work was how parents dealt with their isolation. They found that parents in the study received a lot of support by valuing any accomplishment that their child achieved where as parents in our study also coped by using a variety of strategies, most notably the use of service agencies (e.g., treatment services, respite services), family support, and social withdrawal.

LIMITATIONS AND RECOMMENDATIONS

This study alike other studies have also some limitations. The present study has not taken both the parents for understanding the experiences with their autistic child. In addition to this the researchers have asked the parents to describe the attitude of siblings and other members of the family towards the child, they have not contacted these people directly.

The researchers recommend that the future study can be extended by including the experiences of both the parents, siblings, and other family members.

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EXHIBITING ORGANIZATIONAL CITIZENSHIP BEHAVIOUR FOR SATISFACTORY JOB PERFORMANCE AND JOB SATISFACTION

Satyawan Baroda13 Chhavi Sharma14 Preeti Aggarwal15

ABSTRACT
Organizational Citizenship Behavior is an important factor that can contribute to the survival of an organization. Therefore, it is crucial to understand the variables that significantly and positively aid in creating this favorable behavior within the organization. Employees who engage in citizenship behavior are expected to have higher levels of job performance and job satisfaction. OCB reflects a “good soldier syndrome” which is so necessary for the prosperity and good functioning of every organization. It is usually perceived as exerting exceptionally good behaviors for the sake of the organization.

This paper provides a definition of OCB; highlights some of the ways in which OCB enhances employee performance and satisfaction; outlines how OCB will benefit the company overall; explores suggestions of encouraging OCB in workplace; introduces dimensions which could be used to measure OCB.

KEYWORDS
Autism, Children, Learning, Parent’s Experience, Training Challenges etc.

INTRODUCTION
A discussion of the individual in the organization is incomplete, if it covers only the organization impositions on and obligations to, the individual. The employment relationship is two way. Without question, the organization has responsibilities to the individual, but also and again without question: the individual has responsibilities to the organization. Employment is a mutual transaction and a social exchange. Each employee makes certain membership investments in the organization & expects profitable reward in return. The organization also invests in the individual, and it, too, expects profitable rewards.

A relationship is profitable for either party when benefits (outputs) are larger than costs (inputs) measured in a total value system. In the usual employment situation, both parties benefit just as they do in the usual social relationship. Both parties benefit became the social transactions between them produces new values that exceed the investment each makes. The profitable relationship deteriorates if either party fails to act responsibly toward the needs of the other. The employees can fail to act responsibly, just as the organization can. If they do, they can expect the organization to respond by using tight controls to try to maintain a successful operating system. There are many ways, beyond acting productivity & creativity, in which employees can demonstrate their longer responsibilities toward the organization. It includes organizational citizenship. OCB has been shown to have a considerable positive impact at the organizational level, enhancing organizational effectiveness from 18 to 38% across different dimensions of measurement. [21]

Table-I: Percentage of Variance which OCB Accounts for in Enhancing Organizational Effectiveness

<table>
<thead>
<tr>
<th>Source</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance Quality</td>
<td>18%</td>
</tr>
<tr>
<td>Performance Quantity</td>
<td>19%</td>
</tr>
<tr>
<td>Financial efficiency indicators</td>
<td>25%</td>
</tr>
<tr>
<td>Customer service indicators</td>
<td>38%</td>
</tr>
</tbody>
</table>

Organizational citizenship is discretionary behavior that is not part of an employee’s formal job requirements, but that nevertheless promotes the effective functioning of the organization. [24]

ORGANISATIONAL CITIZENSHIP

Applying the social exchange idea makes it evident that employees are expected to go beyond their job descriptions and be good organizational citizens. This reciprocal relationship at the individual level parallels the way the organization is expected to behave in the broader society in which it operate. Employers who are organizational citizen engage in positive social acts designed to help other’s such as volunteering their efforts on special projects, sharing their time & resources and proactively cooperating with others. They also are expected to use their talents and energies fully to help the organization achieve its goals of efficiency and effectiveness. Many employees, however, hold positive attitudes toward their work & organization and these pay off in both obvious & more subtle ways. In particular, employees sometimes demonstrate organizational citizenship behaviors, which are discretionary actions above & beyond the call of duty that promote the organization success. [5]

Organizational Citizenship is often marked by its spontaneity, its voluntary nature, its conductive impact on results, its unexpected helpfulness to others, and the fact that is optional. For instance, Mary Jo may exhibit unusual conscientiousness in carrying out normal job responsibilities; Willy may exercise a high level of innovation and creativity on a troubles one problem. Even Volunteering for extra assignments or sharing equipment with another worker is a demonstration of organizational citizenship. Like the thousands of grains of dry yeast that make the other ingredients in bread dough rise, thousands of tiny bits of extra efforts help organization rise part their competitors. Acts of good organizational citizenship include the use of courtesy in touching bases with others before taking action, sport man like tolerance of inconveniences on the job, unusual conscientiousness, helping behaviors, and a variety of civic behavior such as attending meetings even though reluctant to do so.

Research suggests that these “good soldier” engage in the action for any three reasons:

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1. Their personality traits (e.g. Conscientiousness, optimism or extroversions) dispose them to do so.
2. They hope that by doing so they will receive special recognition or rewards.
3. They are attempting to engage in image enhancements through managing the impressions those others from of them. [13]

Regardless of their motivation, organizational citizenship behaviors are usually appreciated by the organization and coworkers alike. Individual acts of citizenship can be facilitated by an organizational culture that specifically encourage “going the extra mile,” direct rewards for such actions, jobs that provide satisfaction, supportive leadership that demonstrates caring & trust, flexible & family-friendly workplace benefits and personal example set by managers at all levels. [8]

Organizational effectiveness depends on more than just satisfactory job performance. It also relies on organizational citizenship.

**ORGANIZATION CITIZENSHIP BEHAVIOR**

Organizational Citizenship Behavior (OCB) is a relatively new concept in performance analysis but it represents a very old human conduct of voluntary action and mutual aid with no request for pay or formal rewards in return. The concept was first introduced in the mid-1980s by Dennis Organ. [16]

According to Organ, The definition of organizational citizenship behaviors (OCB) is “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization”.

In addition, OCB extends beyond the performance indicators required by an organization in a formal job description. Moreover, it (OCB) reflects those actions performed by employees that surpass the minimum role requirements expected by the organization and promote the welfare of coworkers, work groups, and / or the organization. [12]

Examples of OCB include defending the organization when other employees criticize it and assisting co-workers with their duties. Organizational Citizenship Behavior (OCB) is a term that encompasses anything positive and constructive that employees do, of their own volition, which supports coworkers and benefits the company. Typically, employees who frequently engage in OCB may not always be the top performers, but they are the ones who are known to ‘go the extra mile’ or ‘go above and beyond’ the minimum efforts required to do a merely satisfactory job.

**DIMENSION OF OCB**

Chart-1

- **ALTRUISM:** The helping of an individual coworker on a task.
- **COURTESY:** Alerting others in the organization about changes that may affect their work.
- **CONSCIENTIOUSNESS:** Carrying out one’s duties beyond the minimum requirements.
- **SPORTSMANSHIP:** Refraining from complaining about trivial matters.
- **CIVIC VIRTUE:** Participating in the governance of the organization.

**LINKING PERFORMANCE AND SATISFACTION WITH OCB**

Performance must be clearly defined and understood by the employees who are expected to perform well at work. Performance in most lines of work is multidimensional. For instance, A Sales Executives performance may require administrative & financial skills along with the interpersonal skills needed to motivate a sales force or a medical doctor performance may demand the positive interpersonal skills of a bedside manner to complement the necessary technical diagnostic and treatment skills for enhancing the healing process.

Each specific job in an organization requires the definition of skills & behavior essential to excellent performance. Defining performance is a pre-requisite to measuring & evaluating performance on the job. Although different jobs require different skills & behavior, organizational citizenship behavior is one dimension of individual performance that spans many jobs.

OCB involve individual discretionary behavior that promote the organization & is not explicitly rewarded, it include helping behavior, sportsmanship, and civic virtue. According to supervisor, OCB is enhanced most through employee involvement program aimed at engaging employee in the work organization rather than through employee involvement in employment decision in nonunion operations. [18]

OCB emphasizes collective performance in contrast to individual performance or achievement. OCB is just one of a number of performance dimensions to consider when defining performance for a specific job within an organization.

A recent review of the job performance literature indicates that there are three distinct components of work behaviors in the job performance sphere:

- Task performance,
- Organizational citizenship behavior (OCB),
- Workplace deviant behavior (WDB) [25].

Borman and Motowidlo suggested that OCB of workers would serve to improve overall organizational performance. They argued that this would occur because OCBs, while not directly supportive of the technical core of the organization, are supportive of the social environment in which the technical core exists. Furthermore, unlike task behaviors, OCBs are not job-specific; that is, similar ‘sets’ of OCBs can be exhibited in many work settings, and thus these behaviors should serve to improve organizational performance in almost any work setting.[2] Research has shown that organizational citizenship behavior helps maximize the organizational performance of companies. Since this is the goal of every organization, it benefits managers to understand how various variables affect...
organizational citizenship behavior. This understanding can help managers assess what kind of environment to provide their employees, and also what motivates and satisfies them. [20]

Currently, OCB is conceptualized as synonymous with the concept of contextual performance, defined as ‘performance that supports the social and psychological environment in which task performance takes place’ [15] The effects on employee performance are threefold.

I. Workers who engage in OCB tend to receive better performance ratings by their managers. [19] This could be because employees who engage in OCB are simply liked more and perceived more favorably (this has become known as the ‘halo effect’), or it may be due to more work-related reasons such as the manager’s belief that OCB plays a significant role in the organization’s overall success, or perception of OCB as a form of employee commitment due to its voluntary nature. [17]

II. A better performance rating is linked to gaining rewards [19] – such as pay increments, bonuses, promotions or work-related benefits.

III. Because these employees have better performance ratings and receive greater rewards, when the company is downsizing e.g. during an economic recession, these employees will have a lower chance of being made redundant.

Job satisfaction has been shown to be related to many other important personal & organizational outcomes. Job satisfaction is related to organizational citizenship behavior that is above and beyond the call of duty. Satisfied employees are more likely to help their coworkers make positive comments about the company and refrain from complaining when things at work do not go well. [10]

Going beyond the call of duty is especially important to organization using teams to get work done. Employees depend on extra help from each other to get things accomplished. When massive wildfires swept through California in 2003, most businesses in the San Diego area closed for one or more days as choking black smoke filled the air and thousands of homes were threatened. A plus.net, an internet presence provider, chose to remain open; however, due to the danger involved, the company did not require its employee to report to work. Yet, in spite of thick smoke, most of the firm’s employees came to work anyway, even through some were unsure if their homes would be waiting for them when they left work that evening. [11] Because of their willingness to go the extra mile, Aplus.net and its customers remained up and running throughout the fires. The firm reported in November that the massive fires had no negative impact on its financial results for the quarter.

Satisfied workers are more likely to want to give something back to the organization because they want to reciprocate their positive experiences. [4] Often, employees may feel that citizenship behaviors are not recognized because they occur outside the confines of normal job responsibilities. Organizational citizenship behaviors do, however, influence performance evaluations. Employees who exhibit behaviors such as helping others, making suggestions for innovations and developing their skills receive higher performance ratings. [22]

Individuals who identify strongly with the organization are more likely to perform OCBs. [14] High self-monitors, who base their behavior on cues from the situation, are also more likely to perform OCBs. [6] Good deeds, in the form of OCBs, can be contagious. One study found that when a person’s close co-workers chose to perform OCBs, that person was more likely to reciprocate. When the norm among other team members was to engage in OCBs, the individual worker was more likely to offer OCBs. The impact of one worker’s OCBs can spread throughout an entire department. [27]

Although researchers have had a tough time demonstrating the link between job satisfaction and individual performance, this has not been the case for the link between job satisfaction and organizational performance. Companies with satisfied workers have better performance than companies with dissatisfied workers. [3] This may be due to the more intangible elements of performance, like organizational citizenship behavior, that contribute to organizational effectiveness but aren’t necessarily captured by just measuring individual job performance. Job satisfaction is related to some other important outcomes. People who are dissatisfied with their jobs are absent more frequently. The type of dissatisfaction that most often leads employees to miss work is dissatisfaction with the work itself. In addition, dissatisfied workers are more likely to quit their jobs, and turnover at work can be very costly to organizations. Dissatisfied workers also report more psychological and medical problems than do satisfied employees. [23]

Like all attitudes, job satisfaction is influenced by culture. American workers tend to hold to the “Protestant work ethic,” which values work for its own sake and makes it a central part of their lives. Consistent with this basic view, American managers place a high value on outcomes such as autonomy, independence, and achievement. Koreans, in contrast to Americans, generally grow up in a more authoritarian system, which places greater value on family and less value on work for its own sake. Americans place greater value on and find greater job satisfaction through intrinsic job factors, whereas Koreans prefer extrinsic factors. [7]

This finding was echoed in a study comparing job satisfaction across 49 countries. Job characteristic and job satisfaction were more tightly linked in richer countries, more individualistic countries, and smaller power-distance countries. These findings suggest that cultural differences have strong influences on job satisfaction and the factors that produce job satisfaction. [28] Because organizations face the challenge of operating in the global environment, managers must understand that job satisfaction is significantly affected by culture. Employees from different cultures may have differing expectations of their jobs; thus, there may be no single prescription for increasing the job satisfaction of a multicultural workforce.

HOW DO EMPLOYEES BECOME GOOD ORGANIZATIONAL CITIZENS?

One way to ensure this is the perceived fairness of the company’s treatment of employees. Firms can develop citizenship trait by correcting the inequity felt by an employee. The other is the degree to which employee hold strong ethical values, particularly a sense of social responsibility. An employee with social conscientiousness will reach out to help others & avoid engaging in behavior that interferes with other’s goals. [9] In many organizations, employees perform tasks that are not formally required. [11] OCB exceeds formal
job duties but it is often necessary for the organization survival, including its image and acceptance. Example of OCB includes helping coworker solve problems, making constructive suggestions, volunteering to perform community service work (e.g., Blood drivers, united way campaigns and charity work). Although not formally required by employers, these behaviors are important in all organization. Helping coworkers is an especially important form of organization citizenship behavior when it comes to computers. Every organization has some computer gurus, but often it’s the secretary who does not go to lunch who can fix a problem easier and without putting down the struggling user. Managers often underestimate the amount of this informal helping that takes place in the organization. Employees have considerable discretion over whether to engage in organizational citizenship behaviors. Employees who have been treated fairly & are satisfied are more likely to do so than employees who feel unfairly treated. Fairly treated employees engage in citizenship behavior because they want to give something back to the organization. Most people desire to have fair exchanges with coworkers and others in their organization. Howard Johnson, Vice President of internal auditing for Lowe’s, a national hardware store chain, developed a simple yet innovative method at acknowledge organizational citizenship behavior at his North Carolina office. At the beginning of the year, Johnson gives each of his 10 employees a jar containing 12 marbles. Throughout the year, employees may give marbles to others who have helped them in some way or who have provided an extra-ordinary service. Employees are recognized throughout the year and are proud of the numbers of the marbles; they accumulate, even though they receive no monetary reward from Johnson. [26]

**SUGGESTIONS TO ENCOURAGE OCB AT WORKPLACE**

The following are some suggestions to encourage OCB in your workplace.

**Hiring Practices:** though the impact of personality on OCB is small, an outgoing, attentive, enthusiastic employee with a positive outlook and ‘can do’ attitude will be more inclined to engage in OCB.

**Office Social Environment:** a working environment that promotes or is conducive to employees demonstrating OCB. Certain types of group norms can stifle worker initiative and spontaneity, and this will decrease incidents of OCB.

**Supervisor Awareness:** training or educating management about OCB will make them more aware of employee displays of OCB. They may choose to include OCB in their performance appraisals, or devise their own casual/informal reward system to encourage OCB.

**CONCLUSIONS**

Organizational citizenship behavior (OCB) has garnered much academic attention since its conception. It is perceived to be something intangible; OCB is not always formally recognized or rewarded, and concepts like ‘helpfulness’ or ‘friendliness’ are also difficult to quantify. Organizations want and need employees who will do those things that aren’t in any job description; and the evidence indicates that those organizations that have such employees outperform those that don’t. As a result, some human subject studies are concerned with organizational citizenship behavior as a dependent variable. Organization will benefit from encouraging employees to engage in OCB, because it has been shown to increase productivity, efficiency and customer satisfaction, and reduce costs and rates of turnover and absenteeism.

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QUALITY OF WORK LIFE AND WORK EFFICIENCY OF WOMEN CLERKS: A STUDY WITH REFERENCE TO WOMEN CLERKS OF GLOBAL COMPANIES BASED IN BANGALORE

Usha Devi N.¹⁶

ABSTRACT

The study on Quality of work life and work efficiency of women clerks in global companies based Bangalore was conducted through a survey method and results indicate that the many family related factors have made women to take up clerical job. Further, they often suffer from headache and they are under stress/depression. Therefore, the author suggests that companies should put extra efforts to improve the existing quality of work life programs and introduce many more employee friendly programs to enhance the work efficiency of women clerks.

KEYWORDS

Quality of Work Life (QWL), Work Efficiency (WE), Stress, Depression, Global Companies (GC) etc.

THEORETICAL SETTING

Human Resource Management takes care of inducting suitable Human Resource into the organization through Recruitment and Selection, sharpen and enrich their capabilities and skills through Training and Development. Motivates and provides welfare through Compensation and maintains Good Relations and Work atmosphere inside the organizations.

Apart from this, many new sub-systems are being added to Human Resource Management with the changing needs of employees, their culture, expectations and the work environment. One such new area is ‘QUALITY OF WORK LIFE’ (QWL), which satisfies both the organizational objectives and employee needs, provided employee friendly schemes are implemented in the organization.

Quality of Work Life is not a unitary concept, but it is a multidimensional thought, which includes not only work-based factors such as Working conditions, Job security, Financial and non-financial incentives, Superior – subordinate relationships, Employee participation and involvement, Career advancement opportunities, Working hours, Protection of employee rights etc., but also includes the factors that reflects well being and life satisfaction of the employees. In other words, QWL is nothing but the development of organizational programs that support the welfare of employees. They cover everything from security and safety to participation and meaningful work.

Therefore, there is evidence to say that QWL not only affect job satisfaction of the employees but will also have impact on satisfaction in other life domains such as family life, leisure life, social life, financial life and so on. (Passmore, 1985)²

This employee friendly concept was first introduced in 1972 by Louis Davis, in an attempt to establish that performance is linked to involvement and satisfaction of employees at workplaces. Later on it has been increasingly applied in many employment theories and practices. Today, Quality of Work Life has received more attention due to its potential impact on work performance of the employees and organizational success. Even research studies convey that high Quality of work life (QWL) is essential for organizations to attract and retain employees and achieve sustainable growth. (Hian and Einstein, 1990)³

It is very interesting to note that the very basis of QWL is in UK in the sense that the Tavistock institute of human relations, UK carried out research on socio-technical system from which the concept of QWL emerged. Further, Richard E. Walton an American professor played a major role in developing this concept. In fact, the eight factors (i.e. Adequate and fair compensation, Safe, healthful working conditions, Opportunity to develop human capacities, Opportunity for carrier growth, Social integration in the work force, Constitutionalism, Work and quality of life, Social relevance) which he proposed to measure QWL made the task easy worldwide. On the other hand, Japan has always been first in introducing labor welfare programs, maintaining sound labor management relations and practicing any new concept which ensure good industrial atmosphere. In case of QWL-improvement programs, their success in implementing this value based scheme can be attributed to the positive attitudes of both management and employees and also extensive support from Government in all possible ways. (Camman, C, 1984)⁴ But, QWL improvement was not considered as important factor in India until recently, because improving quality of work life involves considerable amount to be spent by the management and they were hesitant to spend. This has given negative attitude to employees. But the scene has changed. (Chander, S, Singh P., 1993)⁵ Now, QWL has become a buzz word in the industries these days and even Laymen talk about it, because workplace wellness has become crucial in Indian companies to promote healthier working environment.

Quality of Work Life – What is it?

Although there is no formal definition of quality of work life (QWL), industrial psychologists and management scholars define quality of work life as the workplace strategies, operations and environment that promote and maintain employee satisfaction with an aim to improve working conditions for employees and organizational effectiveness for employers (Danna and Griffin)⁶

Further, the concept of Quality of Work Life is widely used to refer to a philosophy in organizations that may increase the dignity of all workers, introduce changes in an organizational culture and improve the physical and emotional well-being of employees (Ngambi 2000)⁷

According Robins⁷ Quality of Work Life (QWL) is a philosophy, a set of principles, which holds that people are the most important resource in the organization as they are trustworthy, responsible and capable of making valuable contribution and they should be treated with dignity and respect.

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According to Straw and Huckster "Quality of work life is a process of work organization which enables its members at all levels to participate actively and effectively in shaping the organization’s environment, methods and outcomes. It is this value based process which is aimed towards meeting the twin goals of enhanced effectiveness of the organization and improved quality of life at work for the employees."

Most of the definitions aim at achieving the effective work environment that meets with the organizational and personal needs and values that promote health, well being, job security, job satisfaction, competency development and balance between work and non-work life.

Work Efficiency – What is it?

Cunningham JB and E. Berle T in their paper made an attempt to define work efficiency. According them, Work Efficiency refers to doing things in a right manner. Basu KS, author while describing the work efficiency, suggested the following factors as important components of work efficiency: Acquisition of knowledge, Proficiency in required skills, Developing good plans, Good decision making, Translating decisions into actions, efficient use of available resources, Coordinating different activities etc.

The Employees today are different. As soon as they feel dissatisfied with the current employer or the job, it affects their work efficiency. The efficiency of an employee is his resultant behavior on task which can be observed and evaluated. It refers to the contribution made by an individual in the accomplishment of organizational objectives. Efficiency can be possible by satisfying the employee’s needs, which can be fulfilled by implementing Quality of work life activities. For creating a performing organization and to sustain the performance, HR orientation needs to be top-down and should also involve the line managers to ensure sustainable peak performance. Quality of work life activities helps the employees to acquire and/or develop technical, managerial and behavioral knowledge, skills and abilities and moulds the values, beliefs and attitudes necessary to perform present and future rules.

REVIEW OF LITERATURE

The object of the review is to identify the research gap and formulate a conceptual framework regarding the selected topic of research. The overview of the related literature is enunciated under the following headings:

Concept and Components of Quality of Work Life (QWL)

G Nasl Saraji and H Dargahi (2006) author conveyed that Job satisfaction is all about taking those day to day challenges, pressures and upsetting situations and turning them into life lessons that allow employees to grow and move on as a better, more contended person.

Lawler (1982) in his article highlights that the core dimension of the entire QWL in the organization is to improve employees’ well-being and Organization’s productivity. The most common interaction that relates to improvement of employees’ well-being and Organization’s productivity is the design of the job in such way that it is able to provide higher employee satisfaction. Otherwise, employees will be exposed to stress, depression and anxiety. Hence, employers need to create a supportive and user friendly work place environment, which will make employees happier, more productive and loyal.

Hovolovic, S.J. (1981) in his article author states that people think approximately 40,000 thoughts per day and are responsible for choosing their thoughts. If organization prepares its employees psychologically and technically in assessing their priorities and planning their activities, it helps them to discover new levels of creativity, fulfillment and happiness. Author also said that implementation of family – friendly programs like flexi time, job sharing, telecommuting, personal leaves and child care facilities etc can have a positive and significant impact on the QWL of the employees, but many employers are reluctant to implement family-friendly programs.

Von de Looi J F, Bender J (1995) author specified the variables to be used to measure QWL. These variables are; training, job security, fringe benefits, job safety, fair compensation, job satisfaction, job involvement, empowerment, social support, working conditions etc. Author also said that paying attention to these components can have favorable outcomes both at personal and organizational levels. But most widely used measure of QWL in organizations is job satisfaction. Further they said that the working conditions viz. noise, lightning, vibration, and fumes, exposure to chemicals and heat/cold affect QWL.

Singh, P (1984) in his paper author conveys that Remuneration aspects such as salary, salary increment, bonuses, allowances, pension and medical benefits are the best examples that can motivate employee to give their best for their employer.

Delamotte Y & Takezawa S (1984) in their paper author states that employees should recognize the role their family plays in all their success and how much they rely on the support of their family. His study also revealed that the factors like communication, conversational leadership, monetary and non-monetary compensation and support contributed for high QWL of employees.

Haque Z. (1991) Author has pointed out that a balance between work and life is maintained when there is no conflict between work and family demands. Though this seems to be idealistic situation, what the corporate need to remember is that the conflicts should not reach unacceptable levels where it would tend to affect the efficiency of the employee. The employees of today put their commitment to organizations they work for only if the management recognizes the importance of their personal and family life.

Usha Devi. N (2001) her study revealed that the QWL programs followed in public and private sector companies has improved, after implementing TQM and such programs found to be highly significant. But the areas like flexible working hours, flexible organizational structure, health, safety and environmental issues and holding family days to motivate employees has to be improved to make the work environment more favorable to the well being and growth of all employees.

Basing on the above review of literature, the following components were considered in present survey to study the QWL of Women Bus Conductors of BMTC: Demographic Variables, Job related Variables, Organizational related Variables
Concept of Work Efficiency (WE) and its Components

Gupta, P. Khandelwak. P. (1987) Work efficiency is defined by the author as the output to input ratio and focuses on getting the maximum output with minimum resources. Author stressed that interpersonal relationships aspects such as respecting others, working together, faith in others and information sharing are the main factors that affects work efficiency of the employees. Author also said that stable and secured job have significant and positive relationship with employee work performance.

Chatterjee SS (2003) According him, efficient employee is one, who has up-to-date knowledge, decision making power, self reliance, regard for others, social sensitivity and emotional stability. He also said that Work environment such as ergonomics, recent ICTs availability, harmony environment and safety working environment has an impact on work efficiency. Therefore, employee friendly work environment should be created in the organization.

Summer CS (2006) author states that knowledge factors, attitude factors and ability factors are the three important aspects, which will have impact on work efficiency of the employees. According to the author, knowledge factors relate to ideas, concepts or principles that are conscious, able to be expressed and accepted. Attitude factors relate to those beliefs, feelings, desires and values that may be based on emotions and that may not be subjected to conscious verbalization. Ability factors constitute skill, art, judgment and wisdom. He also said that the knowledge, attitude and ability factors will have positive and significant impact on employee performance. Therefore, the organizations are required to build these aspects in their employees by implementing user-friendly HRD practices.

M. Shamsuddin Elias and Nitai Kumar Saha (1974) author conveyed that ‘an organization is like a tune; it is not constituted by individual sounds but by their syntheses. The success of an organization will therefore depend on its ability to measure accurately the performance of its members and use it objectively to optimize them as a vital resource.

Basing on the above Review of Literature, the following components were considered in the present study to measure the work efficiency of Women clerks in global companies: Knowledge components, Attitude Components, Ability Components.

Quality of Work Life and Work Efficiency

Usha Devi. N (2001), her study revealed that the QWL programs followed in public and private sector companies has improved, after implementing TQM and such programs found to be highly significant. But the areas like flexible working hours, flexible organizational structure, health, safety and environmental issues and holding family days to motivate employees has to be improved to make the work environment more favorable to the well being and growth of all employees.

Haque Z. (1991), His work showed significant difference between the workers of polluted and non-polluted industries in terms of quality of working life. Older age group workers were found to have perceived significantly better quality of working life than those of the younger age group. Female workers’ quality of working life was found significantly lower than that of their male counterparts.

From the Above Literature Review, It Can Be Concluded That There Is Significant Relationship Between Quality of Work Life and Work Efficiency.

STATEMENT OF PROBLEM

Though few women joined as clerks with the hopes of supporting their families, their dreams are shattered once they realized that it is very difficult for them to work in global companies. The present study is therefore, undertaken to examine the issue, analyze the cause and offer possible solutions to the situation.

