THE IMPACT OF CULTURE ON HUMAN RESOURCE MANAGEMENT PRACTICES:
AN EMPIRICAL RESEARCH FINDING AT MNC’S IN INDIA

Hiremani Naik¹ M. Ramesh²

ABSTRACT

The objective of the study is to investigate and analyze the influence of culture on human resource management practices (CHRM). The research is expected to answer the important question: Are HRM practices influenced by national culture or not? It is generally accepted that the practices of management is considered universal until Hofstede (1980:42) published the seminal work: Culture’s Consequences: International Differences in Work Related Value in 1980. Hofstede’s work is the most popular in cross culture management studies so that his framework in national culture will be used in this research.

Structural equation model (SEM) with Two Step Model Building Approach is used to test structural theory. It is used to test the hypotheses model statistically to determine the extent to which the proposed model is consistent with the sample data. SEM incorporates both confirmatory factor analysis and multiple regressions to estimate a series of interdependent relationship simultaneously.

The results of descriptive analysis indicate that the national culture dimensions tend high for collectivism, power distance, masculinity and uncertainty avoidance, quite different from Hofstede (1980) findings that India has high collectivism, high power distance, and moderate in masculinity and low in uncertainty avoidance. While in Second Order Confirmatory Factor Analysis, collectivism, power distance and uncertainty avoidance are confirmed as a dimension of national culture but masculinity are not. In structural testing, it indicates that two hypotheses i.e. the influence of national culture on career development and compensation are supported but the influence of national culture on staffing and participative management are not supported. Organizational culture also shows influence on staffing and participative management. One of human resource management practices i.e. career development influence on organizational performance but others such as staffing, participative management, and compensation does not.

This study shows that national culture and organizational culture influence on some of human resource management practices. Therefore, this research supports the divergence theory that human resource management practices are culture-bound.

KEYWORDS

CHRM, SEM, High Collectivism, High Power Distance, National Culture, Organizational Culture etc.

INTRODUCTION

Since more than two decades ago, a number distinguished management and social scientists questioned the applicability of Western, especially American management theory abroad (Hofstede, 1980, Laurent, 1986). Hofstede, for example, argued that American management theories reflect the cultural environment in which they were written. Therefore, it can be concluded that American management cannot be separated from American culture.

Meanwhile, Laurent (1986:91) stated that “a comparative analysis across national culture brings the startling evidence that there is no such thing as Management with a capital M. The art of managing and organizing has no homeland. In additions, Laurent (1986:92) said that every culture has developed through its own history some specific and unique insight into the managing of organization and their human resources. Every culture has also developed specific and unique blindspots in the art of managing and organizing. The lie the still largely undiscoverd opportunities and threats of international management.

By using Hofstede’s framework of national culture, the objective of research is to investigates and analyzes the impact of national culture on human resource practice. Besides, this research aimes at discerning the impact of Indonesian culture on the organizational performance.

RESEARCH FRAMEWORK AND HYPOTHESES

Impact of National Culture on Human Resource Practices

The notion that human resource practice is universal has been questioned. A number of human resources policy that successfully practiced in a certain country, may not successfully applied in another country. For example, pay for performance schemes which is very popular dan effective in the United States and United Kingdom, it cannot successfully be a practiced in another country.

¹Chairman, Institute Of Management Studies, Kuvempu University, Karnataka, India, dr.hiremani@rediffmail.com
²Professor, Acharya Institute of Management & Sciences, Karnataka, India, ramandsur@gmail.com
The same goes for *quality circle program*, it has practice widely and successfully in Japan, however quality circle has not successfully been implemented in the United States (Newman & Nollen, 1996:759).

National culture also influenced on the strategic decision making dan leadership style (Schneider & DeMeyer, 1991:308), and human resource management practices such as *performance appraisal* (Luthans, Welsh & Rosenkrantz, 1993:743).

In culture with *high power distance*, loyalty and obedience to superior is required. Therefore, management usually used performance appraisal based on the *behavioral criteria* rather than *results criteria*. Employees or subordinates have a minimal risk when they follow the established procedure rather than make a new breakthrough which may cause failure. Basically, *performance appraisal* can be differentiated based on its orientation i.e. *Behaviour orientation* or *results orientation* (Schuler & Jackson, 1990:125).

A number of human resource practices have specific characteristic related to specific country. For example, life-time employment policy is very popular in Japan, however, it is uncommon practice in USA. On general, Japanese companies spend more money for social activities and recreational facilities than that of American companies (Pascale & Maguire, 1980:433).

A cross cultural research involved 277 respondents in American companies, 291 Japanese companies, and 50 European companies by oleh Kagono et al., (1985) in Smith (1992:39) concluded that Japaness companies have shorter hierarchical structure, flexible job description, control systems upon self-discipline and more promotion from within.

Laurent (1983:75) found that in Germany, decision making is more centralized than in United Kingdom. Besides, it is common for top positions in organization occupied by outsider. Meanwhile, companies in UK tended to have promotion form within policy, and spend more money for employee well-being and middle management development program. Jaeger (1986:186) conducted reserach on the applicability of human resource practiuces in developing countries asserted that although there is strong will to replicate western human resource policies, those policies cannot be implemented successfully. Besides, it is required that to be successfully practiced, those policies must fit with the assumptions of local cultural context. For example, planning activities does not work well in the countries with low uncertainty avoidance such as in Indonesia and most African countries.

**The Impact of Organizational Culture on Human Resources Management Practices**

Organizational culture and its environment factors in which organization exist determines the way of managing the organization (Saffold, 1988:547). The relationship between *organizational culture* and human resources practices can be explained as follows. When the member of organization i.e. employees, understand and internalized the organizational culture which can be said as *the way things are done around here*, it will enable for employee to choose strategy, and behavior that fit with their personality as well as with the main routines of organization activities.

Since India is belong to country with high power distance and low uncertainty avoidance, it is likely that organizational culture that fit with this condition is parochial type. Parochial culture is characterized by the tendecy to give much attention to some factor such as family relationship, social relation, and personal backgroud, and less attention to capability and competency needed to perform the task.

Basically, parochial culture is just like a family culture, where the superior-subordinates relation is imbalance. In this culture, hierarchy is not just division of responsibility and duty, but it symbolized power and authority. The main power is on the one hand, a powerful person such as the owner or the founder of the company, where “the destiny” of an employee depends on the hand of the most powerfull person (the boss). There is a division of work, the boss is the planner, the other are the doer. In the high power distance society, good leader or good manager in the eye of the employees, is someone who can act like a good father (Hofstede, 1997). This type of relationship will lead to less participative management in decision making.

**The Impact of HRM on Organizational Performance**

Research by Newman & Nollen (1996:753) indicated that organization performance is better in the companies where there is congruency between national culture and human resources practice. In the unit business level, where its manager consciously practice human resource policies in accordance with country’s value, the performance of business unit i.e. return on assets (ROA), return on sales is better and employee bonus is bigger. According to Earley (1994:685) if the human resource management practices is not suitable with basic values shared by employees will cause employee are dissatisfied, uncomfortable and uncommitted. Employee will feel distracted or alienated, because their values are diference from company expectation, and therefore, theoretical organizational commitment and their job satisfaction will be low, and in turn they may want to quit from the job. When this condition happen for a long time, organization performance will decrease. Conversely, when human resource practice fit with the values shared by employees, organizational performance will be high.

**Hypotheses**

1. National culture will positively influence on the human resource practices (