SCOPE OF STUDY

This is a study on ‘QUALITY OF WORK LIFE AND WORK EFFICIENCY OF WOMEN CLERKS IN GLOBAL COMPANIES’. It is presumed that the results of the present study will be of great value to the Organization to enhance the Quality of work life of their women clerks. Further, the results of the investigation would throw new light on the components of Quality of work life and work efficiency. The outcome of the study would also help the Organization to formulate suitable programs and use appropriate methods to improve the work efficiency of the women clerks.

OBJECTIVES OF STUDY

1. To identify and study the select components of Quality of work life of the respondents.
2. To study the Level of Work Efficiency of Women clerks.
3. To study the association between the components of Quality of work life and Work efficiency.
4. To recommend suggestions based upon the findings.

HYPOTHESIS

H1: There is a significant association between Demographic variables and Work Efficiency.
H2: There is a significant association between Job related variables and Work Efficiency.
H3: There is a significant association between Organizational related variables and Work Efficiency.

RESEARCH METHODOLOGY

This research was exploratory in nature, therefore qualitative research was used for data gathering and analysis. The study is conducted through a survey method. To carry out the study, the structured questionnaire technique is used to get insight about the issues explored in the study. For the purpose of the study both primary and secondary data is collected, to achieve the formulated objectives. The primary data is collected from the women Bus clerks having a minimum of five years of work experience. The secondary data is collected from journals, books and websites.

Sampling Design

This study is based on data collected from women Bus clerks. The study followed multi stage sampling design. In the first stage, 15 companies were selected based on the following criteria:
Company Should Have Minimum of 30 Women Employees

In the second stage, 20 women bus clerks having a minimum of five years of work experience were randomly approached to fill in the developed questionnaire and thus making total number of respondents to three hundred for the study.

Variables Used In Study

Keeping the objectives of the study in view, Quality of work life is considered as independent variable and Work efficiency is considered as the dependent variable.

Twenty independent variables and eight dependent variables were included in the present study.

Further, Independent variables were classified under the three broad categories viz., (1) Demographic variables; (2) Job related variables and (3) Organizational related variables.

On the other hand, Dependent variables were also classified into three categories viz., (1) Knowledge components, (2) Attitude components and (3) Ability components.

Reliability of Scale

In the present study, the reliability scale was determined by split-half method.

Split Half Reliability

The response obtained from thirty women Bus conductors in non-sampling area for the selected statements (93) were split into two halves-scores of even number statements (X) and scores of odd number statements (Y).

The coefficient of correlation between the two sets of scores i.e. (X) and (Y) was computed and it was 0.83 and found to be significant at one percent level of probability. This was again correlated by using the Spearman’s Brown Prophesy formula and thus obtained the reliability r of the original scale.

Spearman’s Brown Prophesy formula:

\[ r_{11} = \frac{2r \sqrt{n}}{1 + r \sqrt{n}} \]

The obtained \( r_{11} \) value was 0.95, which indicated a high reliability of the scale.

Validity of Scale

To test the validity of the scale, the methods namely, content validity and construct validity as proposed by Kerlinger (1973) are adopted in the present study.

Content Validity

Content validity of the Quality of work life and Work efficiency scale was established in two ways: firstly the items included in the scale are based on extensive review of the literature.

Secondly, the opinions expressed by HR consultants were obtained to find out whether or not the items suggested were suitable for inclusion in the scale.

Construct Validity

In this study the correlation technique is adopted to test the construct validity. The criterion to test the validity of the present scale was done by means of studying the relationship between scores of Quality of work life and work efficiency.

For this purpose the scores for Quality of work life and Work efficiency relating to thirty women Bus clerks from outside the sample area were correlated and it was found that the coefficient of correlation was 0.63, which was significant at one percent level of probability. Thus the content validity and construct validity were established with respect to the constructed scale.

Administering the Scale

The final scale consisted of 93 statements. These statements were then administered to the respondents (women clerks) of the selected 15 companies.

Data Collection Instruments

The method adopted to collect data was questionnaire method, which covers the following aspects:

Part-I: Quality of work life - Demographic variables, Job related variables and Organizational related variables.

Part-II: Work Efficiency - Knowledge components, Attitude components, Ability components.

Field Work

The field work on the project started during January 2010 and continued up to July, 2010. The researcher in person requested the respondents of 15 companies to fill the questionnaire for the purpose of the study.

The collection of data from the companies involved much time and the data could be obtained from them only after giving six to nine visits.

Plan of Analysis

In this study, Percentages are calculated to study the demographic variables. Mean percentage, standard deviation is used to measure the Quality of work life and work efficiency. Chi-square test is employed to study the association between Quality of work life and work efficiency.

LIMITATIONS OF STUDY

The present study has the normal limitations of time, funds and other facilities commonly faced by the researcher. These limitations led to the purposive selection of only 15 Bus Depot’s as the locale of the study.

FINDINGS

The present survey aims to study the Quality of work life and its association with work efficiency of women bus conductors of BMTC. In order to facilitate logical treatment, the results are presented under the following three headings:

1. Components of QWL
2. Level work efficiency
3. Association between the components of Quality of work life and Work efficiency.
I. Components of QWL

a) Demographic Variables

Demographic variables like age group, education level, marital status, work experience, self income, residence, type of the family, size of the family, number of dependents, family income are included for the purpose of the present study.

Table:1: Demographic Variables

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Category</th>
<th>Respondents Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Age (Years)</td>
<td>18-25</td>
<td>80</td>
<td>27.3</td>
</tr>
<tr>
<td></td>
<td>25-30</td>
<td>148</td>
<td>48.7</td>
</tr>
<tr>
<td></td>
<td>30-35</td>
<td>72</td>
<td>24.0</td>
</tr>
<tr>
<td>2. Education</td>
<td>SSLC</td>
<td>38</td>
<td>13.3</td>
</tr>
<tr>
<td></td>
<td>PUC</td>
<td>142</td>
<td>46.7</td>
</tr>
<tr>
<td></td>
<td>Graduate</td>
<td>120</td>
<td>40.0</td>
</tr>
<tr>
<td>3. Marital Status</td>
<td>Unmarried</td>
<td>120</td>
<td>41.0</td>
</tr>
<tr>
<td></td>
<td>Married</td>
<td>138</td>
<td>45.0</td>
</tr>
<tr>
<td></td>
<td>Widow</td>
<td>42</td>
<td>14.0</td>
</tr>
<tr>
<td>4. Work Experience</td>
<td>0-5</td>
<td>00</td>
<td>0.0</td>
</tr>
<tr>
<td></td>
<td>5-10</td>
<td>190</td>
<td>66.7</td>
</tr>
<tr>
<td></td>
<td>10-15</td>
<td>110</td>
<td>33.3</td>
</tr>
<tr>
<td>5. Self Income – Per Month</td>
<td>Below Rs. 5000</td>
<td>130</td>
<td>45.0</td>
</tr>
<tr>
<td></td>
<td>5000-7000</td>
<td>81</td>
<td>25.3</td>
</tr>
<tr>
<td></td>
<td>7000-10000</td>
<td>89</td>
<td>29.7</td>
</tr>
<tr>
<td>6. Residence</td>
<td>Rural</td>
<td>170</td>
<td>57.0</td>
</tr>
<tr>
<td></td>
<td>Urban</td>
<td>89</td>
<td>29.3</td>
</tr>
<tr>
<td></td>
<td>Semi urban</td>
<td>41</td>
<td>13.7</td>
</tr>
<tr>
<td>7. Type of Family</td>
<td>Nuclear</td>
<td>200</td>
<td>70.0</td>
</tr>
<tr>
<td></td>
<td>Joint</td>
<td>100</td>
<td>30.0</td>
</tr>
<tr>
<td>8. Size of Family (members)</td>
<td>1-2</td>
<td>75</td>
<td>26.0</td>
</tr>
<tr>
<td></td>
<td>3-4</td>
<td>139</td>
<td>44.7</td>
</tr>
<tr>
<td></td>
<td>5-6</td>
<td>88</td>
<td>29.3</td>
</tr>
<tr>
<td>9. Number of Dependents</td>
<td>&lt; 2</td>
<td>95</td>
<td>32.3</td>
</tr>
<tr>
<td></td>
<td>2-3</td>
<td>148</td>
<td>48.7</td>
</tr>
<tr>
<td></td>
<td>4-6</td>
<td>57</td>
<td>19.0</td>
</tr>
<tr>
<td>10. Family Income Per Month</td>
<td>&lt; Rs. 10000</td>
<td>120</td>
<td>43.3</td>
</tr>
<tr>
<td></td>
<td>Rs. 10000-15000</td>
<td>80</td>
<td>26.3</td>
</tr>
<tr>
<td></td>
<td>Rs. 15000-30000</td>
<td>91</td>
<td>30.4</td>
</tr>
</tbody>
</table>

Sources: Primary Data. N=300

Majority of the women clerks’ health and well being is badly affected. On the other hand most of the women clerks could not reconcile work and family matters and have moderate job satisfaction.

It is very disheartening to note that none of the women clerks have high level of satisfaction with regard to job related variables, due to the following reasons:

1. They could not reconcile work and family matters as they are experiencing frictions, conflicts and tensions with the family members in the matter of utilization of their earnings and not returning home in time.
2. They are not able to concentrate on their work due to home matters. This has made them to have either limited number of children or put off having children for the time being.
3. Very often they suffer from back/ hands/wrists/arms/shoulders pain and they are under stress/depression. Because of this they are not able to take care of themselves and sleep well. They face many interruptions and disturbances while on duty and they have constant time pressure due to a heavy work load and frequently think of quitting their job.

b) Job Related Variables

For the purpose of present survey, family matters, work pressure, physical and mental health, safety of the employees, nature of job, self care, job training, empowerment, recognition, motivation and time management aspects are included to study job related variables.

Table:2: Mean Assessment Scores of Respondents on Job Related Variables

<table>
<thead>
<tr>
<th>No.</th>
<th>Job Related Variables</th>
<th>Statement</th>
<th>Max. Score</th>
<th>Respondents Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Work Life Balance</td>
<td>14</td>
<td>56</td>
<td>26.98</td>
</tr>
<tr>
<td>II</td>
<td>Health &amp; Well Being</td>
<td>6</td>
<td>24</td>
<td>12.38</td>
</tr>
<tr>
<td>III</td>
<td>Job Satisfaction</td>
<td>9</td>
<td>36</td>
<td>21.16</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>29</td>
<td>116</td>
<td>60.52</td>
</tr>
</tbody>
</table>

Sources: Primary Data. N=300

Again, married women from rural areas with low income and education and having more than two dependents are more in number than that of unmarried women clerks.

This reveals that the financial constraints and many other family related factors have made married women to take up clerical job.

Table:3: Mean Assessment Scores of Respondents on Organization Related Variables

<table>
<thead>
<tr>
<th>No.</th>
<th>Job Related Variables</th>
<th>Statement</th>
<th>Max. Score</th>
<th>Respondents Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>MS</td>
<td>5</td>
<td>20</td>
<td>10.7</td>
</tr>
<tr>
<td>II</td>
<td>CS</td>
<td>5</td>
<td>20</td>
<td>12.7</td>
</tr>
<tr>
<td>III</td>
<td>OP</td>
<td>5</td>
<td>20</td>
<td>12.3</td>
</tr>
<tr>
<td></td>
<td>IE</td>
<td>8</td>
<td>32</td>
<td>18.4</td>
</tr>
<tr>
<td></td>
<td>EIR</td>
<td>7</td>
<td>28</td>
<td>19.5</td>
</tr>
<tr>
<td></td>
<td>WS</td>
<td>9</td>
<td>36</td>
<td>15.7</td>
</tr>
<tr>
<td></td>
<td>(OC)</td>
<td>7</td>
<td>28</td>
<td>17.8</td>
</tr>
<tr>
<td></td>
<td>Combined</td>
<td>46</td>
<td>184</td>
<td>104.2</td>
</tr>
</tbody>
</table>

Sources: Primary Data. N=300

Again, married women from rural areas with low income and education and having more than two dependents are more in number than that of unmarried women clerks.

This reveals that the financial constraints and many other family related factors have made married women to take up clerical job.

b) Job Related Variables

For the purpose of present survey, family matters, work pressure, physical and mental health, safety of the employees, nature of job, self care, job training, empowerment, recognition, motivation and time management aspects are included to study job related variables.
Management Support (MS); Co-Worker Support (CS); Organizational Politics (OP); Institutionalization Of Ethics (IE); Extrinsic & Intrinsic Rewards (EIR); Welfare Schemes (WS); Organizational Commitment (OC); Combined (C).

Majority of the respondents are not satisfied with extrinsic and intrinsic rewards offered by companies.

Again organizational politics and commitment found to be at average level.

Further, Women clerks do not have high level of satisfaction (0%) even with regard to organizational related variables, due to the following reasons:

1. They were threatened or harassed by the co-employees while they were on the job,
2. They are discriminated on the basis of community,
3. They say that their income is not enough to meet their family’s monthly expenses,
4. They are not satisfied with Leave facility, Crèche Facility and other incentives given to them.

II. Level of Work Efficiency

For the purpose of present survey, knowledge and skill of the employee to perform the job in an innovative and creative way, time management and setting priorities for the effective discharge of the work, Self evaluation, appreciation, and criticism and penalty aspects are included to study the work efficiency of women bus conductors.

Table-4: Mean Assessment Scores of Respondents on Work Efficiency

<table>
<thead>
<tr>
<th>No.</th>
<th>Job Related Variables</th>
<th>Statement</th>
<th>Max. Score</th>
<th>Respondents Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>(KC)</td>
<td>2</td>
<td>8</td>
<td>4.80</td>
</tr>
<tr>
<td>2</td>
<td>(AC)</td>
<td>2</td>
<td>8</td>
<td>2.46</td>
</tr>
<tr>
<td>3</td>
<td>(AbC)</td>
<td>4</td>
<td>16</td>
<td>8.8</td>
</tr>
<tr>
<td>4</td>
<td>Combined (C)</td>
<td>8</td>
<td>32</td>
<td>15.7</td>
</tr>
</tbody>
</table>

Sources: Primary Data; N=300
Knowledge Components (KC); Attitude Components (AC); Ability Components (AbC)

Majority of women clerks have attitude problems and most of them do not have sufficient knowledge and ability to do the work efficiently. It is a fact that none (0%) of the women conductors have high level of work efficiency, due to the following reasons:

1. They do not learn innovative methods to handle the work more efficiently,
2. They do not list, prioritize and assess the important roles they play in their work and in their life.

III. Association between Components of QWL and WE

In the present survey, an effort is made to study the association between Demographic, Job related and Organizational related variables with Work efficiency and the results are highlighted below:

Table-5: Association between Demographic Variables and Work Efficiency

<table>
<thead>
<tr>
<th>Demographic Variables</th>
<th>Category</th>
<th>Sample</th>
<th>Work Efficiency</th>
<th>X² Value</th>
<th>P Value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Low Moderate</td>
<td>N %</td>
<td>N %</td>
</tr>
<tr>
<td>1.Age (Years)</td>
<td>18-25</td>
<td>82</td>
<td>22 8 28.1 60 71.9</td>
<td>10.72*</td>
<td>&lt; 0.05</td>
</tr>
<tr>
<td></td>
<td>25-30</td>
<td>146</td>
<td>52 34.9 94 65.1</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>30-35</td>
<td>72</td>
<td>38 52.8 34 47.2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.Education</td>
<td>SSLC</td>
<td>40</td>
<td>16 42.5 24 57.5</td>
<td>0.53 NS</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PUC</td>
<td>140</td>
<td>52 36.4 90 63.6</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Graduate</td>
<td>120</td>
<td>44 36.7 76 63.3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.Marital Status</td>
<td>Unmarried</td>
<td>123</td>
<td>50 40.7 73 59.3</td>
<td>1.20 NS</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Married</td>
<td>135</td>
<td>46 34.1 89 65.9</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Widow</td>
<td>42</td>
<td>16 38.1 26 61.9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.Work Experience</td>
<td>0-5</td>
<td>100</td>
<td>45 45.0 55 55.0</td>
<td>3.77 NS</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5-10</td>
<td>110</td>
<td>37 33.6 73 66.4</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>10-15</td>
<td>90</td>
<td>30 33.3 60 66.7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.Self Income - Per Month</td>
<td>&lt; Rs. 5000</td>
<td>135</td>
<td>66 48.9 69 52.1</td>
<td>18.85 NS</td>
<td>&lt; 0.05</td>
</tr>
<tr>
<td></td>
<td>5000-7000</td>
<td>76</td>
<td>28 36.8 48 63.2</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>7500-10000</td>
<td>89</td>
<td>18 20.2 71 79.8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.Residence</td>
<td>Rural</td>
<td>171</td>
<td>51 29.8 120 70.2</td>
<td>10.63 NS</td>
<td>&lt; 0.05</td>
</tr>
<tr>
<td></td>
<td>Urban</td>
<td>88</td>
<td>39 44.3 49 55.7</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Semi urban</td>
<td>41</td>
<td>22 53.7 19 46.3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.Type of Family</td>
<td>Nuclear</td>
<td>165</td>
<td>59 35.8 106 64.2</td>
<td>1.97 NS</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Joint</td>
<td>90</td>
<td>32 35.6 58 64.4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.Size of Family</td>
<td>0-2</td>
<td>78</td>
<td>23 29.5 55 70.5</td>
<td>8.89 NS</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2-4</td>
<td>134</td>
<td>45 33.6 89 66.4</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4-6</td>
<td>88</td>
<td>44 50.0 44 50.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9.Number of Dependents</td>
<td>&lt; 2</td>
<td>97</td>
<td>37 38.1 60 61.9</td>
<td>0.04 NS</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2-4</td>
<td>146</td>
<td>54 37.0 92 63.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
It is evident from table 5 that majority of the women clerks in the age group of 30-35 years from semi urban area and belonging to nuclear family with less income have low work efficiency. The data subjected for statistical test, established a significant association between age group, residence, type of the family, number of dependents and income with work efficiency. This shows that the hypothesis H1 is supported by the results.

b) Association between Job Related Variables and Work Efficiency

Table-6: Association between Job related Variables and Work Efficiency

<table>
<thead>
<tr>
<th>Work Life Balance</th>
<th>Work Efficiency</th>
<th>X²</th>
<th>P Value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low</td>
<td>Moderate</td>
<td>Total</td>
</tr>
<tr>
<td>N</td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>Low</td>
<td>80</td>
<td>26.67</td>
<td>20</td>
</tr>
<tr>
<td>Moderate</td>
<td>60</td>
<td>20.00</td>
<td>140</td>
</tr>
<tr>
<td>Combined</td>
<td>140</td>
<td>46.67</td>
<td>160</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Health and well-being</th>
<th>Work Efficiency</th>
<th>X²</th>
<th>P Value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low</td>
<td>Moderate</td>
<td>Total</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>%</td>
<td>N</td>
</tr>
<tr>
<td>Low</td>
<td>140</td>
<td>46.67</td>
<td>20</td>
</tr>
<tr>
<td>Moderate</td>
<td>20</td>
<td>6.67</td>
<td>120</td>
</tr>
<tr>
<td>Combined</td>
<td>160</td>
<td>53.34</td>
<td>140</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Job satisfaction</th>
<th>Work Efficiency</th>
<th>X²</th>
<th>P Value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low</td>
<td>Moderate</td>
<td>Total</td>
</tr>
<tr>
<td>N</td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>Low</td>
<td>82</td>
<td>27.34</td>
<td>59</td>
</tr>
<tr>
<td>Moderate</td>
<td>35</td>
<td>11.66</td>
<td>124</td>
</tr>
<tr>
<td>Combined</td>
<td>117</td>
<td>39.00</td>
<td>183</td>
</tr>
</tbody>
</table>

Table-6 conveys that most of the respondents with low work life balance, low health and well being and low job satisfaction have low work efficiency.

The chi-square test reveals the significant association between Job related variables and work efficiency (X²= 4.34*). Hence hypothesis H₂ is accepted.

c) Association between Organizational Related Variables and Work Efficiency

Table-7: Association between Organizational related Variables and WE

<table>
<thead>
<tr>
<th>Management Support</th>
<th>Work Efficiency</th>
<th>X²</th>
<th>P Value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low</td>
<td>Moderate</td>
<td>Total</td>
</tr>
<tr>
<td>N</td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>Low</td>
<td>40</td>
<td>13.33</td>
<td>20</td>
</tr>
<tr>
<td>Moderate</td>
<td>100</td>
<td>33.33</td>
<td>140</td>
</tr>
<tr>
<td>Combined</td>
<td>140</td>
<td>46.66</td>
<td>160</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Co-Worker Support</th>
<th>Work Efficiency</th>
<th>X²</th>
<th>P Value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low</td>
<td>Moderate</td>
<td>Total</td>
</tr>
<tr>
<td>N</td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>Low</td>
<td>20</td>
<td>6.67</td>
<td>00</td>
</tr>
<tr>
<td>Moderate</td>
<td>140</td>
<td>46.66</td>
<td>140</td>
</tr>
<tr>
<td>Combined</td>
<td>160</td>
<td>53.33</td>
<td>140</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Organizational Politics</th>
<th>Work Efficiency</th>
<th>X²</th>
<th>P Value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low</td>
<td>Moderate</td>
<td>Total</td>
</tr>
<tr>
<td>N</td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>Low</td>
<td>00</td>
<td>00</td>
<td>40</td>
</tr>
<tr>
<td>Moderate</td>
<td>40</td>
<td>13.33</td>
<td>220</td>
</tr>
<tr>
<td>Combined</td>
<td>40</td>
<td>13.33</td>
<td>260</td>
</tr>
</tbody>
</table>
It is evident from the results that most of the women clerks with moderate management and co-worker support, moderate institutionalization of ethics and welfare schemes have low work efficiency. On the other hand, low organizational politics and commitment and low extrinsic and intrinsic rewards affected the work efficiency level of women conductors. The chi-square test reveals the significant association between organizational related variables and work efficiency. Hence hypothesis H3 is accepted.

**SCHEME OF SUGGESTIONS**

Based on the findings, the following suggestions are recommended for improving the work efficiency of women clerks by enhancing their quality of work life.

- Companies should make all arrangements to protect women clerks in the work place in the event of an emergency situation.
- Vipasana meditation / Neuro linguistic programming / Transcendental meditation/ Rekhi can be practiced in the organization regularly, as it helps employees to develop positive qualities of generosity, tolerance, self confidence, discipline, creativity, will power, sense of gratitude, ability to learn, kindness, humility, forgiveness and compassion. Such qualities in turn improve the mental and physical health of the employees.
- Paternity leave can be introduced along with maternity leave benefits for women clerks. Further, on site or near site child development centers may be provided.
- Ergonomics of the furniture, user-friendly computers, right air-conditioning and amount of light should be provided in all the buses to facilitate women clerks to do their work efficiently.
- Companies can make arrangements to have a well-equipped gym for its employees. As such a facility not only helps a employees to keep their mind and body fit, but also serves as a de-stressing factor.
- Periodical training sessions on interpersonal skills, moral values, job sharing and time management should be conducted.
- It is suggested that companies should concentrate more on the promotion welfare schemes and grievance handling.
- Research employee’s requirements to design benefits and rewards and then fix reasonable salary in order to facilitate employees to maintain an acceptable standard of living.
- Companies can have a full time doctor; because they can counsel the employees to a state of wellness. Many ailments like back pains, Poor eyesight, spondylitis, discomfort, fatigue, tension, depression, irritability and obesity etc. which go unattended till the time they don’t start disrupting the day to day work can be resolved in the very start. This service may be made available to employees free of cost.
- Companies must ensure that all its employees are covered under insurance scheme (both life and medical), so that employees can get right medical treatment at the right time. On the other hand, Lack of care by the employees can lead to long-term ailments, wherein not only the person concerned, but their entire family has to suffer.
- Informal gathering can be arranged at least once a year to motivate employees and to make them feel that they are the part of the organization. This also

### Table

<table>
<thead>
<tr>
<th>Institutionalization of Ethics</th>
<th>Work Efficiency</th>
<th>X²</th>
<th>P Value</th>
</tr>
</thead>
<tbody>
<tr>
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<td>Moderate</td>
<td>Total</td>
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<td>%</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>Low</td>
<td>80</td>
<td>26.66</td>
<td>00</td>
</tr>
<tr>
<td>Moderate</td>
<td>40</td>
<td>13.33</td>
<td>180</td>
</tr>
<tr>
<td>Combined</td>
<td>120</td>
<td>39.99</td>
<td>180</td>
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</table>

<table>
<thead>
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<th>Extrinsic and Intrinsic Rewards</th>
<th>Work Efficiency</th>
<th>X²</th>
<th>P Value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low</td>
<td>Moderate</td>
<td>Total</td>
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<tr>
<td>N</td>
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<td>%</td>
<td>%</td>
</tr>
<tr>
<td>Low</td>
<td>30</td>
<td>10.00</td>
<td>30</td>
</tr>
<tr>
<td>Moderate</td>
<td>30</td>
<td>10.00</td>
<td>210</td>
</tr>
<tr>
<td>Combined</td>
<td>60</td>
<td>20.00</td>
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</table>

<table>
<thead>
<tr>
<th>Welfare schemes</th>
<th>Work efficiency</th>
<th>X²</th>
<th>P Value</th>
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<tr>
<td></td>
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<td>Moderate</td>
<td>Total</td>
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<td>Low</td>
<td>30</td>
<td>10.00</td>
<td>30</td>
</tr>
<tr>
<td>Moderate</td>
<td>30</td>
<td>10.00</td>
<td>210</td>
</tr>
<tr>
<td>Combined</td>
<td>60</td>
<td>20.00</td>
<td>240</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Organizational commitment</th>
<th>Work efficiency</th>
<th>X²</th>
<th>P Value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td>Moderate</td>
<td>Total</td>
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<td>N</td>
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<tr>
<td>Low</td>
<td>80</td>
<td>26.66</td>
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<td>13.33</td>
<td>180</td>
</tr>
<tr>
<td>Combined</td>
<td>120</td>
<td>39.99</td>
<td>180</td>
</tr>
</tbody>
</table>

Sources: Primary Data, *Significant at 5% Level, X² (0.05, 1DF) = 3.841
develops in them more cohesiveness and commitment towards the organization.

- All employees should assemble at one place in the organization and do universal prayers every morning. This brings unity and harmony within the organization, which in turn creates an environment of purity, positiveness, cooperation and love.

- Send appreciation letters to home address of the employees, as appreciation from the spouse or parents improves the morale of the employees and motivates them to do their work efficiently.

- As they have problems of sleeping, they can eat a banana an hour before bedtime. This fruit has natural sedative powers that will help people to relax and sleep more confidently.

- Women clerks can perform SWOT analysis on themselves, to assess their strengths and recognize their weaknesses, so that they can build a successful future.

- Have fun at work i.e laughter is the best medicine, but use only appropriate humor. Damaging someone else's self-esteem for the fun of it is no laughing matter.

- Proper planning and realistic goal setting in life, developing healthy personal habits, controlling anxiety and anger, developing positive thinking, practicing yoga is the guru mantra for physiological stress management.

- They should evaluate their priorities and focus their attention on them so that they are able to give their best.

**SCOPE FOR FURTHER RESEARCH**

Author believes that future research should employ longitudinal data for this type research topic. In addition, future studies should use different groups of employees or similar groups in other states to further validate the research findings.


7. Ibid.


WORK LIFE BALANCE OF WOMEN PROFESSIONALS WITH REFERENCE TO LECTURERS IN CHENNAI

V. Selvanathan17 Sundara Meena Senthil18 Thyalnayaki19

ABSTRACT
In era of globalization, the women are significantly increasing and make the positive changes in managerial positions of every professional. However, women are mostly engaged in the lower and middle levels of management than top level (Buddhapriya, 2009).

One of the most important reasons for inhibiting the rise of women to the senior positions in administration level is the work-life conflict. Working mothers are more experiencing in work and life conflict because of their strong commitment to family responsibilities. It affects them to perceive the career growth at work (Knight, 1994).

The consequences of work-family conflict are high depression, physical and emotional exhaustion, psychosomatic disorders, poor job performance and also serious constraint on career growth.

The study also proved that many domestic factors make it difficult for them to advance to higher jobs (Punia, 2005).

KEYWORDS
Work Life (QWL), Women Entrepreneurs, Employees, Lecturers, Conflicts etc.

INTRODUCTION
In mid 1980 century, the organization are recognized the value and needs of the women employees. So the institutions have developed the family-friendly policies which included maternity leave, employee assistance programs, and flextime, home –based work, and child care referral. But the employees in institution which is service oriented called teaching professionals facing the high rated sources of stress.

The teaching professionals are facing high level of occupational stress, high workload, preparation of class even in home, handling students with difficult behavior, research work, and inflexible timings because of research work, institution policies, and domination of superiors, family commitment and responsibility towards children.

These are the aspects which develop the intervention of work to family and family to work and resulted in restraint of career growth.

This study is focused on the important factor both in family and work which contribute more intervention of family to work and work to family.

OBJECTIVES OF STUDY

➢ To study the factors that influences more on family to work and work to family conflict.

➢ To understand the perception of women lectures with regard to the barriers against their advancement in their positions.

➢ To study the impact of family on women lecturer’s career decisions.

RESEARCH METHODOLOGY

The research design is based on descriptive study. In this study, the researchers analysed the factors of work –family conflict. The data for the study are related on primary sources. The sampling design administered for the study is a type of sampling design that falls under Haphazard Sampling.

The sample size comprises of total sample of 50 women professors. A structured, self administered questionnaire was used as the tool of data collection. The questionnaire consists of 20 questions pertaining to working hours, nature of work, family responsibility and others. The simple percentage analyses are used to analyse the data.

REVIEW OF LITERATURE

The growing number of women professors in Tamil Nadu who are now working in the government colleges, private colleges, and autonomous colleges has been accompanied by a steady growth in dual career families (Komaraju, 1997).

Research on career women professors in chennai shows that work and family dilemmas are often different from those reported by women professors in the West (Sekaran 1992). As compared to their Counterparts in other parts of the world, women employees face a lot of difficulties in managing their work and life.

Research conducted by Rout, Lewis and Kagan (1999) finds that women professor experience considerable pressure, in the morning before going out to work and after work, to do all that is necessary for the family. Komaraju (1997) notes that the relative absence of an infrastructure that provides a reliable supply of electricity, water, and time-saving, modern-day kitchen and other appliances, renders the performance of domestic responsibilities a burden, particularly for women in dual career families.

In addition, inflexible working hours and the absence of childcare facilities constitute impediments rather than sources of support for employed mothers (Bharat, 2001). Though in Chennai, things have started improving, yet they are not adequate. For maintaining work-life balance, social support plays a very significant role for women. But unfortunately, even though Indian husbands are supportive of their wives’ participation in the workforce, they are yet to assume responsibility for sharing domestic chores (Ramu, 1989). Although conflict between career and family roles can be a potential source of stress for women employees.

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18 Assistant Professor, BBA Department, VELS University, Tamil Nadu, India, sumeseni1@gmail.com
19Head of Department (BBA Department), VELS University, Tamil Nadu, India, thyalnayal4@gmail.com
FAMILY RESPONSIBILITY AND WOMEN PROFESSIONALS’ CAREER DECISIONS

The study sought to assess the impact of family responsibility on women professionals’ career decisions through an analysis of their perceptions on various family responsibilities. The respondents were provided with six different statements pertaining to family responsibility and their views sought on how their career was impacted by them.

The results revealed that a significant percentage (84%) of women professionals felt that the female spouse was expected to take care of the family responsibilities. This is quite true of the Indian society, where women are expected to take care of the family responsibilities, even if they are holding equal or superior professional positions vis-à-vis their spouses. 95 per cent of the respondents in the study felt that commitment to family responsibility hindered the prospects of career advancement for women professionals.

In many cases, they felt women were required to devote a significant portion of their time to fulfill the family commitments which made it difficult for them to concentrate on their career growth. Quite importantly, 73 per cent of the women professionals held that putting career ahead of family led to social disapproval and rejection.

Following from this position, 73 per cent of the respondents supported the argument that “Children’s responsibility hinders women’s ability to advance.” Indeed, children below the age of 6 seek a lot of attention from their working mothers.

Although fathers are willing to do take a lot of childcare responsibilities these days, it is the women who usually take the prime responsibility of rearing the children. Almost 73 per cent of the respondents agreed that career trade-offs had to be made to take care of the family responsibilities.

In most cases, they held that women professionals would neither opt for transfer to different locations, nor like to take different responsibilities like NSS where they would have to go on to camps. More than 61 per cent of the respondents agreed that they were unable to utilize their potentials because of family responsibility.

This is a very important finding of the study. The above finding indicates that this could be an important reason for women professionals in Chennai setting to trade-off their career in favor of family. Even though they contribute equally or at times more, they are often reprimand and blamed for not taking enough personal care of the children and spouse, if they stay late in the college due to pressure of work, undertake frequent camps, or attend any seminars or work shop out of their city, etc. Their efforts to excel in their jobs are hardly appreciated by the family members or by the society at large. They are pejoratively called too much “career-minded” and “unwoman-like” in their behaviour.

Therefore, women professionals, who are themselves worked up about multiple issues, naturally find it difficult to utilize their full potential.

ORGANIZATIONAL SUPPORT FOR MANAGING WORK-FAMILY CHALLENGES

Managing work-family challenges is not only a personal responsibility of the employees; it is also the responsibility of the employers. When the respondents were asked to answer whether they expected their employers to support them in their efforts to achieve better work-life balance, most of the respondents said they would like to have certain work-life balance provisions from their employers. The findings suggest that 74 per cent of the respondents believed that they would require flexible working hours; Whereas, 50 per cent said that ‘flexibility in work location’ could be considered as an important provision for women professionals with younger kids or any other pressing family responsibilities. 77 per cent of them emphasized on the need for ‘child care facilities’ at workplace and 83 per cent expected their employers to provide them support for non-work comm.

If one were to analyze the findings, the preference for flexible working hours by a fairly large number (74%) of respondents indicates that women professionals would like to have a better control over the timings of their office hours which would help them to manage the familial challenges in a better way rather than feel compelled to remain absent from work. They would also expect their employers to provide support for emergency-care for children and elders.

THE ROAD AHEAD

The analysis of secondary reports and primary data collected through interviews and questionnaire surveys suggest that colleges in Chennai have certainly realized the need for work-life balance of women employees and have started offering policies and programs that are more employee growth oriented and family-friendly than mere welfare and safety oriented.

Although, these policies and programs differ across colleges, but it surely has provided new directions for colleges similar sectors to adopt such progressive employee initiatives to recognize and accommodate the diverse needs of the employees. Since balancing work and non work roles is likely to remain one of the key issues in the foreseeable future, organizations should look for innovative ways to cater to the diverse employee needs and these programs should not be seen as optional extras but as integral to core business strategies in both the public and the private sectors.

However, utmost care should be taken before taking decisions to adopt and implement these innovative practices Proper communication should be made to employees about various policies, practices and they should be encouraged to use them. Due importance should be given to employee needs to reap the benefits of a particular policy or program.

FINIDNGS

- The analyses proved that (85% of the respondents) preparing for class and take caring of children (78% of the respondents) are the major factors contribute in intervention of family to work and work to family.

- In work, the study proved that (80% of the respondents) of lectures felt that the more workload is main factor for lectures o not able to concentrate on their career growth. They also felt that their superior is not providing the sufficient facility for concentrating the research work during working hours (70% of the respondents).

- In family, the analyses proved that (84%) of lecturers felt that the commitment to family responsibility hindered the prospects of career advancement.
The study also indicated that (73%) of lecturers supported that the children’s responsibility hinder women’s ability to advance.

CONCLUSIONS

The current research throws lights on the various factors that impact the Work Life Balance of professors. It also bring the knowledge of readers the various factors that working women feel would help them balance both work and family life smoothly.

REFERENCES


*****

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( Editor-In-Chief)
DISASTER MANAGEMENT THROUGH THE USE OF E-RECRUITMENT

Ina Pahari20 M. B. Pahari21

ABSTRACT

In recent times, there has been an increase in the number and severity of natural disasters. There is now a higher level of understanding about the real cost of disasters, particularly their long-term impact on socio-economic development. The Global community has designed several responses to address the needs of vulnerable countries, communities and people. The Hyogo Framework and Tampere Convention examples are important landmarks.

KEYWORDS

Disaster Management, E-Recruitment, Online, Job, Technology, Tele-communications etc.

INTRODUCTION

Based on its mandate to promote the use of E Recruitment for development, the CTO has contributed to the global response by delivering a series of workshops to build capacity and raise awareness on how best to leverage the benefits of E-Recruitment in all 4 phases of effective disaster management i.e. Preparedness, mitigation, relief and recovery. Since 2006, a number of workshops have been conducted connecting E-recruitment and Disaster Management.

The workshops have been attended by policy makers and regulators, whose remit includes E-recruitment for disaster management; operating companies in E-recruitment such as fixed-line Telecos, Mobiles, Internet Service Providers, Satellite Operators; and civil society representatives from NGOs, INGOs and CBOs. They have been very successful in terms of generating and disseminating knowledge. The CTO is planning to hold further regional workshops with increased participation by the donor community and the private sector.

E-RECRUITMENT

The term e-recruitment means using information technology (IT) to speed up or enhance parts of the recruitment process. It ranges from the applicant interface for advertising vacancies and making job applications, to the back office processes, which allow a liaison between human resources (HR) and line managers to set up a talent pool or database of potential recruits. Used correctly e-recruitment can:

- Enhance the applicant experience,
- Communicate the employer's image and culture better,
- Make the recruitment process faster, more accountable and standardized,
- Increase the diversity of applicants,
- Provide better management information on applicants,
- Find the right candidate for the job.

According to one survey, internet postings result in nearly ten times as many hires as newspaper advertisements.

E-recruitment for Efficiency

E-recruitment can produce cashable savings, such as reduced advertising spend or postage costs and non-cashable productivity gains as HR staff are freed up to carry out higher value tasks.

Using average figures for the public sector, the recruitment firm jobs- go- public has estimated that a unitary council with 14,000 employees could save over £1 million by moving 20 per cent of its recruitment from press to online. The same council could save a further £140,000 in the costs of printing and administering application packs. Reducing press advertising by 80 per cent could save an average £3.8 million, with £600,000 saved on printing and administration costs.

E-recruitment is part of a wider move in HR away from transactional activities, which are increasingly automated or outsourced, towards strategic activities supporting organizational goals. This is a major goal of the Local Government Workforce Strategy.

Beyond Online Job Advertisement

The full benefits of e-recruitment are often realized when it is part of an end-to-end process. Examples of this include allowing line managers to view applications online and seamless transfer of candidate information to employee records. While this may be in part an IT procurement issue, careful measurement of costs and employee time can provide quantifiable efficiency gains.

Greater use of e-recruitment can also help combat longer-term recruitment issues through the use of talent pools and better management information about applicants and new hires. The case studies for the London Borough of Lewisham and North West People / Tame side Metropolitan Borough Council provide good examples.

Finally, public sector-run jobs portals may form part of a wider regional or sub regional collaborative approach to tackling skills shortages and developing the workforce as well as reaching a wider audience and delivering economies of scale.

E-RECRUITMENT CHECKLIST

This checklist looks at the main questions human resources (HR) managers will need to ask themselves when developing a business case and a project plan for an e-recruitment solution. It also provides useful references to case studies that will help you along the way. Links to the case studies can be found at the bottom of this page.

How will the introduction of e-recruitment change working practices?

Service managers can play a greater role in the whole recruitment process, so that they may contact candidates themselves without going through HR. Talent pools can help service managers to take a longer-term approach to resourcing, reducing dependency on agency staff. They will

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require training on new systems and procedures. HR should be responsive to different needs. E-recruitment and other e-HR systems will change the work of the local authority HR department. HR staff will need to support and advise service managers on using e-recruitment system. As noted above, e-recruitment may be part of a wider programme to make HR more strategic, such as taking a more holistic approach to recruitment or conducting workforce planning.

**DISASTER MANAGEMENT IN 21ST CENTURY**

Disaster management is the generic name of an interdisciplinary field dealing with the strategic organizational management processes used to protect critical assets of an organization from hazard risks that can cause disasters or catastrophes, and to ensure the continuance of the organization within their planned lifetime.[1] Assets are categorized as either living things, non-living things, cultural or economic. Hazards are categorized by their cause, either natural or human-made. The entire strategic management process is divided into four fields to aid in identification of the processes. The four fields normally deal with risk reduction, preparing resources to respond to the hazard, responding to the actual damage caused by the hazard and limiting further damage (e.g., Disaster evacuation, quarantine, mass decontamination, etc.), and returning as close as possible to the state before the hazard incident. The field occurs in both the public and private sector, sharing the same processes, but with different focuses.

Disaster Management is a strategic process, and not a tactical process, thus it usually resides at the Executive level in an organization. It normally has no direct power, but serves as an advisory or coordinating function to ensure that all parts of an organization are focused on the common goal. Effective Disaster Management relies on a thorough integration of Disaster plans at all levels of the organization, and an understanding that the lowest levels of the organization are responsible for managing the Disaster and getting additional resources and assistance from the upper levels.

Natural disasters are becoming more frequent, growing more severe and affecting more people than ever before. The reasons vary but include climate change, population growth and shifting habitation patterns.

According to a statement released from the Centre for Research on the Epidemiology of Disasters and the United Nations in January 2009, the average number of natural disasters reported each year increased more than 60 percent from 2003 to 2005, compared with 1996 to 1998. The Worldwatch Institute reported that in 2007 alone there were 874 weather-related disasters worldwide, a 13 percent increase over 2006 and the highest number since systematic record keeping began in 1974.

As a result, developing the tools, processes and best practices to manage natural disasters more effectively is becoming an increasingly urgent global priority. Effective disaster management or disaster response can be defined as providing the technology, tools and practices that enable disaster response organizations to systematically manage information from multiple sources and collaborate effectively to assist survivors, mitigate damage and help communities rebuild.

**IDENTIFY THE PROBLEMS**

Before organizations can improve their disaster response capabilities with new technology and training, they must have a clear idea of the problems they are trying to solve and have processes and practices in place to address the problems. Ongoing challenges in disaster management — such as cross-border issues when disasters affect more than one country, or the need to normalize data so that critical information can be quickly communicated, understood and acted upon — reinforce the need for such clarity and structure.

Another challenge to the effectiveness of disaster management and recovery is sharing information across organizations hampered by a lack of interoperability. In a disaster management situation, information is widely distributed and owned by different organizations, critical data is maintained in disparate systems that often don’t interoperate well, and there are no common standards to enable organizations to efficiently organize and share their resources during response operations. To complicate matters, disaster management teams may be dealing with a badly damaged infrastructure making information sharing nearly impossible.

Another fundamental challenge is the need to automate manual records for disaster response and humanitarian assistance organizations, which is just as important as, if somewhat less glamorous than, other critical issues affecting their readiness. True interoperability is about connecting people, data and diverse processes and organizations, which requires not only flexible technology and accepted standards, but also the fewest possible bureaucratic and regulatory barriers. In many countries, the people and organizations that work in disaster management also have responsibilities related to national security. The processes and technology solutions they use for critical infrastructure protection can also be adapted for disaster management. These responders increasingly rely on information and communications technology (ICT) systems that can streamline knowledge sharing, situational analysis and optimize collaboration among organizations. ICT can help reduce the loss of life and property, reunite families and alleviate human suffering by providing first responders with the tools for effective communication and collaboration to overcome challenges posed by distance, diverse languages, cultural differences, geographic barriers, international borders and damaged infrastructure.

**BE PREPARED**

Organizations that are engaged in disaster management need technology solutions that will enable them to provide lifesaving response and recovery assistance to the people who need their help when disasters strike. Increasingly disaster management organizations look for applications that are industry-proven, robust, cost-effective and interoperable and, in some cases, able to operate with limited or intermittent connectivity and various levels of network capacity.

When considering disaster management solutions, it’s important to look for the following capabilities and benefits:

- Optimized situational awareness. Real-time communication, data management and data transmission deliver a full picture of the situation.
• Interoperable, collaborative environment. Responders save lives by improving information flow across all types of boundaries.
• Support for mobile, web-based access across a range of devices. All components and people are connected in fixed and field locations.
• System security and reliability. A combination of powerful security and performance.
• Comprehensive system manageability. All facets of the solution are designed to work together.

Change occurs rapidly in disaster management. Mandatory policies and procedures frequently require the modification of existing systems. The ability to rapidly adapt applications to keep pace with evolving situations benefits response organizations, and the people who depend on them, while preserving their IT investments.

**USING TECHNOLOGY TO IMPROVE DISASTER MANAGEMENT CAPABILITIES**

Disaster response organizations must systematically manage information from multiple sources and collaborate effectively to assist survivors, mitigate damage and help communities rebuild. A growing number of these responders and governments around the world increasingly rely on ICT systems that can streamline knowledge sharing, situational analysis and collaboration.

Response organizations are using ICT to predict and prepare for natural disasters in an effort to prevent them from becoming large-scale human tragedies. For example, disaster management officials are improving their situational awareness by using GIS and geospatial imaging technology to track hurricanes, analyze data, and create models that enable them to predict the storm’s destructive force and test different response scenarios. They can then use communications and collaboration technology to coordinate massive evacuations and other strategies, and to move people out of harm’s way before the hurricane hits by enabling situational awareness and knowledge sharing. ICT can help governments and humanitarian-assistance organizations facilitate their relief services; speed the donation and distribution of food, medical supplies and other vital resources; and provide access to more complete and accurate information as communities and families work to recover and rebuild in the aftermath of a natural disaster.

During the next few years, it’s anticipated that geospatial and mapping technologies will become increasingly important, as they enable first responders to increase situational awareness and provide new ways to display and analyze information. Many technology companies are already building these technologies into their solutions. Developers will also find new ways to use mobile technology and Web portals to create innovative disaster management solutions that streamline operations and increase the efficiency of response organizations. As a result of these efforts and technologies, many organizations are able to streamline their operations, make more efficient use of their resources and respond more quickly to natural disasters.

**THE ROAD TO RECOVERY**

As communities and economies move from responding to a natural disaster to following the longer road of recovery, those involved have an opportunity to ensure that investments are designed for long-term sustainability and innovation. This requires a degree of planning and reconstruction that’s designed not only to rebuild a community to what it was before, by revitalizing the culture and core of what enabled it to thrive in the past, but also to infuse new concepts of innovation and resiliency that will increase economic vitality.

For long-term disaster recovery, it’s important to focus on driving innovation and resiliency through new and creative uses of ICT. It has been proven that technology and processes are most effective when they are part of or similar to one’s day-to-day operational experience. This is not to say that unique solutions won’t be used to manage specific issues, but the goal is for organizations to be familiar with tools and solutions related to disaster management before disasters occur. By extending the same information and communications tools that people use every day, it will help reduce training time and organizations can be prepared to respond more effectively during times of crisis.

The private sector, public sector and nongovernmental organization community must work together to deploy technology solutions in the most effective manner, and to ensure that solutions are appropriate, sustainable and designed to achieve the best possible results. Public and private sectors face challenges to expand technology-based solutions that increase personnel efficiency, effectiveness, knowledge and flexibility when responding to disasters and crisis situations. In areas prone to natural disasters, such as the Asia-Pacific region, interest is growing in the potential for employing commercial, off-the-shelf software-based simulations for enhanced learning using virtual environments.

Lastly, recovery of the business community after a natural disaster should be a high priority. The vitality of the business community is a critical dependency for successful economic and social recovery from a disaster. One of the reasons for the slow recovery in New Orleans after Hurricane Katrina was the struggle to revitalize the small-business community. Small and medium-sized businesses are essential for sustaining a returning population in an area hit hard by a disaster.

Moreover, technology can be a powerful force that opens exciting opportunities for organizations to better achieve their missions and accelerate their impact.

**BEYOND TRADITIONAL TELECOMMUNICATIONS**

When disasters occur anywhere in the world, the safety of people in the affected areas depends on first responders being prepared and then staying connected and in close collaboration 24 hours a day, until crisis is resolved. The increasing impact of natural disasters and other crisis management situations is prompting the creation of a new generation of ICT solutions that can enhance disaster preparedness, response and recovery. Governments and response organizations are looking beyond traditional telecommunications means to explore the robust and incredibly diverse offerings that the ICT sector can bring to a crisis-response situation.

However, despite recent advances in using ICT for disaster response and humanitarian assistance, many desirable solutions do not yet exist. More solutions need to be developed to help organizations create and manage response resources and infrastructure between disasters, while others will focus on helping organizations learn from their experiences and capture...
knowledge that can be used for learning and better planning, and built into training models. Global disaster management and humanitarian assistance requires a multifaceted approach that leverages the skills, resources and commitments of corporations, government agencies, intergovernmental organizations, nongovernmental organizations and individuals.

Effective use of data available through internet and by adopting the process of e-recruitment for availability of diverse human resources to tackle the disaster –locally or globally-may lead to new road for tackling disaster management.

HOLISTIC APPROACH TO DISASTER MANAGEMENT THROUGH EFFECTIVE E-RECRUITMENT: DISASTER RISK REDUCTION (DRR)

A disaster occurs when the impact of a hazard causes “damage and disruption that exceeds the affected society’s capacity to cope. Disasters can be small and localized, or large scale events that cause enormous loss of lives, damage to properties and infrastructure, and widespread social and economic disruption. Recent large scale disasters such as the 2004 Tsunami or the 2005 Pakistan earthquake have prompted the international community to put a serious focus on the issue of disasters. There is a growing concern that disasters are on the rise around the world and especially in developing countries, where years of development gains can be single-handedly wiped out when a single event occurs. The increasing realization that disasters are a core “development concern” has driven the concerted efforts of international agencies, non-governmental organizations, local and national governments around the world to implement strategies and practices to reduce the impact of hazards. The Hyogo Declaration and the Hyogo Framework for Action 2005–2015 (HFA), agreed upon by 168 governments worldwide at the World Conference on Disaster Reduction (WCDR) in 2005, symbolizes the strong commitment of the international community to engage in a well-defined, results-oriented plan of action “to promote a strategic and systematic approach at the national level to address vulnerabilities and to reduce risk to natural hazards.

The recognition of the need to integrate disaster management in the development process and to ensure that disaster reduction activities are incorporated at all levels of development planning represents an important shift in policy and practice. Disasters are no longer understood as irremediable calamities or ‘acts of God’ for which interventions are hopelessly confined to ex-post relief and rehabilitation activities. Disasters are increasingly considered as “deep rooted and longer-term problems that must be planned for” and that can be proactively reduced and even prevented when appropriate measures are taken. This new holistic approach to disasters is embodied in the Disaster Risk Reduction (DRR) conceptual framework, defined as the set of activities undertaken “to minimize vulnerabilities and disaster risks throughout a society, to avoid (prevention) or to limit (mitigation and preparedness) the adverse impacts of hazards, within the broad context of sustainable development.” The DRR approach is based on the premise that in order to successfully counteract the impact of hazards it is vital to implement a strategy that simultaneously minimizes vulnerabilities and risk factors at all levels of a society and in a continuous fashion. The two-fold aim of this approach, minimizing vulnerability and risk factors, points to two concepts that are of central importance to this project: resilience and knowledge and education. On the one hand, even though the ISDR definition emphasizes the need to minimize vulnerabilities, the broader and longer-term effect of a successful DRR policy is to gradually create a society that is resilient to natural hazards and that is therefore capable to recover from a disaster as quickly as possible. On the other hand, if the aim is to minimize risk factors across all sectors of a society, the “sharing of information and experience for the purposes of public information and all forms of education and professional training”, is clearly a fundamental step towards the creation of a pervasive ‘culture of safety’.

The most commonly cited definition of DRR is one used by UN agencies such as UNISDR and UNDP: “The conceptual framework of elements considered with the possibilities to minimize vulnerabilities and disaster risks throughout a society, to avoid (prevention) or to limit (mitigation and preparedness) the adverse impacts of hazards, within the broad context of sustainable development.”

Note: ***Throughout this document the term disaster will be used to refer to disasters caused by natural hazards such as earthquakes, cyclones etc. as well as disasters induced by human activities such as industrial accidents.

What Is Resilience?

Resilience and vulnerability are two core concepts in DRR and in disaster studies in general. The HFA ‘Building the Resilience of Nations and Communities to Disasters’ adopted at the WCDDR has indeed put a new emphasis on the need to take action to ensure that communities around the world are resilient to disasters. Yet, despite the existence of a global commitment to adopt strategies to build and strengthen resilience worldwide, the very concept of resilience remains elusive.

The proliferation of definitions for resilience and of an almost equal amount of definitions for vulnerability has been described as symptomatic of “the philosophical and methodological diversities that have emerged from disaster scholarship and research”.

Over the years research in disaster studies has been undertaken by a number of disciplines such as sociology, geography, development and environmental studies. The existence of different approaches to conceptualize not only disasters, but also the relation between disasters and communities, has led to different interpretations, descriptions and definitions of the same phenomenon.

However, since the goal is ‘building resilience’, it is important that the different stakeholders involved in this process get together to achieve conceptual clarity and agree on a precise terminology. This is highly desirable for a number of reasons. Firstly, the existence of several terms such as ‘capacity’, ‘adaptation’, ‘resilience’, ‘coping abilities’ to describe the same phenomenon, inevitably leads to the interchangeable use of those terms in the literature on disasters and in program documents.

The issue at stake here is not merely one of semantics but one of scientific rigor. Reaching clarity of terms is an important step towards the goal of providing an accurate depiction of the reality under investigation that is as close as possible to the ‘truth’: this is crucial to inform policy making and to guide priority settings in interventions. As Davis illustrates, while the terms ‘resilience’ and ‘coping abilities’ may be used to describe the same process, those terms may “convey different
aspects of behavior in a disaster situation where a given group may be able to cope but may singularly lack resilience [or where] groups may possess abundant ‘resources’ but be unable to ‘adapt’ or vice-versa’. Secondly, the problematic issue of a lack of a universally agreed definition of resilience comes into sharp relief when taking into account Monitoring and Evaluation (M&E) practices and methodologies.

The existence of multiple definitions of resilience has led, over the years, to the proliferation of different indicators to measure progress towards the creation of a resilient community. Inevitably, the existence of such a large number of indicators to measure the same phenomenon generates confusion, fails to aid practitioners in their search for meaningful conclusions and can be considered a highly inefficient approach, since the efforts of the various organizations and researchers are duplicated every time a new set of indicators is created.

Knowledge and Education: A Crucial Component of DRR Interventions

One fundamental step towards ‘building resilience’ and the creation of a ‘culture of safety’ is to ensure that communities are aware of the risks that they face and that they have acquired the appropriate knowledge and education (K&E) to take the necessary measures to mitigate, prepare or even prevent disasters. Indeed, “education, knowledge and awareness are critical to building the ability to reduce losses from natural hazards, as well as the capacity to respond to and recover effectively from extreme natural events when they do, inevitably, occur”. One of the five HFA ‘Priorities of Action’ is to “[u]se knowledge, innovation and education to build a culture of safety and resilience at all levels”. The K&E area comprises the following 5 components:

1. Public awareness, knowledge and skills;
2. Information management and sharing;
3. Education and training;
4. Cultures, attitudes, motivation;
5. Learning and research.

The aim of this project is to provide a critical review of the indicators for the K&E area, that are considered to be most useful when monitoring and evaluating community resilience at the community level. The problematic nature of the concept of resilience, both in terms of definition and in terms of measurement has been illustrated above. For the purpose of this analysis the problem of measuring resilience is further compounded by the problem of measuring K&E. Assessing intangible data such as changes in behavior, attitudes, skills, knowledge and awareness is much more difficult than assessing tangible or structural measures such as “the quantity and quality of...embankments, flood shelters, earthquake resistant houses” and so on.

Measuring intangible data is particularly challenging because it entails an exploration into the realm of mental attitudes, which are difficult to clearly identify and quantify, and which are also prone to subjective bias given the “wide range of individual perceptions”. Nevertheless this exercise is crucial and cannot be overlooked. On the one hand, simply taking into account proxy indicators for K&E such as, for example, the number of posters or leaflets circulated does not provide a clear “indication of the impact that these have made on people’s perceptions and actions.” Indeed, as Cobb argues “having a number does not necessarily mean that you have a good indicator.

On the other hand, the measurement of qualitative change such as changes in behavior, values and attitudes provides a valuable indication of the progress towards the broader goal of achieving sustainable development and at the same time “can also become valuable instruments to monitor other sustainable development requirements in fields such as education, gender balance, community participation….”

Therefore it can be concluded that a good set of indicators needs to be comprised of a well-balanced mix of qualitative and quantitative indicators. Hence creating a data pool of skilled and trained people through E-recruitment can contribute to face disastrous situations.

**E-RECRUITMENT FOR ORGANIZATION MODEL**

![Figure-1]

**REFERENCES**


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STUDY OF EMPLOYEES’ MENTAL REVOLUTION BY IMPLEMENTATION OF BUSINESS PROCESS REENGINEERING BY HUMAN RESOURCE DEPARTMENT

Dipali Biswas

ABSTRACT

This paper examines the extent to which Total Mental Revolution of employees can be brought about by the HR Department. Employees come first, even before the customers. Before handling the customers, the employees’ mental acceptability must be broad enough to adjust with the variegated outlooks of the customers. Hence to bring the employees to that mental level of acceptability of variety of customers’ outlook, the HR department uses the effective implementation of Business Process Re-engineering (BPR) for the employees’ mental revolution.

This mental development can be sustained by the HR Department and support of Top management. This paper contributes to sustainable development of the employees’ mental revolution through the effective implementation of BPR in such a way, that it enhances (business models) productivity as well as other values in manufacturing companies.

The study was conducted in Pune region. The top manufacturing companies have been involved in the study. The primary data has been collected with the help of interview and observations combined with questionnaire.

KEYWORDS

Business Process Re-engineering, Innovation Paradox, Manufacturing Companies, Mental Revolution, Sustainable Development etc.

INTRODUCTION

Ever since the beginning of human history, mankind has been on its march for progress. And the common denominator for progress in society and in organizations is organizational change. This change is brought about by many factors, like change in processes, technologies, systems, structures, and (or job roles).

There is a lot of technological innovation and knowledge development, but the utilization of the same has not been done considerably in companies which are known as the “innovation paradox”: the chasm between inventions and utilization (Leijnse-2006). Volberda, van den Bosch and Jansen (2006) point out that technological innovation makes up only 25% of the innovation success of organizations. In contrast, social innovation, consisting of management, organization, and labor aspects, make up 75% of the ultimate innovation success of organizations.

The common denominator of organizational change then is the people side of change. At this juncture the HR steps in and effectively implements BPR. The HR looks for strategies for enhancing the quality of core work force.

The question then arises that how employees’ mental revolution is brought about through BPR by the HR department? For this understanding BPR is necessary…

Business Process Re-engineering means not only change – but dramatic change. What constitutes dramatic change is the overhaul of organizational structures, management systems, employee responsibilities and performance measurements, incentive systems, skills development, and the use of information technology.

Business Process Re-engineering (BPR) can potentially impact every aspect of how we conduct business today. Successful BPR can result in enormous reductions in cost or cycle time. It can also potentially create substantial improvements in quality, customer service, or other business objectives. The promise of BPR is not empty – it can actually produce revolutionary improvements for business operations. Re-engineering can help an aggressive company to stay on top, or transform an organization on the verge of bankruptcy into an effective competitor.

Hammer and Champy (1993) define BPR as... the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical contemporary measures of performance, such as cost, quality, service, and speed.” Thus BPR is a management approach aiming at improvements by means of elevating efficiency and effectiveness of the processes that exist within and across organizations.

The key to BPR is for organizations to look at their business processes from a “clean slate” perspective and determine how they can best construct these processes to improve how they conduct business. In this way BPR is used as a tool by the HR for propelling the quality of work force.

Business Process Re-engineering is an undeniably powerful tool that can help in all of these circumstances, which is why it has created such interest in organizational circles, even though it is still, relatively speaking, in its infancy as a management technique.

Total Mental Revolution in employees is brought about by BPR with active participation of HR Department when employees embrace and accept challenges and new concepts introduced by the company; they readily upgrade themselves for the particular job; they rarely show resistance towards change; employees are self-motivated and enthusiastic about new concepts & job design. This change in the ‘overt’ behavior of employees brings about the Total Mental Revolution through BPR by HR Department.

Thus the need of the hour is that the employees have a Total Mental Revolution by HR and thus enhances the productivity as well as other values in organizations. With this objective in mind, the author has undertaken this research paper.

LITERATURE REVIEW

While innovations, changes are being ushered in by technocrats, bureaucrats, and scientists in all walks of life and

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industries, the common denominator of organizational change is the people side of change. This change or Total Mental Revolution in employees can be brought in by HR through effective implementation of BPR.

The following research papers/articles have been reviewed by the researcher:

The authors, Satrina Harvey and Bruce Millett in their paper, OD, TQM AND BPR: A Comparative Approach, have stated that the purpose of this article is to compare three approaches to the management of organizational change: Organizational Development (OD), Total Quality Management (TQM) and Business Process Re-engineering (BPR). It argues that each of the approaches is suitable for different situations and that each approach can lead to increases in organizational efficiencies.

Teresa Chiappato, in her research paper- Introduction to Business Process Reengineering- has begun the abstract by asking the following question: Have you ever heard the expression in your work place, "We don't need to throw out the baby with the bath water"? She says that in her company people often hear this expression at least once a day. The context of the statement is around redesign of current processes in order to gain productivity, lower costs and to better serve the customer.

It appears that most companies are comfortable with incremental change methodology, however, in the current business environment, incremental change does not seem to be making the grade. It's time to pull out the big guns. Competition and customer demand no longer allows the luxury of moving at a snail's pace. Companies must figure out how to become nimble and efficient to meet and exceed goals and delight their customers. This paper explores a solution that calls for radical change to dramatically improve a company's performance. It's called Process-Reengineering.

Thomas H. Davenport, one of the creators of BPR, in his article “The Fad That Forgot People” explains the iron triangle that turned a modest idea into a destructive fad -- and offers advice on how to avoid the next one. He stated that the managers who had undertaken BPR themselves did not know what it was all about. Moreover, they cling to the myths associated with BPR. The company gave utmost importance to the technology & processes. The people in the process had paled into insignificance.

A Survey on Management Tools by Darrell Rigby was done in which he found that business Process Reengineering involves the radical redesign of core business processes to achieve dramatic improvements in productivity, cycle times and quality.

In the book titled “Business Process Reengineering: An Introductory Guide” by Peter Carter, the author states that Business process reengineering (often referred to by the acronym BPR) is the main way in which organizations become more efficient and modernize. Business Process Re-engineering transforms an organization in ways that directly affect performance.

The authors, V. S. Lai; R. K. Mahapatra, in their research paper, “Correlating Business Process Re-engineering with the Information Systems Department” deal with the role of an information systems department in the success of Business Process Re-engineering projects was empirically investigated. Structured interviews with 27 executives were initially conducted to identify information systems department’s role in Business Process Re-engineering. These roles were then empirically validated using survey research method to determine their extent of impact on Business Process Re-engineering success.

The results of hierarchical regression analysis show that support of top information system management, the existence of technology champion, the management of resistance to change, the quality of information system planning, the integration of an information system-business strategy, the sophistication of user's computer skill and the extent of integration of the information architecture are the most critical for information systems department’s role in Business Process Re-engineering success.

The authors, Jaideep Motwani, Ashok Kumar, James Jiang, Mohamed Youssif, in their research paper, “Business Process Re-engineering: A Theoretical Framework and an Integrated Model” have discussed about the current competitive business environment which has forced business leader to consider business process re-engineering (BPR) in their search for dramatic improvement in organizational effectiveness. This paper provides an extensive review of the practical re-engineering plan for achieving a true organizational transformation, and suggests future research directions for BPR under each of these streams.

**Business Process Re-engineering**

Manufacturing Industry Perspective, a research paper from Wipro discusses that the manufacturing industry today is significantly challenged by slow growth and a tough global economy. In order to remain competitive in the global marketplace, manufacturers are adopting radical corporate strategies, like flattening the organization, globalizing production, forming strategic alliances with customers, suppliers and competitors, merging with other companies to form new structures, decentralizing business units, and creating global business units. Having to deal with a completely new set of non-traditional competitors can slow down progress of even the sleekest of companies. This has necessitated today the implementation of Business Process Re-engineering (BPR) for manufacturers of all sizes.

The underlying idea of all the review of literature written above focuses on one central idea. That idea is CHANGE- The change brought in by HR while implementing BPR. In order to survive and further compete in the corporate world, one must adapt oneself to the surroundings. This adaptation is very well seen in species living in the lap of Mother Nature.

Likewise, if organizations have to progress, they must change-change the processes, technology, policies, skills etc, so that the costs are reduced, paving way for quality products. The agents of change are the various techniques & methods of processes & technology which can be brought about by human resources. Hence the author has taken up the topic of research article as, “Study of Employees’ Mental Revolution by Implementation of Business Process Re-engineering by the HR Department”.

In the review of literature the authors, Satrina Harvey & Bruce Millet, in their paper OD, TQM, & BPR: A Comparative Approach, have clearly stated the differences in the three
approaches to the management of organizational change. Their paper compares the three approaches, but does not say that one approach is better than the others. Here the researcher would like to emphasize that if the HR can comprehend its role in BPR, which is radical, and according to the researcher’s knowledge, very few have highlighted on this fact, innovations & success would be on the organization’s way. This innovation would be the end result of total mental revolution of employees brought about by the effective implementation of BPR by the HR.

Most of the literature review reflects that 90% of emphasis has been given to the ‘Design & Redesign of Production Control Model’. C.E.O.s like Darell Rigby of Management Tools has stated that BPR “involves the radical redesign of core business processes to achieve dramatic improvements in productivity, cycle times & quality”. The human factor has not once been given a thought- the factor responsible for bringing about this radical change.

Finally, author, P. S. Vijaya Lakshmi from Wipro in research paper - “Manufacturing Industry Perspective” discusses that the manufacturing industry today is significantly challenged by slow growth and a tough global economy. The author talks of adopting radical corporate strategies, like flattening the organization, globalizing production, forming strategic alliances with customers, suppliers and competitors, merging with other companies to form new structures, decentralizing business units, and creating global business units. She also reiterates that the ultimate success of BPR rests on the people, ‘how well they can be motivated to do their work in a creative way and to apply their detailed knowledge to the redesign of business processes”, and all this is possible when the total mental revolution of employees, who is behind all these radical corporate strategies, is brought about. And the catalyst who brings about this change in employees is the HR department with the effective implementation of BPR. Hence the author has undertaken the topic,” Study of Employees' Mental Revolution in Effective Implementation of Business Process Reengineering by HR Department” as research paper.

**RESEARCH METHODOLOGY**

The research is based on the primary data. For the purpose of studying Total Mental Revolution in employees in effective implementation of BPR in Manufacturing Industries by the HR Department, the primary data has been collected through a structured questionnaire. The respondents for the questionnaire are the HR managers (Top & middle level management) in manufacturing companies in and around Pune City.

The data is collected through the questionnaire from 40 manufacturing companies in and around Pune. The Purposive Sampling technique has been used. There are 4950 manufacturing companies (pg-M1 to M39; in book-Profile and Analysis of Pune Mfg. Inc.) in and around Pune.

40 manufacturing companies have been selected. These companies have satisfied following conditions:

- These companies had given their contact number to the Industrial Consultants
- These companies were registered with Mahrratta Chamber of Commerce, Industries and Agriculture (MCCIA.)
- Out of the manufacturing companies, only those practicing BPR were contacted.
- Prior appointment was taken from the HR Managers of the respective companies, from those who have responded.

Likert’s five point scale is used to measure the perceived qualitative response & opinion of the respondents of the selected companies. Total Mental Revolution by BPR with active participation of HR department is the need of the hour for enhancement of quality.

The analysis of the data is made with the help of percentile method. Manufacturing companies have been selected because all processes are perfectly streamlined, therefore the study becomes relevant. Moreover, all the four factors, namely, people, land, money and labor- are found in manufacturing units, whereas in service units, some elements are missing. Therefore it becomes a complete study.

**SCOPE OF STUDY**

The study focuses on Total Mental Revolution in employees in effective implementation of BPR in Manufacturing Industries by the HR Department.

**OBJECTIVES OF STUDY**

- To Study the importance of HR in implementing BPR in Manufacturing Companies.
- To Study the influence of Total Mental Revolution in employees while implementing BPR.
- To Study the role of HR in bringing about employees’ success through implementation of BPR.

**HYPOTHESIS**

The following hypothesis has been tested prior to the actual research work with chi-square test.

H₁ “Total mental revolution in employees through BPR is associated with the perceived success.”

**RESULT ANALYSIS**

The author wanted to explore whether there is any association between perceived success and total mental revolution through BPR. Cross-tabulation table shows 67.5% of the respondents say they never think that they are failures whereas 25% say rarely and 2.5%, 2.5%, 2.5% say that sometimes, most of the times and always respectively. To check the hypothesis, “Total mental revolution in employees through BPR is associated with the perceived success,” researcher has applied chi-square test.

It is observed that there is association between two variables (perceived success and total mental revolution through BPR) (chi-square value=35.659) which is statistically significant (p-value=0.000) at 0.05 level of significance.

Further it can be concluded that the hypothesis, “Total mental revolution in employees through BPR is associated with the perceived success.” is validated and accepted.
Total Mental Revolution by BPR with active participation of HR department is the need of the hour for enhancement of quality. As already mentioned in the testing of hypothesis, it is clear that this hypothesis validated and accepted.

The pie chart with reference to Table 2, clearly indicates that 92.5% of the respondents have agreed that there is a Total Mental Revolution through BPR in their companies.

Table-2(b): Analysis of opinion of HR Executive in Selected Manufacturing Companies on Employees embraces and Accept Challenges and New Concepts through BPR

<table>
<thead>
<tr>
<th>Opinions</th>
<th>Response</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.Strongly Disagree</td>
<td>10</td>
<td>25</td>
</tr>
<tr>
<td>2. Disagree</td>
<td>6</td>
<td>15</td>
</tr>
<tr>
<td>3. Neutral</td>
<td>4</td>
<td>10</td>
</tr>
<tr>
<td>4. Agree</td>
<td>15</td>
<td>37.5</td>
</tr>
<tr>
<td>5. Strongly Agree</td>
<td>5</td>
<td>12.5</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>100</td>
</tr>
</tbody>
</table>

Sources: Calculated Survey Data.

Chart-2: Presentation of Opinion of Employees Embracing and Accepting Challenges and New Concepts by BPR with Active Participation of HR Department

Employees embrace and accept challenges and new concepts. The pie chart shows that 10 out of 40 respondents, that is, 25% of them ‘strongly disagreed’ to the above statement. 4 out of 40 respondents, that is 10 % of them ‘disagreed’ to the above statement. 15 out of 40, that is, 37.5 % of them ‘agreed’ to the above statement. 5 out of 40 that is, 12.5% of them ‘strongly agreed’ to the above statement.

This clearly indicates, with reference to Table 2.b., that 50 % of respondents believe that employees embrace and accept challenges and new concepts.

Within the time span of the study, it was noticed that the employees embrace new concepts. Sustainable development will continue if amicable organizational environment is also sustained. For this the top management needs to have a hard look at the soft issues of HR department for sustainable development.

CONCLUSIONS

Total Mental Revolution by BPR with active participation of HR department is the call of the day for sustainable development in the employees for quality and other values in the work force. When the receptivity and acceptance of the
new challenges of the organizations broadens the intellectual horizon of the employees, a radical change is brought about in the mental outlook of the employees. They then become an integral part of all the radical corporate strategies.

When these employees with the total mental revolution are used by the companies, the productivity automatically spirals up, and with this also propels the other values needed for the organizational development.

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PERCEPTION OF EMPLOYEES’ AND MANAGEMENT TOWARDS HRIS MODULE WITH DEPARTMENT LEVELS OF RESPONDENTS IN KPCL COMPANY

Sudheendra Rao L. N.23 Arvind. A. Kollur24

ABSTRACT
This paper deals with perception of employee and management towards the HRIS model with the Department level of Respondent in Karnataka power corporation limited (KPCL) in Bangalore with respect to Record Keeping, Hiring, Orientation and Training, Employee Communication, Discipline and Termination. The main objective of this paper is to understand whether the non-managerial or managerial employee will satisfy for implementing HRIS model in KPCL company, based on responses from a sample of three departments like HRD, AGM (HRD), and Account department.

KEYWORDS
HRIS, Record Keeping, Hiring, Orientation, Training, Employee, Communication, Discipline, Termination, HRD, AGM (HRD), Account etc.

INTRODUCTION – AN OVERVIEW
This article discusses a model for human resource information system development in large formal organization, the human resource information system model. The model developed for large local government client as one part of a corporate training and staff development strategy. This is because:

1. People (not system) recognize and deliver value added (i.e. Service, quality): 
2. People (user) define the expectations and required performance characteristics of system: 
3. People (user) deliver – or don’t deliver – the value of investment in IT system.

Thus, unless a user organization has the right kinds of people in the right places with right skills, responsibilities, authority and support, then good strategy. On the other hand, with due attention paid to people and the organization spaces in which they act, there is at least a chance of systematic quality in design and use. Many well-known examples of use of information technology for competitive advantage involve systems that link an organization to suppliers, distribution channels, or customers. In general, these systems use information or processing capabilities in one organization to improve the performance of another or to improve relationships among organizations. Declining costs of capturing and using information have joined with increasing competitive pressures to spur numerous innovations in use of information to create value. The ideas do not constitute a procedure leading inexorably to competitive advantage. However, they have been of value when combined with an appreciation of the competitive dynamics of specific industries and a grasp of the power of information (Taleo Research Vice President, Alice Snell., 1895).

Dramatic advances in technology which necessitate the redesign of jobs and constant modifications in recruiting, selection, training and appraisal techniques, the globalization of businesses and the need to educate and train managers on dealing with the complexities of a global economy and the move towards a knowledge based economy, where value of the company depends on its employees’ skills and knowledge, are just some of the challenges facing the HR departments in many organizations. With many functions to track and huge amounts of information to process frequently and accurately, HR executives have turned to information technology (IT) to help them meet their organization’s information needs. This has led to the development and use of computer-based HRIS in organizations. A HRIS is used to acquire, store, manipulate, analyze, retrieve and distribute pertinent information regarding an organization’s human resources (Kavanagh et al., 1990). The pattern of the remainder of this paper is as follows. First, there is an outline of the model’s structure and content followed by an outline of problem that prompted and informed the development. This in turn is followed by a discussion of practical issues in the model’s use and further development. Finally, some practical stumbling blocks are discussed in the conclusions section.

HUMAN RESOURCE INFORMATION SYSTEM (HRIS)

Meaning of HRIS [According to D.K.Bharadvaj]
Computer system for tracking employees: a managerial control computer system used to maintain personnel records. In its most basic form HRIS is a system used to acquire, store, manipulate, analyze, retrieve and distribute pertinent information about an organization’s human resources. It is often regarded as a service provided to an organization in the form of information (Tannenbaum, 1990).

HRIS Internal Working Process [According to Walker (2001)]:

Figure-1: Shows how HRIS Internal Working Process

Inputs:

![HRIS Internal Working Process Diagram]

Outputs:

Control
Feedback

Sources: Author Compilation.

The input of HRIS includes information related to employees such as education, age, experience, training, present status,
present salary, whether promoted or not, organization’s policy past and present, procedures past and present and other necessary detailed information relating to the human resources in the organization. Computerized HRIS in all respects superiors to manual system which is time consuming and not so cost effective. The most important benefit of the system is that the information is available immediately as and when required.

Transformation
The information fed to the computer can be transformed into more meaningful and necessary information that is exactly required by the organization. This is the conversion stage of computerized HRIS. The information transformed into meaningful calculation is very useful to the managers and organization as well. This works as a decision support system, which aids in making appropriate decisions.

Output
Output refers to the printouts of the transformed material from the computer printer like salary statement, report on performance of an employee, budget estimates, etc. All these can be had in the form of printouts, terminal screens etc. A well knit HRIS acts as a worthy decision support organism of a very high quality. The high quality output must be accurate, relevant, consistent, readable and comprehensive.

Feedback and Control
Whether the output obtained is relevant and useful or not must be known. The method of ensuring it is known as feedback. Feedback establishes control over the system.

EXPLORATORY QUESTIONS FOR PRESENT STUDY
The purpose of our study is to gather information regarding the implementation of an HRIS, the perceived benefits of the HRIS, satisfaction with that system, and, lastly, its strategic impact. Human resource information systems play a vital role in many businesses today, yet few studies have been conducted on HRIS in relation to other aspects of the HR function. Even fewer reports show the strategic/analytical parts of HRIS; however, they do discuss the non-managerial managerial employee segment. The most important section, although neglected completely, is on how to improve a firm’s decision making through analysis of the information provided by HRIS. Much of the literature provides information discussing possible strategic roles of HRIS, but none have explored a way to realize these roles and deploy them in an efficient way. This study focused on the implementation of HRIS, specifically the implementation of HRIS in HR practices within the organization.

RESEARCH METHODOLOGY
The employees – managerial and non-managerial – with in the company are basically the knowledge workers or the professional employees. This questionnaire contained different number of statements (questions) relating to different strategies. Strategy Types and Number of Statements Covered under the Questionnaires like Record Keeping Process (09), Hiring (04), Orientation and Training (06), Employee Communication (07), Discipline and Termination (07).

Research Problem
1. What are Human Resource Information System in HR practice in the KPCL Company in Bangalore?
2. Which strategy managers consider more important?
3. What are the perceptions of the managers and non-managers in organizations?
4. Differentiation among the management and employees (non-managers) perceptions in adopting a particular Human Resource Information System.
5. The influence of demographic variables on the perceptions of the employees towards the HRIS module.

Research Questions
While focusing on human resource information system for investigation, the questionnaire that seeks to understand the perceptions of the managers and the non-managers which covers different strategies would seek to analyze the following questions:

- To what extent the KPCL Company has adopted various human resource information systems?
- What is the relative strength of each strategy?
- To what extent the managers and non-managers differ in their perception of the human resource information system?
- To what extent each human resource information system is related to other employee (HR) strategies?

Hypotheses Test
H1: Respondents with different department levels differ significantly in their perception on human resource information system.

Sample Study of Employees
To study the perceptions of the employees in this organization a sample of employees was taken using the simple random sampling method. The sample consisted of both the managerial employees and the non-managerial employees among whom there were men and women employees. Distribution of Sample of the Study in organization is Top-management (22), Middle-management (22), Officer (20), Employees (36).

Pilot Study
A pilot study was conducted on a small sample of 30 respondents among them 15 were from management and remaining 15 were employees. The purposes of the pilot study were:

a. To check the clarity of the items enlisted in the selected questionnaires.
b. To get an approximation of time required to complete the questionnaire.
c. To ensure the feasibility of the tools selected for the study.
d. To get a fair idea of the respondents’ reaction towards the strategies their managements have adopted to retain people.

DATA ANALYSIS
Following statistical techniques were employed to analyze the data in the present study:

1. Descriptive Statistics,
2. Contingency Coefficient Analysis.

A brief description of each of statistical tools/method is given below:
Descriptive Statistics

The descriptive procedure displays uni-variate summary statistics for several variables in a single table and calculates standardized values. Descriptive statistics provides general description of the sample in the form of central tendencies and measures of variability. In the present study mean values were calculated for each of the component of strategy statements along with standard deviation values to get an idea regarding measures of central location and scatteredness of scores. Descriptive statistics are used to describe the main features of collection of data in quantitative terms. Descriptive statistics are distinguished from inferential statistics (or inductive statistics), in that descriptive statistics aim to quantitatively summarize a data set, rather than being used to support inferential statements about the population that the data are thought to represent. Even when a data analysis draws its main conclusions using inductive statistical analysis, descriptive statistics are generally presented along with more formal analyses, to give the audience an overall sense of the data being analyzed.

Contingency Coefficient Analysis

The contingency table analysis or Crosstabs procedure forms two-way and multi-way tables and provides a variety of tests and measures of association for two-way tables. The structure of the table and whether categories are ordered determine what test or measure to use. In the present study contingency table analysis was employed to see the association between groups of respondents (management and employee) with their responses on various aspects of HRIS.

TOOLS AND TECHNIQUES

1. Microsoft office excel 2007,
2. Dr. Arsham Java Scripts,
3. Reliability Calculator.

Microsoft Office Excel 2007

The opinions of the respondents were collected in the form of liker ratings ranging from 1 to 5. Each of the respondents opinion were entered into Microsoft office excel sheet along with demographic parameters. Different set of values were generated by sorting the respondent’s opinion with respect to each demographic parameters. Sorting, summation, count if is calculated using Microsoft excel software.

RESULTS

Record Keeping Process Strategies

Department-wise comparison indicated there is a no difference between managerial and non-managerial respondents ($X^2=3.02; P=0.22$) and the interaction between groups and department was also found to be not a statistically significant ($X^2=3.02; P=.022$). In examining the observed cell frequencies, it can be concluded that $X^2 =3.02$, $p >0.05$. So it is a not statistically significant. Hence it is not accepted.

Hiring Strategies

Department-wise comparison indicated there is a no difference between managerial and non-managerial respondents ($X^2=2.191; P=0.334$) and interaction between groups and department was also found to be not a statistically significant ($X^2=2.191; P=0.334$). In examining the observed cell
frequencies, it can be concluded that $X^2=2.191$, $p > 0.05$. So it is a not statistically significant. Hence it is not accepted.

**Orientation and Training Strategies**

Department wise comparison indicated there is a no difference between managerial and non-managerial respondents ($X^2=0.0247; P=0.988$) and the interaction between groups and designation was also found to be not statistically significant ($X^2=0.7491; P=0.688$). In examining observed cell frequencies, it can be concluded that $X^2=0.0247$, $p > 0.05$. So it is a not statistically significant. Hence it is not accepted.

**Employee Communication Strategies**

Department wise comparison indicated there is a no difference between managerial and non-managerial respondents ($X^2=0.7491; P=0.688$) and interaction between groups and designation was also found to be not statistically significant ($X^2=0.7491; P=0.688$). In examining observed cell frequencies, it can be concluded that $X^2=0.7491$, $p > 0.05$. Hence it is not accepted.

**Discipline and Termination Strategies**

Department wise comparison indicated there is a no difference between managerial and non-managerial respondents ($X^2=0.7423; P=0.698$) and interaction between groups and designation was also found to be not statistically significant ($X^2=0.7423; P=0.698$). In examining observed cell frequencies, it can be concluded that $X^2=0.7423$, $p > 0.05$. So it is a not statistically significant. Hence it is not accepted.

**Table-1: Respondents in Various Age Levels on Different Components of HRIS Model and Results of Contingency**

<table>
<thead>
<tr>
<th>Components of Performance Appraisal</th>
<th>Chi-Square Value</th>
<th>Correlation Value</th>
<th>Significant Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Record Keeping Process Strategies</td>
<td>3.02</td>
<td>0.177</td>
<td>0.22</td>
</tr>
<tr>
<td>Hiring Strategies</td>
<td>2.191</td>
<td>0.1464</td>
<td>0.334</td>
</tr>
<tr>
<td>Orientation and Training Strategies</td>
<td>0.0247</td>
<td>0.0157</td>
<td>0.988</td>
</tr>
<tr>
<td>Employee Communication Strategies</td>
<td>0.7491</td>
<td>0.086</td>
<td>0.688</td>
</tr>
<tr>
<td>Discipline and Termination Strategies</td>
<td>0.7423</td>
<td>0.0858</td>
<td>0.69</td>
</tr>
</tbody>
</table>

**Figure-5: Respondents in Various Department Levels on Different Components of HRIS Model and Results of Chi-Square and Correlation Value.**

**CONCLUSIONS**

This research was exploratory and primarily descriptive in nature; we were interested in determining whether HR directors perceived that human resource information systems in HR practices were fulfilling their promise in regard to their potential strategic impact in organizations. We also had a relatively small sample size, as mentioned above. Therefore, I used contingency tables to measure the statistically significant responses to a series of questions assessing HR directors’ perceptions of HRIS. The results of the survey are contained in above Tables 1.

This research focused on the role of HRIS in assisting HR managers to perform their roles more professionally. It looked at the impact of HRIS on HR managers’ role - both traditional and new emerging roles. The results revealed that HRIS were playing an important role in helping HR Managers. Most were using HRIS, at least, for operational level tasks and some were using it for strategic level tasks. The strategic level use of HRIS was smaller. The respondents generally believed that HRIS were important in allowing them to perform their work more efficiently, effectively and professionally in our organizations. This confirms that HRIS are vital in helping HR managers to meet the ever-increasing demands on their job and quality of service.

The company is basically a service industry company with a lot of branches over the whole Karnataka state. The report contains a detailed list of useful data that can be referred further in the company’s database. It is recommended that the company should follow the information system to the fullest of it. Although, it is based on one of the larger database version of one of the databases, it should be examined and reviewed if any developments seem necessary from the point of view of the company.

It is also come to the notice that few of the employees are not satisfied with the management of the company. It is hereby stated that the system also contains some questionnaire about the same. It can be regulated among the employees and the result can be fed into the information system. It contains the required technological provision for it. Ironically, well-intended company created the narrow image of HRISs, and they have no one to blame but themselves because of the way that all systems, including the HRIS, are justified. Justification is simply a matter of cost takeout and paper elimination. Almost without exception, a human resource executive would be sent back to the drawing board if he or she made the case for a system that spoke to future possibilities versus immediate cost reductions. HRIS has to go through a metamorphosis for the good of the corporation and the human resource function. It has to become a tool for empowerment rather than control; a tool for sharing rather than just storing; a tool for feedback not just feed in. Company that takes advantage of the internal and external forces working toward change will achieve strategic advantage in the workplace and in the marketplace.

**LIMITATIONS AND FUTURE SCOPE**

There are some limitations that need to be recognized while interpreting the findings from this study. Firstly, although there are many different forms of HRIS such as Web-based HRIS, intranets, employee self-service and interactive voice response (IVR) kiosks, in this study, HRIS was simply viewed as the use of computer hardware and software applications to perform HR activities. Since results may vary in the case of
different types of HRIS, future research can perhaps examine the adoption of specific types of HRIS.

The biggest impediments to reaching the full potential of HRIS are lack of money and top management support. Other problems include the availability of applications/solutions to HR users and system designer's lack of HR understanding. Today, literally thousands of HR computer applications are available from consulting firms, software houses, and the organization's own system developers. However, the vast majority of such applications focus on administrative tasks, rather than decision support. While supporting decisions is more difficult, it also seems to offer the greatest opportunity to affect the HR profession. Future developments in HRIS must be demanding it, and with a time-lag, providers will respond.

While the benefits of ready access to computerized HR information are compelling, this technology creates new obligations and responsibilities for the HR professional. The data stored on computerized systems is often confidential and private and should be accessible only to approved individuals under controlled conditions. When HR data resided on mainframes and required special expertise to use, controlling access was somewhat easier cumbersome procedures, for all their disadvantages, reduced the chance that unauthorized persons would gain access to the data. Technology must be tempered with strong organizational values.

REFERENCES


ABSTRACT

Corporate social responsibility is the balanced integration of social and environmental considerations into business decisions and operations. The rapid pace of technological change, deepened globalization, internationalization of business, and drive for quality and shifting social and demographic trends have realized the need of CSR for the organizations’ sustainability. Organizations are, therefore, increasingly recognizing the strategic role of CSR for long term success. The HR function is uniquely positioned to assist in both developing and implementing CSR strategies. The HR occupies a central place in developing such activities which underlies CSR values. The present study therefore is an attempt to explore the ways through which HR can contribute to effective CSR. The present study implies the ways through which HR professionals can undertake CSR initiatives with the help of various business cases. The present paper is added on to the already substantial literature on CSR by proposing a model on HR-CSR interface.

KEYWORDS

Corporate Social Responsibility, Human Resource Management, HR Practices, CSR-HR Interface, CSR Strategies etc.

INTRODUCTION

Organizations in the private sector survived historically by generating maximum profits for their shareholders. In the public sector the historic focus was on providing a service at the least cost to the taxpayers. Today this approach is simply not enough to guarantee survival. In the modern world, organizations of every size and in every market have to earn and retain the consent of society at large to stay in business – and that consent will only be given if communities believe the operation has a beneficial “footprint” on the human and natural environment. In this context, Corporate Social Responsibility (CSR) is an essential ingredient for the survival of any organization. Given that all organizations have some connection with society, CSR is becoming, to varying degrees, an unavoidable issue, irrespective of an organization’s size or sector.

Business has come to realize that enterprises are born out of the society and must therefore share burden of the society to mentor the community and also to enrich it. In this regard, an increasing number of enterprises have embraced a culture of CSR. Today CSR is not an optional “add-on service” rather a concept of sustainable development integrating economic, social and environmental impact in its operations. For example Bharat Petroleum Corporation Limited has adopted 37 villages as their responsibility to develop in all walks of life. It has made efforts to make them self-reliant, provided them fresh drinking water, sanitation facilities, medical facilities, vocational training and literacy camps.

The Human Resources function has been identified as the pivotal organization to make this initiative possible. Corporations, with the help of Human Resources, are developing new mission statements and philosophies that will support the social aspect of the business. With the help of strategic human resource management, the socially responsible values can be inculcated and sustained in the organizational culture. So the present composition is an attempt to suggest ten ways of how HR plays a critical role in embedding CSR within organization with the help of business cases. This paper also proposes a model on HR-CSR interface.

LITERATURE REVIEW

Corporate Social Responsibility (CSR)

CSR is defined in many ways and no universally accepted definition is in place, however, the scope of CSR in corporate board rooms to be management ranks have pervaded and continue to gain momentum. Schreuder (1978) defines CSR as the performance or non-performance of certain activities by a private enterprise or corporate organization without the expectation of direct economic gain or loss, for the purpose of improving the social well being of the community or one of its constituent groups.

Carroll (1991) viewed the 1980s as a shift to more empirical research applying his proposed four- dimensional pyramid model responsibility. He suggested that CSR includes four kinds of responsibilities or dimensions: economic, legal, ethical and philanthropic. EU Commission (2002) puts CSR as a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis”.

Matten and Moon (2004) the fundamental idea of CSR is that “…it reflects both the social imperatives and the social consequences of business success, and that responsibility accordingly falls upon the corporation, but the precise manifestation and direction of the responsibility lies at the discretion of the corporation.” Such a characterisation of CSR makes it a mandatory exercise in that it assumes that business has a direct responsibility to help in solving society’s problems. Business organizations are more and more coming under pressure by increased public awareness, different interest groups, legal and governmental concerns and media coverage to behave in a socially responsible and ethical manner (Carroll and Cannon, 1997; Jamali and Sidani, 2008).

The socially responsible business practices are not only beneficial to society but are also of strategic importance in achieving the profit motive and enhancing public rating and acceptance of such corporations that incorporate CSR in their business models (Dentchev, 2005). Hill (2006) explained that CSR is a set of practices that form a part of good management or business practices much of it is about transparency and disclosure. Therefore the literature above concludes that the CSR concept is far broader in its scope: it encompasses the fundamental responsibilities of the company and all of its contributions to sustainability irrespective of whether the activities concerned form part of or lie outside its ordinary business activities.
B. Human Resource Management (HRM)

Susan (2007) argues that “the recent shift by organizational leaders from viewing socially responsible or sustainable business practices as a peripheral issue, related mainly to brand perception and public relations, to a strategic issue, presents a significant leadership opportunity for HR professionals”. CSR has for long remained a top-management driven activity, devoid of effective participation from the employees. As a strategic business partner, and now to be more involved in corporate decision making and policy formulation, the HR professional can own CSR initiatives and drive the programs through policy crafting to successful policy implementation. Therefore Human resource (HR) professional has now become a strategic business partner, with a new mandate to deliver value in the organization.

According to Cohen (2010) HR can leverage CSR strategies to deliver greater benefits for the business, for employees, for society, for the environment and ultimately, for HR professionals themselves. Lokhandwala (2009), add that the “HR can manage the CSR plan implementation and monitor its adoption proactively, while documenting (and celebrating) its success throughout the company”. Strandberg (2009) states that “Human Resource managers have the tools and opportunity to leverage employee commitment to, and engagement in, the firm’s CSR strategy”. Successful CSR programs rely on enlightened people management practices. For example, getting the employment relationship right is a precondition for establishing effective relationship with external stakeholders (CIPD, 2002).

Kramar (2004) argues that the HR department has the potential to play a significant role in developing CSR activities in the organization. While CSR is expanding the role of HRM, it also supports the benefits of workplace practices, which contribute significantly to organizational efficiency and effectiveness. As the concept of corporate social responsibility (CSR) becomes embedded in mainstream organizational strategy, it is important that HR professionals understand their role in the organization’s CSR programme. According to a recent report from the CIPD, successful CSR programmes depend on “enlightened people management practices”. Given the growing overlap between human resource management and CSR, it is essential that HR professionals take a leading role in both planning and implementing CSR strategies and in turn using CSR to deliver their own HRM objectives.

III. CSR-HRM Interface

PR Leap (2007) argues that there is a growing overlap between HRM and CSR and that it is becoming increasingly important for HR professionals to take a leading role in both planning and implementing CSR strategies and in turn using CSR to deliver their own HRM objectives. Sharma et al (2009), add that “the combined impact of CSR and human resource activities, which reinforce desirable behaviour, can make a major contribution in creating long term success in organization. With the help of above literature we attempt to suggest ten ways of how HR can facilitate delivering CSR activities effectively.

HR Policy

The role of HR function in embedding the CSR values in the corporate culture is immense. An organization can exhibit a better image in the minds of people by presenting itself as an excellent employer which cares for its people and involves them in the ambit of social responsibility. For example:

- Encouraging employees, through training and compensation, to find ways to reduce the use of environmentally damaging chemicals in products.
- Assisting employees in identifying ways to recycle products.
- Designing a company’s HRM system to reflect equity, development and well-being, thus contributing to the long-term health and sustainability of communities.
- Emphasizing long-term employment security to avoid disruption for employees, their families and communities.
- For carbon reduction HR practitioners can develop programmes enabling employees to use alternative transportation such as company bus, hybrid cars etc.
- Providing support to employees in the areas of stress management, spirituality at work, health and fitness, healthy lifestyles etc.

Such programmes require management support, role modeling and ongoing communication which if in place becomes further vehicles to fostering employee awareness of, and engagement in the firm’s CSR approach. Organizational social responsibility towards employees extends beyond terms and conditions of the formal contract of employment.

Therefore, companies need to come up with wider expectations that today’s employees have for the quality of their working life. Such expectations include taking care of the personnel’s welfare and safety at work and upholding their skills and motivation for the work. It is beyond doubt that protecting human rights such as denial or prevention of legal or social rights of workers is a very important issue under CSR.

Corporate Responsibility for Employee Well-Being

Two companies have made headlines due to their particularly high rates of employee suicides—France Telecom (24 suicides in 2008/2009) and Foxconn China (9 suicides in 2010). In both cases, the reasons cited for the suicides were directly related to organizational culture: long shifts, military-style discipline, a lack of recognition and work overload. This illustrates how HR policies shape the workplace and how HR can improve employee well-being through better working conditions and more positive workplace cultures.

Companies like Wipro, Infosys, Dabur, and ICICI have even framed whistle blowing policy, providing protection to the employees who come to know about any unethical practice going on within the organization, covering a whole gamut of subjects and showing their positive approach towards unethical practices.

Hindustan Unilever Limited (HUL), for example, provided outplacement services to the employees of its foods division at Bangalore when they were unable to move to Mumbai in 2006. Over 60 firms and 25 placement agencies were contacted by the company to arrange for multiple job interviews for a number of employees.
Effective Leadership

Corporate social responsibility (CSR) is a key concept to spur an integration of economic, social and environmental considerations. Integrating CR in a business organization is a leadership task. Research has confirmed leadership’s pivotal role in initiating and developing CSR programs and initiatives within and across organizations (Amato, Henderson & Florence, 2009). Leaders in world business are the first true planetary citizens, they have worldwide capability and responsibility, and their decisions affect economies as well as societies (Pruzan & Miller, 2006). Corporate social responsibility requires Corporate Social Leadership (Hilton, Gibbons, 2002). Such responsible leaders should have the capacity to create the compelling vision and to translate it into action and sustain it.

Leaders of socially responsible organizations have been associated with the charismatic leadership style. Charismatic leadership style communicates an innovation vision, energizes others to innovate, and accelerates innovation processes and CSR; it empowers employees to innovate and to become innovation leaders themselves (Bossink, 2007). The transformational leader is able to communicate so enthusiastically that the result is pulling people to commit to the vision of the leader on sustainability (Hanson & Middleton, 2000).

The challenge for today’s leaders is to perform effectively in an environment of uncertainty and ambiguity while reconciling the diversity of interests, needs, and demands of multiple stakeholders (Schraa-Liu & Trompenaars, 2006). When the question is how the CSR concept can be locked into corporate DNA, the conclusion would be that the issue is less about sustainability with a big S and more about leadership with a big L (Jayne, 2004).

CSR in Action at IBM

According to CEO Samuel J. Palmisano, a smarter world – by which he means a more instrumented, connected and intelligent global society – is also a more sustainable world. “In the post-industrial age that we have now entered,” he says, “the relevant struggle is not nature vs. industry, but systemic vs. fragmented.” For example, using IBM integrated solutions, Cosco, a global shipping firm in China, reduced its distribution centers from 100 to 40, lowering its logistics costs by 23% and its CO2 emissions by 15%. Palmisano emphasizes that “the most important factor in achieving this kind of progress is not technology. It’s leadership. Because just as complex, interdependent systems demand new kinds of technology, they also require new forms of management.

Communication

The effectiveness of CSR activities to a great extent depends on how well the CSR initiatives, objectives, efforts and achievements are conveyed and communicated to the organizational members. The HR managers can serve as a proper channel for facilitating the communication of CSR activities to employees and the public or community. Increasing awareness among employees on CSR matters is the first step for managing CSR (Fernandez, Junquera & Ordiz, 2003). Central to communicating CSR message to the workforce is the use of a web-based HRIS, intranets, websites, electronic mails, voice mails, employee newsletters, training sessions, videos, team briefings etc. Even CSR awareness can be developed and communicated amongst employees by conducting exercises, role plays by the HR professionals.

Internal Communication Case Study: Dell Inc

Dell Inc. proves to be a successful case study of internal communication. Internal communication at Dell relies heavily on teamwork and creating a plan. For the Dell “Make a Difference” community, a key team member from Dell assesses their audience and determines how to answer these four main questions:

1. What do you want people to do?
2. How do you want people to feel?
3. What do you want people to know and/or better understand?
4. What do you want people to believe?

Next, the Dell team creates annual and monthly communication strategies that involve every department and avenue to achieve their overall goals - from the marketing team to human resource department (domestically and abroad). Dell utilizes all forms of internal communication available. These include corporate blogs, business unit blogs, employee emails, internal Chatter, staff meetings, VP director meetings and more. They even hold weekly “Make a Difference” (MAD) training sessions that guide as many as 200 employees to learn the platform within an hour.

The fact that the Make a Difference system translates into five languages enhances their global employee engagement programs. In addition, the components within the MAD system (group messaging, event messaging and wide-spread community messaging) make it super easy for employees to stay engaged.

Employee Engagement and Empowerment

Employee engagement or involvement is one of the critical steps in CSR implementation program as employees are among the key stakeholders in any CSR program (CIPD, 2002). Employee involvement is vital to the success of all CSR programs. Allowing employees to have a voice in CSR could have a bandwagon effect that can change other organizational members’ mindset (Bansal, 2002). If employees are consulted, engaged and empowered in the development and implementation of new CSR programs and approaches, then they are more likely to follow it. It also gives them better
control over their work that in turn improves their quality of work life, an important feature of CSR. Employees can be involved and empowered at various levels. Empowerment of managers by giving them decision making authority can help in executing social responsibility at the lower levels. At the lowest levels, employees can be directly informed about CSR initiatives. Some suggestions and feedback can also be taken from the employees regarding CSR by various ways like suggestion boxes, open meetings, joint committees, quality circles etc.

HR department conducts various awareness raising events and initiatives such as donation camps, contests etc to generate awareness among employees regarding CSR. Some good CSR firms have programs that support employees and their families in learning about social, environmental concerns towards their work and community. If employees are not engaged, then CSR becomes a public exercise in public relations. The credibility of the organization gets damaged when it becomes evident that company is not “walking the talk”. Thus employee involvement is not just a necessary precursor to CSR success, but that it also has other benefits to the human capital of a company.

**Employee Involvement at HCL**

The “Power of One” is an initiative that highlights the social responsibility of individual HCL employees. Every HCL-ite is encouraged to spend at least a day every year working on a socially beneficial project in the community. The program transforms individual efforts into an avalanche of positive social activism and dovetails with HCL’s “Employees First” philosophy, which positions employees not only as value creators for the organization but also as harbingers of change. The Employee First philosophy empowers HCLites to speak up and provide ideas on doing things differently. There exist many channels for youth leaders to lead the company towards a better tomorrow.

**Recruitment**

Recruitment and selection is the process of attracting and picking individuals (out of the pool of job applicants) with requisite qualifications & competence to fill jobs in the organization. For a CSR oriented company, this consists of choosing knowledgeable and devoted employees with CSR-oriented values. Companies with good CSR reputation are likely to attract CSR –talented individuals, but the question is how can companies find and hire such individuals? The answer to this question is P-O fit. The person-organization (P-O) fit refers to the congruence between employee and organizational attributes and values (Kristof-Brown, Zimmerman, & Johnson, 2005; O’Reilly, Chatman, & Caldwell, 1991). Kristof (1996) defined the P-O fit as —the compatibility between people and organizations that occurs when: (a) at least one entity provides what the other needs, or (b) they share similar fundamental characteristics, or (c) both. Companies who acquire individuals with good P-O fit are likely to have good CSR reputation. For instance, if an organization internally promotes CSR programs, such as diversity management or employee volunteering, and if these programs closely match employee’s values, then we can expect CSR sustainability.

The organizations may also have job advertisements clearly highlighting the values, mission of the organization and CSR specific job requirements like quality control knowledge, OSHAS knowledge, etc. In this technology savvy environment and with the increasing popularity of internet this task of disseminating CSR related job requirements has been made easy. By designing a good website, CSR related information can be communicated to applicants in a very cost effective manner.

HR managers can also choose some benchmark organizations that are known for their CSR initiatives. From such organizations, they can recruit senior level professionals who have prior CSR management experience. Recruitment interviews should include questions on ethics and CSR; the offer letter should reinforce the corporate culture; Professionals with good CSR experience can also be hired by employee referrals. While screening applicants, well validated personality tests, behaviourally anchored employee interviews can be conducted by the HR for revealing the applicants characteristics and values.

**Orientation and Training**

The orientation programme of newly recruited candidates should be designed in a manner that corporate philosophy about CSR gets highlighted. The commitment of top management towards CSR is very important which should be expressed in tangible terms to reinforce the right kind of behavior in the organization. During orientation process employees should be given a through overview of the company’s vision, mission and core CSR values and goals. New employees should be provided information about CSR, policies and commitments, the key CSR issues the company faces and the key stakeholders with which the firm engages. How the company measures its CSR performance, the annual sustainability (or CSR report), and where they can find further company information on CSR are few important elements of new employee orientation programs.

Training may also include systems-based approach with methods to assess, implement and link your brand to CSR, manage risks and develop a CSR strategy where Course leaders will draw on lessons learnt from working with numerous companies and make use of case studies and examples of successful CSR programmes. Such training is suitable for people involved in introducing and managing CSR programmes. Such training may include topics like:

- Introducing a systems-based approach to developing CSR.
- Stakeholder engagement and assessing key risks,
- Linking CSR to brands and reputation,
- Developing strategies for climate change, supply chain issues and community investment,
- Implementing CSR programmes and case studies,
- Monitoring and measuring the impact of CSR programmes,
- CSR and human resource management,
- Reporting on CSR activities and developing an effective external,
- Communications plan.

Training on in-depth analysis of contemporary CSR issues, trends, challenges, standards and strategies is also very beneficial as emphasis will be put on exploring environmental,
social and governance (ESG) risks and subsequent brand enhancement.

The Training facilities help to instill the CSR culture among employees. This becomes necessary to make employees learn and practice CSR activities. Employees should be given training on an annual or other regular basis as it helps deepen knowledge of Corporate Responsibility and develop essential competencies.

Training at Wipro

As part of CSR Wipro, inculcates CSR values amongst its workforce right at the beginning during the induction process. Corporate presentations, keeping employees updated through mails, regular newsletters are the instruments used to keep employees energized about the organization’s socially responsible initiatives. The training of employees through —CSR Living Our Values Learning Tool at Cadbury Schweppes (Young, 2006), the major global beverage and confectionary organization, has been a good example of partnership between HR and CSR. The company has also included social responsibility in the latest management development initiatives like the global —Passion for People management skills programme.

Performance Management

One of the most critical tools of HR is performance and reward management. Performance management is the systematic process by which an organization involves its employees, as individuals and members of a group, in improving organizational effectiveness in the accomplishment of agency mission and goals. Performance and reward management is the engine of corporate social responsibility as it is well known saying that “what gets rewarded gets done”. Employees are motivated to work for achieving organizational objectives if they are provided with extrinsic or intrinsic rewards. Some elements for managers to ensure that CSR is integrated in the business is: to have a range of CSR key performance indicators that are reviewed regularly at a main board level, to include CSR related performance incentives in the pay structure to show the importance of CSR to both business and the individual (Hoskins, 2005). HR managers can integrate CSR objectives in employees’ performance goals, job descriptions and team goals that can foster CSR behaviour amongst employees. In order to internalize CSR, Performance management system should be designed in such a manner that it measures socially responsible initiatives taken by the employees and rewards CSR performance. The reward and recognition program, including base salary, incentive pay, long term incentives and other non-monetary recognition benefits like employee of the month award, promotions etc should be aligned with the company’s CSR goals and values.

Clear goals and targets often termed as KRA’s (Key Result Areas) can also form the basis for performance and reward management. Some examples of CSR related KRA’s are: waste reduction to a certain level; donating hours in charitable services; designing eco-friendly products; avoiding usage of plastic bags; devoting hours in tree plantation; conducting donation drives for winter clothing; celebrating earth hour by switching off computer etc. Rewards for CSR then can be linked to the achievement of these targets at individual or group level. For example bonuses, gain sharing plans should be given to the individuals or groups who are able to achieve CSR targets. Some non-monetary awards such as appreciation, recognition, like employee of the month, empowered youth can also be given to motivate employees for CSR activities. Thus, CSR should be included in the business planning and review process so that it is constantly considered and not an add-on.

Legal Responsibility

Every organization needs to instigate actions aimed at making the world a better place. For organizations aspiring to advance along the corporate responsibility path, to get started on the sustainability journey, HR leaders should understand and adopt the practices outlined by leading global frameworks or standards. These Standards provides guidance on the underlying principles of social responsibility and ways to integrate socially responsible behavior into organizational strategies, systems, practices and processes.

A number of frameworks exist to support corporate sustainability strategy; however, only a few are truly global, comprehensive and applicable to the majority of organizations. The main sustainability frameworks are the United Nations Global Compact, the OECD Guidelines for Multinational Enterprises, International Standard ISO26000, SA8000 and the Global Reporting Initiative (GRI). These standards provides guidance rather than requirements, instead, it helps clarify what social responsibility is, helps businesses and organizations translate principles into effective actions and shares best practices relating to social responsibility, globally. It is aimed at all types of organizations regardless of their activity, size or location.

These frameworks can therefore be seen as a guidance document for what should be done, not only what should be reported. Whichever standard or framework is adopted, the HR manager should review all HR core functions relating to protection of employee rights, equal opportunity in employment, recruitment, training, development, workplace facilities, health, safety and well-being, compensation, organizational culture, and communications. Tata Steel Limited, for example, has been preparing Sustainability Reports under the stringent guidelines of Global Reporting Initiatives, 2002 on economic, environment and social performance.

Ethics

Ethics management include respect for human rights, embracing diversity and providing equal employment and rewards opportunities to employees and job applicants irrespective of their demographic characteristics. Houghton, Gabel and William (2008) suggest that the internal face of CSR involves not just legal compliance, but also “ethical behavior that goes beyond the letter of the law”. To foster an ethical culture, ethics itself must be an integral part of the organizational values. If an organization is overemphasizing only the financial aspect, employees may be tempted to adopt unethical practices such as providing misleading information to customers to get sales or making up fictitious accounts to fool management into believing their superb performance. Here HR plays a very important role as ethics is almost an inherent part of all HR policies and processes affecting employees’ work-life and livelihood.

Ethical responsibility overcomes the limitation of law by creating an ethics ethos that companies can live by (Solomon,
1994). It portrays business as being moral, and doing what is right, just, and fair. Therefore, ethical responsibility encompasses activities that are not necessarily codified into law, but nevertheless are expected of business by societal members such as respecting people, avoiding social harm, and preventing social injury. Such responsibility is mainly rooted in religious convictions, humane principles, and human rights commitments (Lantos, 2001).

Business practices that do not take account of ethical behavior might lead stakeholders to reconsider their relationship with the company. Suppliers might stop trading or customers might stop buying (which would result loss of revenues). At the company level, it might lead to infringement of the law or loss of reputation, which would influence the wider public. Therefore Ethical Management means pushing legal responsibilities to operate business at such a level which is above that is required by law.

**AMWAY- A Business Case**

Amway is one of the world’s largest direct sales companies. Its business ethics provide a framework to guide the behavior of the company and its stakeholders. As part of its business values, it protects its consumers through the quality of products and by offering guarantees of satisfaction. It promotes and supports ethical selling behavior amongst the ABOs through its codes of conduct.

Amway recognizes that to respond to CSR issues, it must base its business on the principles of ‘relevance, simplicity and humanity’. For example, Amway set up the ‘One by One’ programme following discussions with various organizations involved in providing help to underprivileged communities worldwide.

**Monitoring and Feedback**

The human resource department should effectively measure and evaluate CSR activities as what gets measured gets managed. Monitoring and auditing the CSR activities are a key consideration for CSR strategy, what is being reported must be both relevant and realistic (Hoskins, 2005). Disclosure of CSR report is important as it helps in creating, protecting and enhancing the company’s image or reputation (Hooghiemstra, 2000). Some companies have some form of CSR monitoring built in through certifications like ISO 9000 (including the market place), ISO 14000 (including the environment) and OSHAS 18001 (including occupational health and safety) (Hoskins, 2005). Though these certifications do not cover all areas of CSR, organizations conduct HR audit that focuses on how well HR has contributed to the CSR initiatives in a year. Some examples of CSR audit questions for various HR initiatives discussed in previous nine points are:

- How much HR has been involved in planning and implementation of CSR activities?
- Are the CSR related values included in the mission, vision and values of the organization?
- How much effective leaders and managers have been in representing CSR goals and values?
- What types of communication channels are used for disseminating CSR related initiatives across all managerial levels?
- What are the educational and CSR awareness exercises conducted by the HR department?
- Does the job advertisement include organization’s CSR objectives and values?
- How well new recruits’ values match with the organization’s values?
- Does the orientation program designed in a manner that corporate CSR philosophy gets highlighted?
- What types of training programs are conducted for developing the CSR knowledge base of employees?
- To what level employees are involved in CSR related discussions?
- Is CSR initiatives taken by employees linked to their performance?
- Are adequate rewards and recognition received by employees for their good CSR performance?

This information can be gathered through interviews, checklist, surveys and by reviewing the policies and procedures to see whether organization’s goals are congruent with the organization’s CSR initiatives. And finally, the HR should investigate the root cause for the areas that do not match the performance standards. More realistic CSR goals should be made; top management should become more committed to bring changes; policies need to be revised and implemented in a more feasible way. Lastly the HR department should not forget to celebrate the success of firm’s CSR in order to honour and congratulate the employees for their invaluable efforts towards CSR.

In Figure 1, a summary illustration of the relationships of all the ten ways of the HR-CSR interface as discussed above is provided. It shows the flow of the HR practices and the feedback loop that is essential for effective implementation of CSR.

**Figure-1: Proposed Model for HR-CSR Interface**

**CONCLUSIONS**

CSR is the subset of corporate responsibilities that deals with a company’s voluntary/discretionary relationships with its...
societal and community stakeholders. CSR can go a long way in rehabilitating the employer brand. It can help defeat the image that corporate objectives are rooted in being a single-minded profit machine at the expense of society and the environment. Its development and successful implementation attract long-term positive image for the enterprise amongst stakeholders and foster opportunity for increased values and bigger profit potentials. The essential prerequisite to all this is the contribution of HR towards CSR excellence. HR practitioners can act as translators of the organization’s CSR commitment vertically and horizontally across departments. HR is a key organizational leader and can take the lead or partner with other executives to work cross-functionally to integrate CSR objectives into how business gets conducted.

Thus this paper discusses the significance of HR in ensuring better implementation and success of CSR through various HR practices such as HR policy, leadership, communication, employee engagement, recruitment, training, performance and reward management, legal responsibility, ethics and monitoring and feedback.

This paper also looks at wide variety of CSR activities and initiatives taken by various companies through the help of business cases. It integrates ten HR practices in a new framework explaining how CSR can be better implemented by the adoption of such HR practices. This model provides a roadmap for studying how corporations, can do well by aligning its HR practices to the organization’s CSR objectives. Thus, HR must support the development and implementation of corporate sustainability strategy because the unique HR contribution is critical to sustainable business success.

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**ABSTRACT**

With the increasing awareness about emotional intelligence at workplaces the concept has helped build a better work environment, improve sales figures and client relations. Emotional well being of the employees has led to greater employee retention, more interest in work, willingness to work extra hours with increased commitment levels and improve productivity also.

This paper tries to identify the conceptual meaning of emotional well being its application in work environment and the impact of emotional well being on the productivity of employee as an individual and organization as a whole.

**KEYWORDS**

Employees, Emotional Intelligence, Productivity, Work Environment etc.

**INTRODUCTION**

Emotions and employees are an inseparable part of an organization, and it ought to understand and respect the feelings and emotions of its workforce to ensure positive results and continued commitments.

Emotions have the potential to get in the way of our most important business and personal relationships. According to John Kotter of Harvard Business School “ Because of the furious pace of change in business today, it is difficult to manage relationships and it sabotages more business than anything else – it is not a question of strategy that gets us into trouble it is a question of emotions”.

Emotional Intelligence describes an ability or capacity to perceive, assess and manage the emotions of one's self and of others. Emotional Quotient is how one measures emotional intelligence. Emotional Intelligence is two times more important in contributing to excellence than intellect and expertise alone. Emotional Quotient refers to an employee's ability and understanding of his emotions along with his colleague’s emotions at the workplace to create better work co-ordination and environment. Emotional Intelligence skills do not limit themselves to sympathy, intuition, imagination, flexibility, stress management, truthfulness, genuineness intrapersonal skills and interpersonal skills. An individual's success rate at work depends on his Emotional Quotient as well as Intelligence Quotient in ratio of 80:20. The ratio of 80:20 is ideal so that the Emotional Quotient helps individuals to build and maintain relations with peers and superiors, increases productivity and opens up doors for clarity.

While hiring corporate look at an individual's Emotional Quotient rather than Intelligence Quotient. Having a high Emotional Quotient will help build interpersonal and intrapersonal skills to a certain extent unlike Emotional Quotient, which talks about one's character based on the way replies to mail are sent, collaborates and networks with peers and subordinates and work towards attaining company goals.

Emotional intelligence acts a guiding factor to understand the processes that take place within us as well as between us and others human beings forming a complex system which interacts and influences each other.

It involves the development of behavioral competence, flexibility and also involves strategic thinking. Intelligence is the ability to learn, understand, deal with new or trying situations and also skilled use of reason, measure the general ability to solve problems and understand concepts. This includes reasoning ability, problem – solving, ability to perceive relationships between things and ability to solve and retrieve information.

The organization believes that the employees aiming for creativity and experiments should been given an opportunity to prove their skills. Good working environment will enable the employee perform to the best of his abilities. Work environment includes the relationship between the employees of the organization.

Emotional Quotient is increasingly relevant to organizational development and developing people, because Emotional Quotient principles provide a new way to understand and assess people's behaviors, management styles, attitudes, interpersonal skills and potential.

Emotional Quotient is an important consideration in all aspects of an organization, human resource planning, job profiling, recruitment interviewing and selection, management development, customer relations and customer service etc.

Every action is systematically controlled by emotions this is the essential premise of Emotional Quotient. To be successful Emotional Quotient requires effective awareness, control and management of one's own emotions and those of other people. Emotional Quotient embraces two aspects of intelligence which understand yourself, your goals, responses, behavior, create possibilities and intentions and also understanding others and their feelings. An individual's Emotional Quotient should be judged by keeping these points under consideration:

- To comprehend and apply the personal emotions,
- To express the feelings, beliefs and thoughts,
- To recognize and appreciate own potential,
- To manage the personal and professional life under stress and pressure,
- To adapt to different work environments and handle varied challenges,
- To possess self – confidence.
- To work towards the growth of the organization as well as the growth of the colleagues.

The model introduced by Daniel Goleman focuses on Emotional Intelligence as a wide array of competencies and

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**IMPACT OF EMOTIONAL WELL-BEING ON PRODUCTIVITY: A CASE STUDY OF RUPAM EXPORTS, BIJAPUR**

Mamata Bannur, Sneha Runawal
skills that drive leadership performance. Goleman’s model outlines four main Emotional Intelligence are:

Self Awareness
The ability to read one’s emotions and recognize their impact while using instincts to guide decisions.

Self Management
It involves controlling one’s emotions and impulses and adapting to changing circumstances.

Social Awareness
The ability to sense, understand and react to others’ emotions while comprehending social networks.

Relationship Management
The ability to inspire, influence and develop others while managing conflict. Goleman includes a set of emotional competencies within each construct of Emotional Intelligence. Emotional competencies are not innate talents, but rather learned capabilities that must be worked on and can be developed to achieve outstanding performance. Goleman suggests that individuals are born with a general emotional intelligence that determines their potential for learning emotional competencies.

The higher a person’s Emotional Quotient, the less insecurity is likely to be present and the more openness will be tolerated. People with strong Emotional Quotient have less emotional baggage and conversely people with low Emotional Quotient tend to have personal unresolved issues which either act as triggers or are constants in personality make-up.

Guidelines for Promoting Emotional Quotient in Workplace
- Assess the organization’s needs,
- Assessing the individual,
- Delivering assessments with care,
- Maximizing learning choice,
- Encouraging participation,
- Linking goals and personal values,
- Adjusting individual expectations,
- Assessing readiness and motivation for Emotional Quotient development.

Implementation
- Foster relationships between Emotional Quotient trainer and learner,
- Self – directed change and learning,
- Setting goals,
- Breaking goals down into achievable steps,
- Providing opportunities for practice,
- Give feedback,
- Using experiential methods,
- Build in support,
- Use models and examples,
- Encourage insight and self awareness.

Maintenance
- Encourage application of new learning in jobs.
- Develop organizational culture that supports learning.

Evaluation
- Evaluate individual and organizational effect.

IMPORTANCE AND USES OF EMOTIONAL QUOTIENT
In business or personal relationships good people skills is a requirement that impacts on the level of communication and the ability to use that communication effectively. Social, emotional awareness getting along with others, negotiating, decision – making, seeking resolution to conflict and other emotional management skills are essential to the emotional growth and well – being.

Emotional Quotient also has educational importance as without understanding the needs of others through personal interaction becomes very difficult. Life skills based on learning through the exploration of emotion combines understanding with knowledge. It considers personal values, attitudes, skills and thinking. Communication, self awareness and self management and an individual’s interpersonal skills can be explored and improved with the use of Emotional Quotient. Awareness of how to perceive, understand use, and manage emotion is an invaluable skill that is of great benefit to everyone.

Emotional Quotient requires understanding, acceptance and the willingness to explore human emotion and thinking. Without a good grounding and understanding of Emotional Quotient it becomes difficult to direct emotion to give a favorable result. Individual understanding of personal emotion and how best to act in response to these can greatly impact on behavior, situations and circumstances.

Interpersonal skills, management ability, management style and attitude to others can all be improved and developed by using Emotional Quotient concepts and resources.

Employees are the most essential part of the organization. It is the employees who actually put in their efforts to create a product. The machines can only serve as a tool. The employees motions, attitude, skills all of which have an impact on the product. The key to success of any organization is to keep its employees happy.

Intelligence Quotient
Intelligence Quotient defines the level of intelligence an employee possess to understand, interpret and implement one's knowledge in varied situations leading to his as well as the company's growth. Intelligence Quotient is mainly used to measure one's cognitive capabilities, such as the capacity to learn or understand new situations, reasoning through a given predicament or setting and the ability to apply one's knowledge in current circumstances. Intelligence Quotient is a score derived from one of several different standardized tests designed to assess intelligence. The term Intelligence Quotient comes from the German Intelligenz – Quotient. Intelligence is the ability to learn or understand or to deal with new or trying...
situations and also skilled use of reason. Intelligence Quotient fails to account for areas associated with creativity.

The traditional interpretation of Intelligence collapses under the weight of its own logic and definition, noting that intelligence is usually defined as the cognitive or mental capacity of an individual, which by logical necessity would include all forms of mental qualities, not simply the ones most transparent to standardized Intelligence Quotient tests. The majority of people have an Intelligence Quotient between 85 and 115. Intelligence Quotient tests are designed to measure the general ability to solve problems and understand concepts. This includes reasoning ability, problem-solving ability, ability to perceive relationships between things and ability to solve and retrieve information. The organization has adopted a learning atmosphere wherein the employees are provided with opportunity to implement the skills, knowledge that they have gathered through the experience.

Wechsler's classification of Intelligence Quotient:

Classification IQ Limits

1. Very Superior : 128 and over
2. Superior : 120-127
3. Bright Normal : 111-119
4. Average : 91-110
5. Dull Normal : 80-90
7. Defective : 65 and below

The Intelligence Quotient generally describes a score on a test that rates the individual's cognitive ability as compared to the general population. Intelligence Quotient tests use a standardized scale with 100 as the median score. A score between 90 and 110 indicates average intelligence. A score above 130 indicates exceptional intelligence and a score below 70 may indicates mental retardation.

Intelligence Quotient tests measure the general intellectual ability in a number of ways. They may test:

- **Spatial Ability:** The ability to visualize manipulation of shapes.
- **Mathematical Ability:** The ability to solve problems and use logic.
- **Language Ability:** This includes the ability to complete sentences or recognize words when letters have been rearranged or removed.
- **Memory Ability:** The ability to recall things presented either visually or orally. Intelligence Quotient measures the ability to understand ideas and not the quantity of knowledge; learning new information does not automatically increase Intelligence Quotient. It was initially used to identify children who might need special education due to their retarded mental development. Intelligence Quotient was invented to relate the mental development of a child's chronological age.
- **Intelligence Quotient = Mental Age / Chronological Age.**

**Spiritual Quotient**

Spiritual quotient is about growth of a human being. It is having a direction and being able to heal ourselves of all the resentment we carry. It is about how we look at the resources available to us. Cindy Wigglesworth defines spiritual intelligence as "the ability to act with wisdom and compassion, while maintaining inner and outer peace, regardless of the circumstances". She breaks down the competencies that comprise Spiritual Quotient into 21 skills, arranged into a four quadrant model similar to Daniel Goleman's widely used model of Emotional Quotient.

The four quadrants of spiritual intelligence are defined as:

1. Higher Self / Ego self Awareness,
2. Universal Awareness,
3. Higher Self / Ego self Mastery,
4. Spiritual Presence / Social Mastery.

Robert Emmons in 2000 defined spiritual intelligence as "the adaptive use of spiritual information to facilitate everyday problem solving and goal attainment". He originally proposed 5 components of spiritual intelligence as:

1. The capacity to transcend the physical and material.
2. The ability to experience heightened states of consciousness.
3. The ability to sanctify everyday experience.
4. The ability to utilize spiritual resources to solve problems.
5. The capacity to be virtuous.

The fifth capacity was later removed due to its focus on human behavior rather than ability, thereby not meeting previously established scientific criteria for intelligence.

Spiritual Quotient motivates people to balance their work schedules to spend time with the family. It also addresses the need to place one's life in a shared context of value. Spiritual Quotient states that emotions are derived from thousands of spiritual inspiration, and aims to encourage people to find ways of sensing channels of inspiration floating in the universe.

- **Intelligence Quotient primarily solves logical problems.**
- **Emotional Quotient allows us to judge the situation we are in and behave appropriately.**
- **Spiritual Quotient allows us to ask if we want to be in that situation in the first place.**
- **Spiritual intelligence is used to transform yourself and others, heal relationship, cope with grief, and move beyond conditioned habits of past.**

**Physical Quotient**

Physical Quotient is nothing but a person’s ability to persevere. The spiritual desire gives us the motivation to climb it all the way to the top. The intelligence directs us in the ways in which you could make the climb easier. And if the body does not have in itself the energy to keep going, no amount of motivation or tactical precision is going to help us. It is the
physical capability that enables us to achieve the goal. The body must have within itself enough energy to last out the stress-filled journey. Physical Quotient is the ability to create a healthy human body and show that the body is sustainable and effective, energetic and creative.

**LITERATURE REVIEW**

The consensus among psychometricians and human geneticists that large, systematic differences in average intelligence levels exist between the races of mankind and that a major component of these differences is genetic, publication of The Bell Curve, a popular book by experts in the science of intelligence that had the temerity to say so, was greeted with a huge outcry, accusations of racism, and a manufactured controversy over a set of propositions that are, in fact, not controversial among experts in the field.

In 1995, just as the reverberations from the ringing of The Bell Curve had sensitized us to these polarizing issues involving race, intelligence and privilege in society, another book appeared, Emotional Intelligence, by Daniel Goleman, well-known for his writings on spiritual subject matter and on “the behavioral and brain sciences,” seeming to offer a point of view with the potential to reconcile opposing views and calm the waters in this explosive area.

Drawing on the work of Dr. Antonio Damasio a neurologist at the University of Iowa College of Medicine, Goleman argues that “their decisions are so bad because they have lost access to their emotional learning.” This is true enough, but it is unfortunate that Goleman takes emotional learning primarily in the sense of moderation of primitive emotional impulses by the rational mind—what is usually and somewhat misleadingly called “self-control”! - with little attention to the potential of man’s emotional circuitry as the instrument of a subtle and quick perception unavailable through the intellect. It isn’t that such sensitivities as social perceptiveness are not acknowledged; they are mentioned in a utilitarian context which reduces them to components of the “bag of tricks” needed to get by in life.

In Search of the Miraculous, by P.D. Ouspensky in which Ouspensky quotes “In order to find a way of discriminating we must understand that every normal psychic function is a means or an instrument of knowledge. With the help of the mind we see one aspect of things and events, with the help of emotions another aspect, with the help of sensations a third aspect. The most complete knowledge of a given subject possible for us can only be obtained if we examine it simultaneously with our mind, feelings, and sensations.”

William Styron’s report is closer to the mark. It describes a class of people, known in the psychiatric literature as alexithymics, who cannot verbalize their feelings, which Goleman equates with not being aware of them. Listening to human beings attempting to communicate about their emotional experience suggest that we are all alexithymic to a significant degree. One reason for this is that the study of interior phenomena is not encouraged by most parents, nor is it included in the standard school curriculum. This undoubtedly is also a factor in the frequent appearance of intelligent, educated, and sensitive people who do not understand the difference between thought and consciousness. Self-awareness is fundamental to psychological insight: this is the faculty that much of psychotherapy means to strengthen. Indeed, Howard Gardner’s model for intra-psychic intelligence is Sigmund Freud, the great mapper of the psyche’s secret dynamics. As Freud made clear, much of emotional life is unconscious; feelings that stir within us do not always cross the threshold into awareness. Empirical verification of this psychological axiom comes, for instance, from experiments on unconscious emotions, such as the remarkable finding that people form definite likings for things they do not even realize they have seen before. Any emotion can be—and often is—unconscious.

A recent study indicates that American students spend as much time on homework as students in other countries, such as Japan, which consistently outperform the U.S. in academic achievement. It’s not just a matter of hours put in; there is a significant difference in the efficiency of the instructional process. The reasons for this include Americans’ greater resistance to authority of all kinds and the relatively low status and compensation of teachers in the United States. But the antiauthoritarianism of American students and their tendency to do things their own way has an upside: it fosters creativity in the brighter students.

Japan has been notoriously unsuccessful in the software marketplace, in marked contrast with its success in computer hardware. The difference is between an enterprise requiring creativity and one which is primarily a matter of competence in engineering and marketing. “The marshmallow test,” In this study, by psychologist Walter Mischel, a group of four-year-olds were presented with a choice between a single marshmallow right away or two marshmallows after a short wait. The examiner left the room for fifteen to twenty minutes, leaving the child alone with the single marshmallow.

A follow-up study more than a decade later by another psychologist, Phil Peake, showed that the ability to delay gratification for an extra marshmallow correlated better with SAT scores than IQ measured at the age of four. This is probably due, in part, to the fact that IQ tests designed for young children are very different from paper-and-pencil tests like the SAT and are only moderately correlated with them, but this experiment supports Goleman’s point about the importance of self-discipline and persistence.

Furthermore, as impulse control has been demonstrated to be a function of cognitive ability, it is not surprising that it should correlate well with SAT scores.

The following passage is taken from Bias in Mental Testing, by Dr. Arthur Jensen, Reflection-impulsivity, as a trait, is usually measured by means of Kagan’s Matching Familiar Figures Test (MFFT). In this test, the subject is asked to mark the one figure, out of a set of several highly similar distracters that perfectly matches a “target” figure.

The literature on reflection-impulsivity is comprehensively reviewed by Messer (1976). Impulsivity as measured by the MFFT shows a median correlation of about ~.30 with various IQ test scores, and the correlation would be substantially higher [in absolute value] when corrected for attenuation, as the MFFT scores have only moderate test-retest reliability.

Leslie Brody and Judith Hall, who have summarized the research on differences in emotions between the sexes, propose that because girls develop facility with language more quickly than do boys, this leads them to be more experienced at articulating their feelings and more skilled than boys at using words to explore and substitute for emotional reactions such as physical fights; in contrast, they note, “boys, for whom
the verbalization of affects is deemphasized, may become largely unconscious of their emotional states, both in themselves and others.”

Daniel Goleman argues that our view of human intelligence is far too narrow, and that our emotions play major role in thought, decision making and individual success. Self-awareness, impulse control, persistence, motivation, empathy and social deftness are all qualities that mark people who excel: whose relationships flourish, who are stars in the workplace. With new insights into the brain architecture underlying emotion and rationality, Goleman shows precisely how emotional intelligence can be nurtured and strengthened in all of us.

Commissioner of the Correctional Service of Canada Ole Ingstrup commented that the area of emotional intelligence is “something that needs to be explored a lot more”. Since that time, the construct of emotional intelligence has gained momentum in academic and applied settings.

- A model by Peter Salovey and John Mayer perceives E.I. as a form of pure intelligence, emotional intelligence is a cognitive ability.
- A model by Reuven Bar-On regards E.I. as a mixed intelligence, consisting of cognitive ability and personality aspects. This model emphasizes how cognitive and personality factors influence general well-being.
- A model, introduced by Daniel Goleman also perceives E.I. as a mixed intelligence involving cognitive ability and personality aspects. However, unlike the model proposed by Reuven Bar-On, Goleman's model focuses on how cognitive and personality factors determine workplace success.

**OBJECTIVES OF STUDY**

1. To understand importance of Emotional intelligence on the behavior of the employee.
2. To know whether EI impacts lifestyle of an employee.
3. To ascertain the impact of EI on the performance and productivity of employees.
4. To find out whether EQ is more important than IQ, SQ and PQ.

**SCOPE OF STUDY**

The study is on the garment manufacturing unit. The organization caters to the formal shirts category. The organization has its operation in Bijapur.

The study is regarding the emotional and the intelligence quotient. The study is carried out during the year 2012.

**Sample Size**

The number of sample taken is 100. The whole organization is taken as the sample for the study. The majority of the employees in the organization are female.

**DATA INTERPRETATION**

I am able to cope up with others anger.

Table-1

<table>
<thead>
<tr>
<th>Particulars</th>
<th>No of Respondents</th>
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<tr>
<td>Yes</td>
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<tr>
<td>No</td>
<td>60</td>
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</tbody>
</table>

Sources: Author Compilation.

My anger keeps coming back in certain situations or with specific people.

Table-2

<table>
<thead>
<tr>
<th>Particulars</th>
<th>No of Respondents</th>
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<tr>
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<td>78</td>
</tr>
<tr>
<td>No</td>
<td>22</td>
</tr>
</tbody>
</table>

Sources: Author Compilation.

Sadness keeps recurring for me over specific issues.

Table-3

<table>
<thead>
<tr>
<th>Particulars</th>
<th>No of Respondents</th>
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<tr>
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<td>32</td>
</tr>
<tr>
<td>No</td>
<td>68</td>
</tr>
</tbody>
</table>

Sources: Author Compilation.

Once my sobs and tears have been released, I feel great.

Table-4

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<thead>
<tr>
<th>Particulars</th>
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<tr>
<td>Yes</td>
<td>68</td>
</tr>
<tr>
<td>No</td>
<td>32</td>
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</table>

Sources: Author Compilation.

I stay calm and composed under pressure.

Table-5

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<tr>
<th>Particulars</th>
<th>No of Respondents</th>
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<tr>
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<td>32</td>
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<td>68</td>
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Sources: Author Compilation.

I stay focused in getting a job done.

Table-6

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<th>Particulars</th>
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<td>71</td>
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</tbody>
</table>

Sources: Author Compilation.

I freely admit to making mistakes.

Table-7

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<th>Particulars</th>
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<td>No</td>
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</table>

Sources: Author Compilation.

I calm myself quickly when I get angry.

Table-8

<table>
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<tr>
<th>Particulars</th>
<th>No of Respondents</th>
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<tr>
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<td>29</td>
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<tr>
<td>No</td>
<td>71</td>
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</table>

Sources: Author Compilation.
I pay attention and listen without jumping to conclusion.

<table>
<thead>
<tr>
<th>Particulars</th>
<th>No of Respondents</th>
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<tr>
<td>Yes</td>
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<td>No</td>
<td>69</td>
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</table>

Sources: Author Compilation.

I get back to work quickly after a setback.

<table>
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<th>No of Respondents</th>
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<tr>
<td>No</td>
<td>61</td>
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</table>

Sources: Author Compilation.

I am aware of how my behavior impacts others.

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<tr>
<th>Particulars</th>
<th>No of Respondents</th>
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<tr>
<td>Yes</td>
<td>78</td>
</tr>
<tr>
<td>No</td>
<td>22</td>
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</tbody>
</table>

Sources: Author Compilation.

I feel strong capable and competent about myself and face challenging and unpleasant situations with self motivation and enthusiasm.

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<tr>
<th>Particulars</th>
<th>No of Respondents</th>
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<tbody>
<tr>
<td>Yes</td>
<td>69</td>
</tr>
<tr>
<td>No</td>
<td>31</td>
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</table>

Sources: Author Compilation.

I only accept help from others if they offer. I do not ask for help.

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<tr>
<th>Particulars</th>
<th>No of Respondents</th>
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<tr>
<td>Yes</td>
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</table>

Sources: Author Compilation.

I show the people around me that I appreciate them and I give compliments where they are due.

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<tr>
<th>Particulars</th>
<th>No of Respondents</th>
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<tbody>
<tr>
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<td>59</td>
</tr>
<tr>
<td>No</td>
<td>41</td>
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</table>

Sources: Author Compilation.

I look to my family and friends for advice and support in times of need.

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<tr>
<th>Particulars</th>
<th>No of Respondents</th>
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</thead>
<tbody>
<tr>
<td>Yes</td>
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Sources: Author Compilation.

**FINDINGS AND DISCUSSIONS**

The employees are not very comfortable working in a stressful Atmosphere. The employee understands the importance of completing the work and the consequences that arise when it is not completed within the stipulated time. It states that the employee understands that not meeting the deadlines can result into stress and anger from the superiors.

The employees lack of experience to deal with critical situations or people. An employee when dealing with such situations is under constant pressure to complete the work efficiently. The reason for stress is the result of non compliance with the systems and processes. It can also be due to the lack of understanding of the employee. The employee needs to be trained with the interpersonal skills to counter these situations.

The employee is well aware of the reason of emotional turmoil. The employee uses the experience to control the emotions which affect the performance. The employee is able to understand the reason for the lack of performance. The employees understand the area in which they need improvement and the ways in which they can solve the situation. The atmosphere at home as well as at the work will have an impact on the performance.

The employees perform better in a healthy and stress free environment. The pressure reduces the quality of performance. Ideally the employee should be able to concentrate on the work and make effective decisions even in the times of crisis. Solve the problems in the least possible time to reduce any delays which can be the cause of further pressure. Creativity and innovativeness is required to counter the situation.

Majority of the employees lack their focus and try to complete what is important rather than completing what is required and urgent. The main aim is to inculcate a clear understanding and establishment of the priority among the employees. The employee should fully concentrate on getting the work done despite the pressure and the deadlines.

The employees are more conscious about what others perceive about their performance. Employees are unwilling to openly admit to the mistakes fearing that the consequences would be a question on their skills. The employee's ability to understand that there are areas where improvements that can take place. The learning attitude of the employee which will create a great working atmosphere. The relationship created through the effective communication. It gives a message that mistakes are inevitable, but it can be solved with proper guidance.

The employees perform better in a healthy and stress free environment. The pressure reduces the quality of the performance. It shows that the employee is able to analyze the emotions and also what is the reason that is the cause of the anger. The employee will know the actual problem and understand that there is a solution that can be used for the problem.

The employees who have been working with the organization have their own working style and are not willing to adopt to the new procedures. They believe that they have been working on the same procedures and that they know all the finer details and do not need guidance. The main aim is to convince the employees that there are procedures which will ease their work. The employee should be able to adopt the new procedures without any perceptions.

The employee when facing a crisis tends to focus on solving it and trying to ascertain the cause of the crisis. The employee tries to eliminate all the possible reasons which would lead to
the crisis loosing focus on the work. The employee's ability to focus on the work again quickly after the crisis. The stability of the individual to work with the same enthusiasm that he had been working with before the crisis. It enables to properly focus on the given work.

The employees are aware that their behavior has an impact on their colleagues. The behavior either acts as a motivating factor or creates the pressure. The employees within the organization acquire many of the skills by mere observation. The organization having a healthy environment will unable the employees acquire more of the interpersonal skills.

The employee is able to solve situations with his abilities. The employee is willing to take up the challenging tasks to upgrade his skills. The employee is confident which enables him to undertake the difficult jobs. The employee trusts on his capabilities and the skills that he has to solve the situations. He is willing to learn to handle any uncertainty.

The employee is unable to seek guidance thinking that it would be a question on his abilities. Employee lacks the learning attitude. The employee solves all the problems by himself. The employee lacks the interpersonal skills, to seek the guidance from the colleagues.

The appreciation acts as a key factor of success. It enables an employee to perform to the best of his capabilities. The employee's ability to appreciate would act as a motivating factor for the team. The compliments unable the employees work with greater enthusiasm and also increase the productivity. A healthy working atmosphere is created.

The employee's ability to understand his shortcomings and have the proper advice to overcome the weakness. The employee is willing to accept that there is a scope for improvements. Ideally the employee needs support to have a prospering career. It has a positive impact on the performance. It enables him take up more challenging jobs and increase the skills.

CONCLUSIONS

The organization involves employee's and not machines who are to be trained on the emotional intelligence, every employee is different and requires different methods to enhance their emotional intelligence. The majority of focus would be to develop and control the reactions, countering stressful situations and the responsibility of the actions.

LISTEN

Listening is a activity in which most of us fail. Listening carefully gives an advantage in providing effective solutions. The employee's should listen properly and not to develop a perception without getting a complete idea of the situation. Ambiguity about the situation creates a lot of confusion resulting in lesser productivity. Listening can be developed when the organization adept’s the culture of silence. Speak only to improve the conversation.

MANAGE STRESSFUL SITUATIONS

Interact with colleagues and be open and accept their perspectives and needs. Analyze the actions that have been taken critically and then seek the advice to improve on the weaknesses. The experience of the employees will be useful in tackling the problem. The ability to stay calm and in control in difficult situations will be advantageous. It enables in providing logical solutions rather than becoming angry unnecessarily. The organization can provide training to the employees to counter the stressful solutions by providing them the opportunity to learn from the situation. The team building activities undertaken by the organization will ease the interpersonal relation among the employees. This will serve as an effective way to counter the solution.

APPRECIATION

Appreciation acts as the best motivation factor. The motivational stories can have an impact for a very short period of time. Appreciation given in public enhances the image of employees and serves as an example to others on the performance expected of them. Appreciation cannot beat monetary benefits. The actions that are worth complimenting needs to be seen, rather than the little things that needs to be improved. The organization should give a regular feedback to enable the employee understand the performance.

FURTHER SCOPE OF STUDY

The study covers a manufacturing unit at bijapur, the organization consists mainly of the the female workforce. It only focuses on the shirt manufacturing. Apparel industry is a very vast industry which requires various skills for different apparels.

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5. Human Capital, Volume: 15, Number: 8, June 2012.

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COMPETENCY BASED HUMAN RESOURCE DEVELOPMENT MECHANISM: A CASE STUDY OF NTPC

K. Srinivasa Rao29 and S. Pratibha30

ABSTRACT

Competency Mapping is a process of identifying key competencies for a company or institution and the jobs and functions within it. The current topic has gained a wider circulation in the management profession in the recent times. It is identified as an underlying characteristic required performing a given task, role, or activity successfully.

Further, it is important and an essential exercise for every organization. Competencies are identified through knowledge, attitude, skills, and other individual characteristics such as motives, values, traits and self-concepts. Every well-managed firm should have well-defined roles and list of competencies required to perform each role effectively. Such list should be used for recruitment, performance management, promotions, placement and training needs identification.

The competency framework serves as the bedrock for all HR applications. As a result of competency mapping, all the HR processes like talent induction, management development, appraisals and training yield much better results. In this paper, an attempt is made to study in-depth competency mapping and its organizational influence. This paper seeks to identify how an organization develops a model that reflects its own strategy, its own market and its own customers and the competencies that bring success in that specific context. This paper is based on an empirical analysis by taking a public sector company as a case. Further, the paper discusses, the process of developing a competency based HR mechanism for its organizational effectiveness.

KEYWORDS

Competency, Human Resources, Public Sector, HR Mechanism, Skill etc.

INTRODUCTION

Competencies comprise the knowledge, skills, values and attributes demonstrated through behaviors that result in competent and superior performance. Competency describes what superior performers actually do on a job that produces superior results. Armed with this information, selection, retention, training, succession planning and performance management systems can be integrated and designed. Success at a job requires a level of competence. Competency mapping can play a significant role in recruiting and retaining people as it gives a more accurate analysis of the job requirements, the candidate’s capability, of the difference between the two, and the development and training needs to bridge the gaps.

As far as meeting an individual's career aspirations are concerned, once the organization gives an employee the perspective of what is required from him to reach a particular position, it drives him to develop the competencies for the same. Competencies enable individuals to identify and articulate what they offer so that their organization (current or future) can see value and utilize what capability is actually available. Competencies could be measured by using behavioral indicators. A behavioral indicator is a statement of an action, or set of actions, that one would expect to observe when a person successfully uses a competency to perform work.

CLASSIFICATION OF COMPETENCIES

Competencies can broadly be classified into two categories – a) Basic, and b) Professional Competencies.

Basic competencies are inherent in all individuals. Only their degree of existence would be differing. For example, problem solving is a competency that exists in every individual but in varying degrees.

Professional competencies are over and above the basic competencies, and are job related. It encompasses the knowledge, experience and expertise gained by an individual employee. For example, handling a sales call effectively is a competency that sales personnel would be required.

TYPES OF BASIC COMPETENCIES

1. Intellectual Competencies: Those which determine the intellectual ability of a person.
2. Motivational Competencies: Those which determine the level of motivation in an individual.
3. Emotional Competencies: Those which determine an individual’s emotional quotient.
4. Social Competencies: Those that determine the level of social ability in a person.

It has been proved by various scholars that all individuals have competencies. Only the combination and degree of these competencies differ from individual to individual. Hence, organizations have to identify the critical basic competencies required for individual employees to deliver their best in their organization. The importance of mapping the competencies proves critical for organizational success.

NEED AND IMPORTANCE OF STUDY

There is a need to identify the competencies required for each role for meeting the organization’s vision and mission. It helps us to bring the clarity in abilities required by the individual to perform a particular role or task. Competency mapping also helps the organization for developing the individual who are performing those roles and also for succession planning. It plays a significant role in recruiting and retaining people as it gives a more accurate analysis of the job requirements. It helps in developing the training needs to bridge the gaps between the candidate’s capability and the job requirements. Competency

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mapping helps in identifying the success criteria (i.e., behavioral standards of performance excellence) required for individuals to be successful in their roles.

Competency mapping is important for an organization in the following aspects:

- It supports specific and objective assessment of their strengths, and specify targeted areas for professional development.
- It provides development tools and methods for enhancing their skills. It is also the basis for a more objective dialogue with their manager or team about performance, development, and career-related issues.
- It demonstrates what type of knowledge and skills are required or found within the human capital of the organization.

OBJECTIVES OF STUDY

1. To analyze training requirements of the executive and to recommend necessary training programmes to be conducted in future.
2. To identify the ability required to perform the role.
3. To synchronize the abilities of competencies of various roles and bring harmony.
4. To align competencies with the strategy of the business.

METHODOLOGY

The study is mainly based on data obtained through questionnaire. For this purpose, a questionnaire was designed and administered to the executives working in various sections of EDC, Employee Services, Public Relations, CSR, Raj Bhasha, ER, EBG, ERP, Law and matters etc. A total of 287 Employees (Executives) were chosen randomly as sample for the study. Data collection is done with the help of both the primary data and the secondary data. The secondary data is collected through study of company manuals, magazines, journals and internet. The primary data is collected through questionnaire and informal talk with employees of different departments and the concerned authorities.

Sampling is an internal part of data collection process. It involves, existing competencies to be identified is done. Different employees’ competencies are identified individually with the help of TACS (Training Aspects Capturing Sheet) analysis. The sampling technique used for the study is stratified random sampling. For this a structured questionnaire using four point scales is used.

REVIEW OF LITERATURE

Despite a growing interest of competency among managers and human resource professionals in recent years, the modern competency movement in industrial-organizational psychology actually dates from the mid1950’s and early 1970’s.

In that regard, John Flanagan’s work (1954) and Dave McClelland’s studies (1970) might be cited as two landmark efforts that originally invented the concept of competency. Concept maps were invented by Joseph Novak in the 1960s for use as a teaching tool. Later in 1986 William Trochim developed the concept map into a strategic planning tool for use in the design of organizational components. Trochim’s technique differs significantly from Novak's original school of thought. While Novak's maps are generated for an individual, Trochim's are generated by a group.

Benjamin Bloom in mid-fifties Benjamin laid the foundation for identifying educational objectives by defining KSA’s needed to be developed in education. The educational objectives developed by them were grouped under the cognitive domain.

David McClelland (Harvard Psychologist) pioneered the Competency Movement across the world and made it a global concept. His classic books on Talent and Society, Achievement motive, The Achieving Society, Motivating economic achievement and power the inner experience brought out several new dimensions of the competency. These competencies exposed by McClelland dealt with effective domain in Bloom’s terminology.

Richard Boyatzis wrote the first empirically-based and fully-researched book on competency model developments. It was with Boyatzis that job competency came to widely understood to mean an underlying characteristic of a person that leads or causes superior or effective performance. Boyatzis was explicit in describing the importance of clearly-defined competency as reflected in specific behavior and clearly defined performance outcomes when he wrote that “the important points is that specific actions cause, or lead to, the specified results. Certain characteristics or abilities of the person enable him or her to demonstrate the appropriate specific actions”(Boyatzis, 1982, p. 12).

According to Prahalad and Hamel, core competencies lead to the development of core products. Core products are not directly sold to end users; rather, they are used to build a larger number of end-user products. For example, motors are a core product that can be used in wide array of end products. The business units of the corporation each tap into the relatively few core products to develop a larger number of end user products based on the core product technology. This flow from core competencies to end products is shown in the following diagram:

Figure-1

Core Competencies to End Products

End Products

1 2 3 4 5 6 7 8 9 10 11 12

Business 1 Business 2 Business 3 Business 4

Core Product 1

Core Product 2

Competence 1 Competence 2 Competence 3 Competence 4

Sources: Authors Compilation.
COMPANY PROFILE

NTPC—“a global giant in power sector.” NTPC Limited is the largest power generating company of India. A public sector company, it was incorporated in the year 1975 to accelerate power development in the country as a wholly owned company of the Government of India. At present, Government of India holds 89.5% of the total equity shares of the company & the balance 10.5% is held by FIIs, Domestic Banks, Public and others. Today, it has emerged as an ‘Integrated Power Major’, with a significant presence in the entire value chain of power generation business.

Based on 1998 data, carried out by Data monitor UK, an ISO 9001:2000 certified company, NTPC is the 6th largest in terms of thermal power generation & the second most efficient in terms of capacity utilization amongst the thermal utilities in the world. Within a span of 33 years, NTPC has emerged as a truly national power company, with power generating facilities in all the major regions of the country. Driven by its vision to lead, it has charted out an ambitious growth plan of becoming a 75000 MW plus company by 2017.

Levels in hierarchy:
- Corporate – Directors,
- Regions - Executive Directors,
- Plants – General Managers.

COMPETENCY BASED HR MECHANISM AT NTPC

Figure-2: NTPC’s Power Contribution to Nation

Sources: Authors Compilation.

Figure-3: Organization Structure of NTPC at Corporate Level

(Sources: Office Records, NTPC.)

(A) Competency Building Measures Talent Hiring and Management

Key Focus of HR: Attracting, Developing & Retaining Talents to be done on sound manpower planning system based on benchmarking of international practices of manpower norms:

- The cost and quality of manpower hired to be competitive.
- Development of Business orientation, commercial, marketing and legal skills.

(B) Competency based Performance Management System

NTPC shifts its focus from performance appraisal to performance management. It tries to define, document and circulate competencies of all employees and measures like KPA, Review and feedback system, identifying needs and linkage with T&D and Reward and Recognitions were undertaken. The Performance Evaluation is undertaken by the organization to bring out developmental needs by linking it to Training and Development Initiatives. Here are some of the competency based performances Management Systems which are in practice in the organization:

- Identifying Performers and Non-performer,
- Coaching and counseling the Non-Performers to enhance performance,
- System for suitably dealing the persistent Non-Performance.

(C) Leadership Development Program

- Leadership Development at all levels with special focus on developing strategic leaders, functional leaders, business leaders, entrepreneurial leaders and transformational leaders.
Development of Global Competencies:
- Transition of Development Center to Assessment Center,
- Multi-source Feedback through 360° appraisals,
- Integrated Career planning, development and succession planning.

Focus on employee Development & Job enrichment.
Identifying various career paths leading to business leaders/functional leaders.
Short-term and long-term career rotation plans.

ANALYSIS

The analysis is done by using TACS which comprises of 22 competencies where the employees have to identify their level of comfort by checking the respective parameter. There are four options for the employee to choose. They are:

1) Very uncomfortable.
2) Uncomfortable.
3) Comfortable.
4) Very comfortable.

The TACS was administered to 287 employees who are working in various positions in the organization. The TACS provides from each employee the level of comfort in an area is seen. Then the given data is compiled and tabulated for study purposes. The respondents were given enough time to think and respond to the statements provided. After this, all the data is entered in the form in an excel sheet in a computer. Then the data entered will be utilized for various purposes with their designation, with the help of their department and the level of comfort to be identified in each area.

Each employee is identified and noticed, their level of comfort ness of all the areas covering the domains such as managerial, computer, analytical and health were studied. Then each of the area is indicating the comfort level in dealing with the issues in 1-4 scale for each employee. Then after entering the data of all the employees in the excel sheet, finally analyze how the scales are given and what steps to be taken and how many programmes to be conducted and in which manner they can be trained etc. All these can be analyzed by the help of data work which is done in the final step. The areas in which these employees are logging behind are found which will help in finding the number of employees to be trained etc. All these can be done based on their schedule. According to the organization, training is given by the employee development center, depending upon their time table of Employee Development Centre (EDC). The programmes are to the employee level of comfort, in which the organization is lagging behind from each and every employee then the employees are nominated with training.

There are lots of benefits of arranging the training. Basically, they are of three types:

1. For an individual the training will be provided in the areas in which the employee is lagging behind.
2. The EDC, training those employees who were lagging behind based upon competency matrix.

3. For an organization the strengths and weaknesses will be known based on the skills matrix.

In the process of analyzing the list which is done in excel sheet, the analyzing will let us know the total number of entries which will be denoted as 1, 2, 3, 4 are separated and the combination of 1 and 2 entries are to be sent for training and the total of 3 and 4 are restored as they are in comfortable category. If the total number of employees found in 1 & 2 categories then they are grouped into 3 batches of 20 members each in a group. Then the EDC will take up the responsibility of providing training according to their skill shortage as indicated in the matrix. The EDC is vested with the responsibility of designing and conducting the training. The analysis of TACS will help the EDC in designing training to suit the needs of the employees. Then, along with the areas there are four related options i.e. finding the average of areas which are based on managerial, analytical, health care and computer based areas.

Before finding the average of these areas the researcher found suitable matches opted by respondents in the matrix. This is done based on the factor analysis method. Then, with the help of this it is noted that the areas listed against serial numbers 12, 16, 17 and 18 belong to managerial skills, and areas listed against serial numbers 3, 5, 7 and 8 belong to analytical skills and areas listed against serial numbers 9 and 13 relate to health care. Finally, serial numbers 2 and 15 belong to computer based areas. Then after the areas to be entered is done then the four options to be entered in the excel sheet. This is entered for calculating the average of these managerial, analytical, health care and computer based areas for each of the employee.

With the help of this, we can know that the employee is good in which area and, thus helps in finding out the areas in which the employee is required to have an improvement.

Sources: Authors Compilation.
The TACS will be given to 287 employees who are working in various positions in the organization. The TACS provides from each employee the level of comfort in an area is seen. Then the given data is compiled and tabulated for study purposes. Then each employee is identified and noticed, there level of comfort of all the areas covering the domains such as managerial, computer, analytical and health were studied. Then each of the area is indicating the comfort level in dealing with the issues in 1-4 scale for each employee. The respondents were given with enough time to respond to the statements provided.

**KEY FINDINGS**

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Competency Area</th>
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<th>2</th>
<th>3</th>
<th>4</th>
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<tr>
<td>1</td>
<td>Interpersonal Relations</td>
<td>59</td>
<td>21</td>
<td>10</td>
<td>10</td>
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<tr>
<td>2</td>
<td>ERP Knowledge</td>
<td>42</td>
<td>3</td>
<td>41</td>
<td>14</td>
</tr>
<tr>
<td>3</td>
<td>Data Analysis and Statistics</td>
<td>42</td>
<td>8</td>
<td>41</td>
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<tr>
<td>4</td>
<td>Negotiation Skills</td>
<td>45</td>
<td>10</td>
<td>33</td>
<td>12</td>
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<tr>
<td>5</td>
<td>Planning and Budgeting</td>
<td>36</td>
<td>11</td>
<td>37</td>
<td>17</td>
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<tr>
<td>6</td>
<td>Coaching and Developing Subordinates</td>
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<td>20</td>
<td>21</td>
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<td>8</td>
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<td>18</td>
<td>29</td>
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<td>36</td>
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<td>06</td>
<td>51</td>
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<tr>
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<td>Disciplinary Procedure and Departmental Enquiry</td>
<td>36</td>
<td>07</td>
<td>42</td>
<td>15</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation from Data Collected.

**Note:**
1 = Very Comfortable,
2 = Comfortable,
3 = Uncomfortable,
4 = Very Uncomfortable.

From the analysis it is identified that with respect to the interpersonal relations 80% of the employees are comfortable, 20% felt uncomfortable. The ERP Knowledge indicates that 45% of employees are comfortable, 55% are uncomfortable. 41% of employees felt that Statistical Quality Control is comfortable, where 59% say it is uncomfortable. Regarding the Planning and Budgeting 47% feel that it is comfortable and 53% say that it is uncomfortable. 73%of employees feel that the coaching and development of subordinates is comfortable and 27 % feel that it is uncomfortable. Taking the Manpower scheduling into consideration 69% of the employees feel comfortable and 31% of employees felt uncomfortable. 51% of employees felt Stress management is comfortable and 49% of employees felt it as uncomfortable. 29% of the employees feel that the retirement planning is comfortable and 53% of employees felt that it is uncomfortable. The financial aspect of organization is comfortable to 42% of employees and uncomfortable to 56% of employees. The leadership method is comfortable to 70% of the employees and 30% feel it as uncomfortable. Regarding health care aspects 59% of employees indicated that it is comfortable and 38% felt that it is uncomfortable. The conflict resolution process in the organization is comfortable to 54% of the employees and uncomfortable to 46% of employees. 73% of employees feel that building teams is a comfortable to them and 27% feel that it is uncomfortable. 43% of employees feel that the disciplinary procedure and departmental enquiry procedure is comfortable and 57% feel that it is uncomfortable.

**CONCLUSIONS**

The Competency Mapping is a very important tool for the development of an organization. Almost all the employees are very comfortable with respect to negotiation skills, ERP Knowledge, while most of the employees are uncomfortable with legal aspects and material management of power plant. It is also found from the study that most of the employees are also uncomfortable with statistical quality control, planning and budgeting. Further, the EDC department should look into these areas and strive for the improvement.

**REFERENCES**


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HUMAN RESOURCE DEVELOPMENT IN UNIVERSITIES:
A CASE STUDY OF KARNATAK UNIVERSITY, DHARWAD

Savita S. Kulkarni

ABSTRACT

Human resource has become an integral part of the management process and strategies. The human resource professional is emerging as a major creative contributor for organizational growth. Human resource development (HRD) focuses on extracting extraordinary performance from an ordinary employee, by enhancing his/her physical, mental, social and spiritual well being and enabling that individual to derive maximum level of life satisfaction. Its central purpose is to create, build and sustain conducive and congenial organizational climate for attracting, developing, motivating and retaining of human resource. Human resource development is a continuous process utilizing a battery of mechanisms or techniques called ‘HRD’ interventions. Thus, qualitative improvement can be achieved through increased facilities of teaching aids and importance should be given to excellence in academic standards. In fact, in educational institutions the resources of the organizations are human resources. It is teachers and not other resources like machinery or materials that make a perfect product i.e., student who is also a customer of the educational sector.

KEYWORDS

Human Resource Development, Professional Development, University, Academic Staff College, HRD Intervention etc.

INTRODUCTION

Human resource has become an integral part of the management process and strategies. The human resource professional is emerging as a major creative contributor for organizational growth. In view of this, the latest thinking today refers to human resources as strategic of all the resources of the economy. The pivotal crux of the evolution of human resource development is currently in the process of a radical change in terms of treating ‘humans’ as an end rather than a means to an end i.e. a resource.

Human resource development (HRD) focuses on extracting extraordinary performance from an ordinary employee, by enhancing his/her physical, mental, social and spiritual well being and enabling that individual to derive maximum level of life satisfaction. Human resource development offers a proactive, value adding, holistic, synergistic and long-term perspective for ‘people development’ function in all forms of organizations. Its central purpose is to create, build and sustain conducive and congenial organizational climate for attracting, developing, motivating and retaining of human resource. Human resource development is a continuous process utilizing a battery of mechanisms or techniques called ‘HRD’ interventions. HRD activities are essentially institution building activities that transform a lethargic ‘organization’ into a more vibrant, dynamic and progressive ‘institute of excellence’ in place of a culture of complacency or culture of arrogance.

HRD in Indian Context

The creation of a ‘ministry for H.R.D.’ by the Govt. of India in 1985 bears testimony to this awareness and concern at the national level. Efforts are afoot at various quarters in the country today to devise and implement methods of developing human resources. It is only in the recent years, that organizations have been attaching more importance, to human resource and their development.

It is in this context, human resource approach is developmental. It is a set of interrelated activities by which human potentials are assessed, selectively upgraded and appropriately deployed for achievement of envisioned goals, which foster human dignity. It is worth re-calling what Alfred Marshal said long ago, “The most valuable of all capital is that invested in human beings”. India ranks high next to China in the world in terms of human population at 10, 95, 351, 995 est. While the world Human Resource Development Index (H.D.I) has placed India at 127th rank in terms of H.D.I. So, though we should be proud of having a large human resource at our disposal, the reality is that we lag far behind in terms of its deployment for economic development of the country leading to removal of poverty and unemployment.

At present India is experiencing low growth at 4% long-term average. This fact is proved when we compare the Human Resource Development Index ranking of a small nation like Japan which stands at 7th rank with a H.D.I, value of 0.949, while that of a vast country like India is 0.308. Japan, which is not endowed with much of natural resources, is not handicapped at all because, its overwhelming success is attributed mainly to her rich human resource opportunities for development and harnessing the best out of this resource. Even other countries like Germany and Korea are able to make rapid strides only because of their Human resource not in terms of numbers but in terms of quality, devotion to work and loyalty to nation.

HRD through Education

Education is a critical input of investment in human capital, being an important variable to convert a developing nation into a developed country. Therefore, Education and H.R.D. have one goal in common that is development of the individual according to his/her potential. H.R.D. has a multiplier effect on the utilization of all resources. It is rightly said that H.R.D. activities such as training and development, participation, communication, career advancement, performance appraisal, counseling, quality of work life recruiting and selection process are found to have positive relationship to performance. H.R.D. activities can influence the organizations performance by direct means through increase of employee motivation by providing quality of work-life. Therefore, a qualitative improvement in education is the backbone of H.R.D. and economic growth. Thus, qualitative improvement can be achieved through increased facilities of teaching aids and importance should be given to excellence in academic standards. In fact, in educational institutions the resources of the organizations are human resources. It is teachers and not other resources like machinery or materials that make a perfect

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product i.e., student who is also a customer of the educational sector.

It can be concluded that, to survive in today’s competitive society and to meet the challenges of globalization and technological innovations are necessary. An organization’s dynamism and performance depends on the extent of its understanding of the utility of “human capital” and its effective management for value creation in the long run through systematic, timely and continuous H.R.D. efforts. H.R.D. being a recent concept, studies in this field, especially regarding its linkage with higher education are lacking and are worthwhile to understand.

Hence, it was felt worth probing into the effects of H.R.D. inputs, through professional development of teachers and the individual unit like academic staff colleges, which are established specifically to improve quality of teaching and engaged in professional development of faculty in institutions of higher education and Universities. A case study, with special reference to Karnatak University, Dharwad was therefore chosen by the researcher.

The topic under study is “H.R.D. IN UNIVERSITIES, WITH SPECIAL REFERENCE TO KARNATAK UNIVERSITY, DHARAWAD”. The term H.R.D. includes the various H.R.D. interventions like Training, Performance appraisal, Career advancement schemes, Counseling, Management information system and attributes of quality of work life like team spirit, participation in decision making, morale, motivation through recognition which influence human behavior and play a crucial role in the successful implementation of H.R.D. interventions.

**SCOPE, SIGNIFICANCE AND NEED OF STUDY**

The Indian system of higher education is the third largest in the world, next only to the U.S.A. and China. Education plays an important role in the overall development of human beings. School education in the initial years helps in the formation of personality of children. Whereas, higher education shapes the children for facing the challenges of life. In order to achieve these objectives, we need competent and skilled teachers in both school and higher education. In higher education at present, there are about 355 universities and 18,064 colleges in the country, where nearly 10 million students are taught by over 4, 72,000 teachers.

Education Commission (1964-66) stated that the preparation of teachers for higher education is a responsibility of the universities themselves. The National Policy on Education, 1986 visualizes that education should become dynamic as never before and stressed upon professional development of teachers. There is at present no provision for professional initiation of a University teacher. He generally receives no initiation into his duties and no orientation to his profession. In teaching profession, nothing is more important than securing a sufficient supply of high quality candidates to teaching profession, providing them with the best possible preparation and creating satisfactory.

Individuals and organizations for their survival and success, require constant learning to sense and respond, correctly and quickly. Herein lie the role and responsibility of higher educational Institutions (Viz. Universities and Colleges) to develop learning processes to suit, and use the inputs, and to provide the outputs. To serve this purpose higher educational institutions have to be themselves sound as learning organizations, to be proactive and to be responsive to globalizations.

Today, higher education is indeed addressing key issues like increasing demand relevance, quality and excellence, governance and resources. Among these qualities, excellence in higher education is considered as key factor to attain the standards set in the higher education. There is an urgent need for faculty development in colleges and universities to create intellectual capital through development of research and innovations, thereby increasing their proficiency in subject matter. Now efficient administration of the universities has assumed paramount importance in the wake of emerging challenges before the tertiary education. The existence of H.R.D. policies and practices designed to realize the latent potentials of employees at all levels become the litmus test of an organizations orientation. The shift can occur only through a systematic approach to change, as also towards development and maintenance of its human resource.

The H.R.D. Climate is mixture of values, expectations, policies and procedures that influence work, motivation, commitment and ultimately, individual and work unit performance. Positive climate encourages, while negative climate inhibits discretionary effort. The H.R.D. climate in totality refers to the quality of working environment. If people feel that they are valued and respected within the organization, they are more likely to contribute positively to the achievement of business outcomes. Therefore creating a healthy H.R.D. organization climate requires attention to the factors, which influence employee perceptions, including the quality of leadership, the way in which participation is there in decision-making process and whether the efforts of employees are recognized and rewarded.

Scholars and government agencies to assess the performance of higher educational institutions have undertaken several studies. The ‘rate of return’ studies, studies on productivity of education and the estimation of performance indicators of universities are major themes on which scholars have produced voluminous literature. However, these studies relate to the aggregate system of education and its performance, without any specific reference to quality component. Therefore, educationists and policy makers have devised separate tools of analysis to assess quality of individual institutions. The quality of teaching is a crucial element for the overall quality of higher education and Academic Staff Colleges (ASC) are established to provide opportunities for professional Development of teachers in higher education. As ASCs are now considered as important units to improve quality of teaching learning process in the country, its quality assessment is critical for the future of colleges and universities. This will facilitate the assurance of quality of Faculty Development that has a seed value for overall development of higher education.

The researcher therefore felt the need for an exploratory study of ‘Human Resource Development practices in Universities, with special reference to Karnataka University, Dharwad’ (K.U.D.). Karnatak University in the city of Dharwad is a premier institute of higher education in North Karnataka, known for its high academic attainments. K.U.D. completes over five decades of delivering quality higher education since its inception, way back in March 1950. The ‘Five Star’ rating awarded to the University by the NAAC (National Assessment and Accreditation Council) is a testimony to the role, the University has played in furthering the cause of higher education in the backward region of North Karnataka and
more importantly its shift towards special emphasis on quality and excellence in all spheres. However, in today’s rapidly growing and dynamic University environment, the role of University administrators and their tasks is not only becoming more and more complex but also more demanding than ever. Similarly, the existing teachers have to be tuned to teach new frontiers of knowledge in the existing subjects/new subjects. The problem now is how to fit them into the re-framed/re-designed or new curriculum. Therefore, to meet the challenges of change and to operate successfully in the ever changing and dynamic environment, both academic and non-academic personnel of the University need to be equipped with the requisite knowledge, skills and attitude.

With this view, here effort has been made to identify the human resource development sub-systems prevailing in the organization and H.R.D. climate through perception that academic teachers have towards the H.R.D. practices such as participation in decision making, performance, appraisal, career advancement training and development counseling, quality of work-life and organizational development existing in the University setup. Further, the study has been extended to critically analyze the working of the Academic Staff College with respect to its infrastructure, course relevance and the developmental and training activities carried out by the Academic Staff College, for the purpose of professional development of the academic staff in Karnataka University, Dharwad. The current study is confined to the analysis of human resource development in Karnataka University, Dharwad. It covers the spectrum of various sub-systems of HRD and their effect on Faculty Development in the University. The scope of the study thus includes:

I. Theoretical aspects of HRD and its relation to education field;
II. HRD climate in Karnataka University Dharwad through HRD sub system constituting Participation, Training and Development, Performance Appraisal, Career Development, Counseling, HR Information and Communication, Organization Development and Quality of work life;
III. Academic Staff College as a center for professional development of the teaching staff.

OBJECTIVES OF STUDY

1) To highlight the need of professional development of teaching staff in the University set up in this competitive era of globalization.
2) To ascertain the H.R.D. policies and practices adopted in K.U.D.
3) To evaluate the effectiveness of H.R.D. practices in building a congenial atmosphere in the University.
4) To study the attitudinal reactions that the teaching staff have towards the H.R.D. sub-systems and practices such as training, performance appraisal, career advancement schemes, quality of work life, etc., which exists in the University set up of K.U.D.
5) To study the H.R.D. systems adopted for professional development of academic staff.
6) To examine the organizational and management aspects of A.S.C at K.U.D.
7) To know the role-played by ASC K.U.D. in professional development of academic staff, with respect to aspects like quality of course, relevance of the contents, etc.
8) To assess the problems faced in implementing the H.R.D. practices highlighting the importance of a H.R.D. Department in a large University setup like K.U.D.
9) To make the suggestions in the light of findings of the study.

Hypothesis

In the current study, the following hypotheses are formulated and tested:

1. The H.R.D. policies evolved and pursued by K.U.D have resulted in the development of H.R.D.
2. The perceptions of respondent participants regarding the functioning of Academic Staff College is that, it has contributed in the development of human resource in K.U.D.

RESEARCH METHODOLOGY

The present study is intended to investigate in to the HRD climate prevailing in the KUD and examining the Academic Staff College and its role as a center for professional development. The H.R.D. climate refers to that environment, in which the various functions of HRD, including the subsystems and their practices being followed in an organization. The perceptions of the faculty members towards the existing interventions of HRD in the University, have been elicited. For this purpose the sub-systems have been classified into typical concepts viz, Career advancement of the faculty, Counseling, Quality of work life, Organization development, Participation, HR information and communication, Training and Development and Performance appraisal. This study is also directed towards examining the opinions of the selected teachers on the performance of A.S.C. at K.U.D. based on the important parameters, which in turn reveals the role played by this college, at KUD. The parameters being: contents of the course, profile of the resource person, relevance of topics / contents of orientation programme and refresher course, course material provided, teaching methodology and organization and management.

Method of Data Collection

This exploratory study is based on both primary data and secondary data. The primary data is collected from the respondents who happens to be the faculty members of various PG departments of K.U.D, Karnataka University PG centers of Karawar, Belgaum, Bijapur, Dandeli, Gadag, Haveri and K.U.D constituent colleges viz Karnataka Arts College, Dharawad; Karnataka Science College, Dharawad; Karnataka University College of Education, Dharawad; University College of Law, Dharawad; and Karnataka University College of Music, Dharawad.

For this purpose, two separate sets of questionnaires were formulated and were administered to elucidate the pertinent information from the respondents. Among them, questionnaire part I consisting of 55 questions, is meant for HRD climate study, which analyzes the perceptions of the respondent teaching staff, towards the HRD system prevailing in the University. The questionnaire was formulated by referring the model questionnaire by T.V. Rao. This questionnaire consists of multiple-choice questions with categorical responses. In this questionnaire researcher has used five point scales, which is as follows:
• Almost always true,
• Mostly true,
• Sometimes true,
• Rarely true,
• Not at all true.

The second set of questionnaire i.e. questionnaire part 2, was administered on the teachers who had attended the Orientation Programmes, the Refresher Courses and different Training Programmes organized at Academic Staff College KUD. This helped in pointing out certain shortcomings and bringing out suggestions on how to improve upon them and bringing about overall improvement in the performance of ASC at KUD.

The researcher held personal talks with the administrative officials of the University. Some information was gathered through informal interviews with the resource persons. A.S.C. coordinator was kind enough to discuss the various aspects of the ASC in detail. Secondary data on the topic has been collected substantially by referring to books, magazines, journals research papers, University News, annual reports of K.U.D and annual reports of U.G.C. Also other articles available in the libraries of various Universities and Institutes have been referred to.

**Sampling**

The sample selection is made based on stratified random sampling. The teaching fraternity of the University is divided into three strata based upon the designation and nature of work in the University. (Proportionate random sampling method has been made use of) The total teaching staff at present is 348. A sample survey of 175 employees of K.U.D. has been conducted with the following breakup for assessing the HRD climate.

**Table 1:** Sample of Respondent Teachers

<table>
<thead>
<tr>
<th>S No.</th>
<th>Strata</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Professors</td>
<td>76</td>
</tr>
<tr>
<td>2</td>
<td>Readers</td>
<td>57</td>
</tr>
<tr>
<td>3</td>
<td>Lectures</td>
<td>42</td>
</tr>
<tr>
<td>4</td>
<td>Total</td>
<td>175</td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation.

Care was taken to cover all the departments of the University. Since, the study flows into two directions, one being to assess the HRD climate in the University and other being to evaluate the role of ASC. A sample size of 150 respondents was selected at randomly from who had attended the Orientation Programmes, the Refresher Courses and different Training Programmes organized by the Academic Staff College at KUD, were selected randomly for eliciting their opinion to evaluate the role played by ASC, in their professional development.

**Statistical Tools and Techniques**

The data collected from primary sources have been classified and tabulated subject to suitable conventional statistical tools such as percentage, mean percentage and standard deviation etc. The SPSS package has been made use of in analyzing the collected data. Tables and Charts have been provided wherever it is necessary. Statistical tools are selected in consistent with the objectives of the study.

**REVIEW OF LITERATURE**

The literature of Human Resource Development in general is extensive and vast but concerning ‘HRD in Universities’, in particular is limited. A good number of research papers based on case studies and others focusing on conceptual dimensions have been published. In addition to these, a few good reference books have been published on the subject. The present review has been confined only to some of the relevant and useful studies taking into account their direct bearing on the present study, in providing good conceptual dimensions to the research work. The ‘HRD’ concept includes the traditional areas of personnel management and newer emerging themes, especially those from behavioral sciences. Hence, this study, a survey of HRD clinic in recent times has been preceded by a brief survey of some significant works done in behavioral sciences area. The review is more indicative than exhaustive.

**Frederick Taylor** The earliest recognition of the importance of human being in managing an organization starts with the work of Frederick Taylor, who established that for increased performance efforts have to be made to satisfy employees’ needs. Thereafter, as a discipline of management science, Human Resource management took into consideration the workers feelings, desires and relationships with one another in enhancing productivity.

**Mayo Elton:** The Hawthorns studies conducted by Elton Mayo and his associates in 1924 prove that some immeasurable force was constantly pulling up the output of a group. It was the attitude of the members of the group i.e., how they feel about these organizations, their work and their colleagues. Also increase in their contentment, decrease in their absenteeism and an atmosphere of complete trust, which lead to increased productivity in the organization.

**Bansal, M. P. (1991)** stated that training and development, the career and succession planning and the appraisal system could improve capabilities skills and knowledge of the employees and prepare them to handle higher responsibilities for achieving organizational goals effectively.

**Prasannasal K. (1992)** found in his study the highest preference for HRD through training and development, performance appraisal, human resource planning and staffing which would help the employees acquire and develop individuals’ capabilities and organizational culture. Whereas, he found the least preference for HRD through career development, employer assistance, union-labor relations, role analysis and personnel research.

**Arya P. P. and Tandon B. B. (1991)** suggested that the HRD could be made more effective through job description and analysis, scientific recruitment and selection, promotion, transfer and separation based on objective assessment, training and development for increasing the capabilities of employees for continuing growth and development in the organization. The performance and potential appraisal make human beings take up new responsibilities whereas the employee’s welfare and the rewards lead to the motivation.

According to **Gunnigle et. al. (1997)** people are the lifeblood of organizations. A company’s workforce represents one of its most potent and valuable resources consequently, the extent to which a workforce is managed effectively is a critical element in improving and sustaining organizational performance.
A survey of 53 companies conducted by Rao and Abraham revealed that though 59% of organizations surveyed had not paid much importance to HRD in these companies, the remaining companies had HRD either as a separate department set up for the purpose or through their personnel department. Recognizing the need for studying the HRD, process and climate variables, the X.L.R.T. centre for HRD Jamshedpur has developed a 38-item HRD climate survey questionnaire. The questionnaire measures various HRD climate dimensions like openness, trust, collaboration, commitment by top management, objectivity in rewards led many companies have used this questionnaire which implies that there is growing awareness to implement systematic HRD programs by organizations.

S. K. Bhatia maintains that skills will become obsolete within a few years because of rapid technological changes. Training and development activities will be requires preventing workers obsolescence.

A Thothathri Raman in his article “Unsackle Education, Make It Industry” has observed that future of human resources (HR) depends upon the present and the way we would go about shaping the human resource not after we have acquired these in our companies and institutions but while they are on the way of being made into a ‘resource’ from being raw resource. This according to Raman means that education and the societal outlook shapes and streamlines our human resource for use in our industry.

The author has provided a list of educational institution producing talent without worth using. We have close to 1400 management schools collectively having a capacity of around 60,000. There are 280 plus universities and about 26000 engineering colleges and around 300 medical schools. He says those in the know how agree that not more than ten percent of this capacity produces any talent worth using. The result says the author there is a mad frenzy at around 100 business schools come November December to pick talent at a price, any price resulting in obnoxious salary packages not matching in any way the intrinsic talent of the students and also pushing up the human resource costs of these companies for no reason.

H. K. Swain and B. B. Acharya in their article “Exploring the New Trends in Human Resource Practices, Organizational strategies in an Information Age: An Analysis from Global Scenario” the authors have mentioned that the traditional HR functions have undergone lot more changes. Instead of maintaining and keeping records, maintenance of discipline, it has brought manifold functions like organizational development, study human resource behavior, developing interpersonal communications, skill development and human resource development within their agenda. The authors maintain that the technical developments, organizational restructuring added with downsizing the organizations forced by e-commerce, e-management, e-HR policies and practices have influenced the human resource managers. The Flexi Age has imposed the organizations to change their outlook and way of functioning. This has influenced the employment relations in the organizations all over the world. The authors have concluded that the future HR managers look forward many more changes to come for utilization of human capital during coming days.

J. P. Sharma in his study “HRD Initiative in Delhi University” has emphatically mentioned that in today’s rapidly growing and dynamic environment the role of University administrators and their tasks are not only demanding than ever similarly the existing teachers may not be suitable or willing to teach new frontiers of knowledge. The problem is therefore how to fit them into the re-framed / re-designed or new curriculum to meet these challenges both teaching and administrative personnel of the University need to be equipped with the requisite knowledge skills and attitude.

Ajaya Kumar Singh in his paper “HRD perspectives in the 21st Century” has expressed the view that the pivotal crux of the evolution of HRD is currently in the process of a radical change in terms of treating humans as end rather than means to an end i.e. a resource. The basic change in focus has given birth to a new term ‘Human Development’ (HD). HRD treats human beings primarily as an input in the production process – a means rather than an end. HD is more relevant in this context which focuses in a systems framework all issues in society – whether economic growth, trade, employment, political freedom or cultural values – from the perspective of people. It puts people at the centre of its concern. The author says the essence of Human Development has two basic aspects:

- The information of human capabilities for improved health, knowledge, skills and wisdom.
- The use of acquired capabilities – for productive purposes, for leisure or for being active in cultural, social and political affairs.

New conceptualization of what is already emerging in some of the organizations world over to meet the challenges of globalization. The author perceives that HRD is the centre stage of new organization design and organization development, which alone enables the 21st century organizations to achieve globalization. The author has suggested that a new type of quality circles (which may be styles as ‘Strategy Circles’) be designed and promoted to usher the new philosophy of HRD at the work place / organization members’ level.

According to Phillip Hoomans of International Council for Education Development, “Educating a nation and keeping that nation’s education system in step with the times seem to be many times harder than putting a man on the moon.

According to Aman Agarwal Director, IIF Business School Delhi University in his article “Self-Assessment Governance Growth Model for Educational Institutions (Aman Agarwal)” it is important that an institution invests in human capital. The two components faculty and administration form the basic part of these. The overtime yield rich returns in terms of brand equity, market acceptability and laying down strong foundations. Research is a vital component for development and growth of a faculty. Today classroom teaching has to be based on domestic and international scenario in every subject. The approach has to be a case study and research based approach, with examples, presentations, projects, video presentations, teleconferencing and group individual involvement. The smooth functioning of any organization is determined by the satisfied and motivated faculty and administrative human resource, it possess in an increasingly diversified competitive inter-dependent institution and corporate world, Therefore there is a need for educators having leadership qualities in executive roles.

L. K. Maheshwari and Motilal Dash wrote about the drastically deteriorating quality of teaching over the years,
which in turn have contributed to the decline of overall quality of higher education. Research and teaching work synergistically to advance knowledge in a discipline, which in turn, influenced the nature of the teaching process. However, over the years, reward structures for individual faculty such as tenure, promotion and salary increases, have mostly favored those who have published work and or grant supported research to their credit and very often the academic prestige of universities is linked with achievement in these types of scholarly activities only. In this process sometimes, even the quality of publication is not looked into. Little weight age is being given on one’s accomplishment as a good teacher. While there is no question that research is an important component of academics, sole emphasis of this has encouraged teacher to ignore teaching. In addition, the increased pressure to perform research, less time and attention are devoted to teaching. The present Indian University scene assumes that as soon as a person has acquired a higher degree of Ph.D., he is considered qualified to teach in the classroom. The experience does not just to this assumption and the issue of training such persons before sending them to the classroom is not new. Therefore, the developmental schemes should emphasize improvements in faculty teaching skills, subject knowledge, industry and other real life exposures benefiting the classroom teaching both on campus and also at off-campus centers.

**ORGANIZATION OF STUDY**

The research study is organized into seven chapters:

Chapter I: Introduction and Research design. This chapter provides an introduction to the research and specifies the major objectives of the research work. The other aspects included in this chapter relate to the ‘need for the research’ and the ‘hypothesis’ provided by the researcher. The research methodology guiding the empirical survey and the reviews of literature are the other aspects covered in this chapter.

Chapter II: Human Resource Development- A conceptual Framework. The discussion in this chapter is focused on the concepts of HRD and other related areas of human resources management. Approaches of management experts, psychological, sociological, economic relationship with the HRD have been elaborated to provide conceptual dimensions of the HRD. A brief discussion of HRD interventions and the evaluation of HRD in the Indian context etc. have been also dealt with.

Chapter III: Genesis and growth dimensions of Karnatak University and Academic Staff College in K.U.D. This chapter provides brief descriptions of these two study units. The analysis provides the background for the HRD climate in the University academic life and the role of the academic staff college in the professional development of the faculty.

Chapter IV: Personal and professional profile of the faculty. This chapter provides the details of personal and professional profile of the respondents faculty covered by the study, which includes such details as age and gender composition, marital status, academic designations and status, length of service, administrative positions held, membership of University bodies, salary etc. Their academic achievements, participation in seminars, training undergone etc, are the other aspects covered in this chapter.

Chapter V: HRD interventions and HRD climate in the Karnataka University - An analysis of the perceptions and experiences of the respondents. The analysis in this chapter is based on the data obtained from the field survey covering the selected faculty of the University. The perceptions and the experiences of the faculty respondents about the HRD climate in the University have been analyzed in this chapter.

Chapter VI: Role of Academic Staff College in professional development- Perceptions and experiences of the faculty- An analysis. The analysis in this core chapter is devoted to providing details of perceptions of the selected faculty who had undergone training at the ASC, regarding the quality and impact of the course conducted at the ASC at KUD.

Chapter VII: Summary of the findings, conclusions and suggestions. The chapter contains a summary of the research findings, detailed in the earlier chapters and conclusions derived from the findings. Analyses of hypotheses were also present in this chapter. A few suggestions based on the research study have been provided at the end of the chapter.

**HYPOTHESES AND RESEARCH FINDINGS**

In the current study, the following hypotheses are formulated and tested:

- The HRD policies evolved and pursued by KUD have resulted in the development of Human Resource.
- The perceptions of respondent participants regarding the functioning of academic staff college are that, it has contributed in development of HR in KUD.

To evaluate the above hypotheses a sample survey has been conducted in person by the researcher to collect relevant data. Since secondary data was not available, a sample survey of 175 employees of KUD has been conducted with the following breakup for assessing HRD climate.

<table>
<thead>
<tr>
<th>Table-1: Sample of Respondent Teachers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professors</td>
</tr>
<tr>
<td>Readers</td>
</tr>
<tr>
<td>Lecturers</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation.

The total population of teaching staff of Karnataka University is 348 at present. The sample selection is made on the basis of systematic sampling within stratified sampling concepts. The teaching fraternity of the University is divided into three strata based upon the designation and nature of work in the University (Proportionate Random Sampling method has been made use of). Since, the study flows into two directions, one being to assess the HRD climate in the University and the other being to evaluate the role of ASC. We have formulated two separate questionnaires to elucidate the pertinent information. Among them questionnaire part-I was meant for HRD climate study and the questionnaire part-II was meant for studying the role and performance of ASC (Please refer
The survey was of interview in nature and researcher has filled questionnaire by recording the responses of the interviewee. In only five cases, the survey was in postal format and in 2 cases it was in telephone form. The analysis of collected data is elaborated in detail in subsequent paragraphs.

**HRD Climate Study in KUD**

HRD climate refers to that environment, in which the various functions of HRD including subsystems and their practices being followed in an organization. A University set up is also a large organization having large number of employees working under different cadre. An HRD climate necessarily involves recruitment, training, counseling, placing and promotion methodology adopted to execute the routine workforce of the University. Therefore, to assess the existence of such climate in University, we have selected 8 subsystems which a University is expected to be having practiced regularly.

We classify these HRD subsystems / practices into eight typical concepts viz. Career development, Counseling, Quality of work life, Training and Development, Performance appraisal, Participation, Organization development, HR information, and communication. The study of HRD climate in University is now clearly a critical evaluation of the existence of above sub systems. Now to study whether all the above subsystems are into existence, we have established a hypothesis based on our pilot study the “There is a positive HRD Climate in KUD”.

For this purpose questionnaire Part-I is specifically designed including 55 questions targeted to elucidate the related information. A random sample method of data collection was adopted during the survey and there was a proper response by the respondent. The response was to the tune of 92.5. Due care has been taken to choose the respondent to cover all the levels of employee in the KUD.

These 55 questions in the questionnaire part-I have been clubbed into eight main theme questions/criterion on HRD climate assessment in accordance with the model presented by T.V. Rao, and details of the classification is mentioned in table 2 here below. Each group in the table 2 represents a typical HRD subsystems and the related study.

<table>
<thead>
<tr>
<th>HRD Subsystem</th>
<th>Number of Questions</th>
<th>Questions Clubbed from Questionnaire-I</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career</td>
<td>03</td>
<td>48, 38, 49</td>
</tr>
<tr>
<td>Development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Counseling</td>
<td>06</td>
<td>6, 7, 10, 17, 20, 25</td>
</tr>
<tr>
<td>Quality of</td>
<td>15</td>
<td>1, 2, 9, 13, 14, 16, 24, 26, 27, 28, 31, 46, 52, 54, 55</td>
</tr>
<tr>
<td>Work Life</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organization</td>
<td>02</td>
<td>12, 41</td>
</tr>
<tr>
<td>Development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>HR Information &amp; Communication</td>
<td>07</td>
<td>18, 29, 30, 42, 43, 44, 45</td>
</tr>
<tr>
<td>Participation</td>
<td>03</td>
<td>36, 50, 51</td>
</tr>
<tr>
<td>Training and</td>
<td>12</td>
<td>3, 4, 5, 8, 11, 19, 21, 22, 23, 32, 33, 47</td>
</tr>
<tr>
<td>Development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance Appraisal</td>
<td>07</td>
<td>15, 21, 34, 35, 37, 39, 40</td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation.

The questionnaire was of multiple-choice questions and of closed ended in nature with categorical responses. Therefore, only mean standard deviation, which was suitable for the present analysis. They are calculated using SPSS package and the output has been presented in the following table.

**Table 3:** HRD Subsystems – Mean and Standard Deviation

<table>
<thead>
<tr>
<th>HRD Subsystem</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career Development</td>
<td>3.27</td>
<td>1.17</td>
</tr>
<tr>
<td>Counseling</td>
<td>3.285</td>
<td>1.285</td>
</tr>
<tr>
<td>Quality of Work Life</td>
<td>3.634</td>
<td>1.29</td>
</tr>
<tr>
<td>Organization Development</td>
<td>3.05</td>
<td>1.29</td>
</tr>
<tr>
<td>HR Information &amp; Communication</td>
<td>3.35</td>
<td>1.51</td>
</tr>
<tr>
<td>Participation</td>
<td>3.35</td>
<td>2.76</td>
</tr>
<tr>
<td>Training and Development</td>
<td>3.52</td>
<td>1.51</td>
</tr>
<tr>
<td>Performance Appraisal</td>
<td>3.30</td>
<td>1.30</td>
</tr>
</tbody>
</table>

**Sources:** Primary Data.

From the table 3 above, it is clear that all the HRD subsystems are having mean more than 3 almost all are near to 4 with little variation, where the mean 4, corresponding to “mostly true” option in the response. This analysis deeply supports the claim that there is a sign of all 8 subsystems being in existence in the present contest of study. In turn, the above analysis also points out the following aspects:

I. All the subsystems of HRD are effective in the context of study in KUD.

II. The quality of work life, Training and development along with performance appraisal are predominant practice of HRD in KUD.

III. Participation is found to be variant.

Further, the item wise percentage of respondents assessing the HRD climate was tabulated in table 4 that clearly indicates that there is positive HRD climate in the University.

**Table 4:** Subsystem Wise Percentage of Responses Assessing HRD Climate

<table>
<thead>
<tr>
<th>HRD Subsystem</th>
<th>Positive %</th>
<th>Negative %</th>
<th>Net Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career Development</td>
<td>88</td>
<td>10</td>
<td>78</td>
</tr>
<tr>
<td>Counseling</td>
<td>86</td>
<td>11</td>
<td>75</td>
</tr>
<tr>
<td>Quality of Work Life</td>
<td>94</td>
<td>9</td>
<td>85</td>
</tr>
<tr>
<td>Organization Development</td>
<td>83</td>
<td>11</td>
<td>72</td>
</tr>
<tr>
<td>HR Information &amp; Communication</td>
<td>85</td>
<td>12</td>
<td>73</td>
</tr>
<tr>
<td>Participation</td>
<td>83</td>
<td>11</td>
<td>72</td>
</tr>
<tr>
<td>Training and Development</td>
<td>91</td>
<td>5</td>
<td>86</td>
</tr>
<tr>
<td>Performance Appraisal</td>
<td>87</td>
<td>8</td>
<td>75</td>
</tr>
</tbody>
</table>

**Sources:** Primary Data.

Here the net difference indicates the percentage of positive response by the employees supporting their stand on various HRD subsystems listed. They strongly opine that there is a positive HRD climate in the University justifying the claim. Further the item wise percentage of respondents assessing the HRD Climate was tabulated in table 4 which clearly indicates that there is positive HRD climate in the University. This proves that the HRD policies evolved and pursued by KUD have resulted in the development of Human Resources.
Role of Academic Staff College in Development of HR in KUD

Several studies have been undertaken by scholars and government agencies to assist the performance of higher education institutions. Major portion of the studies have emphasized upon the role of academic staff college in improving the quality and standard of teaching in the institution and overall higher education in the vicinity of the universities. This study is directed towards examining the opinions of the selected teachers on the performance of ASC in KUD based on important parameters which in turn reveals the role played by this college present in KUD. The parameters being:

- Contents of the course,
- Profile of resource person,
- Relevance of the topics/contents,
- Course material,
- Course teaching methodology,
- Organization and management.

The opinion of the selected respondents has been collected and compiled in SPSS package. Further a course tabulation of the data has been presented in the following table 5.

Table-5: Opinion of Respondents on Performance of ASC

<table>
<thead>
<tr>
<th>Parameters</th>
<th>Excellent</th>
<th>Moderate</th>
<th>Good</th>
<th>Not up to mark</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course Contents</td>
<td>17</td>
<td>43</td>
<td>28</td>
<td>12</td>
<td>100</td>
</tr>
<tr>
<td>Resource Persons</td>
<td>15</td>
<td>47</td>
<td>20</td>
<td>18</td>
<td>100</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>20</td>
<td>40</td>
<td>15</td>
<td>25</td>
<td>100</td>
</tr>
<tr>
<td>Methodology</td>
<td>15</td>
<td>54</td>
<td>32</td>
<td>09</td>
<td>100</td>
</tr>
<tr>
<td>Course Material</td>
<td>18</td>
<td>41</td>
<td>19</td>
<td>22</td>
<td>100</td>
</tr>
<tr>
<td>Organization &amp; Management</td>
<td>14</td>
<td>44</td>
<td>25</td>
<td>17</td>
<td>100</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation.

We shall now look into the above parameters one by one and assess the overall performance of the ASC of KUD.

Chart-1: Opinion of Respondents on Performance of ASC

CONCLUSIONS

HRD mainly aims at building human competence, creating a climate congenial for work and improving employee satisfaction with work life. This is achieved through the employee’s competency development with the help of training programmes and other HRD interventions. Effective implementation of HRD subsystems help in improving the morale and motivation levels of employees further enhancing their team spirit and boosting their job satisfaction. Positive HRD Climate brings out the best in the employees ensuring success of an Organization.

The study has revealed some significant findings relating the human resources development in general and human resources development in institutions of higher education like universities in particular. The study was confined to Karnataka University as a case analysis. The center for imparting training to the teachers at the higher .i.e the courses conducted by the Academic Staff College of University and their impact on the professional development of the post graduate faculty who participated in those ASC programmes have also been analyzed and the findings have been presented in this chapter. Based on the research study some useful suggestions have been made for further streamlining of the programmes conducted by the Academic Staff College of the University.

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Ph.D. Thesis


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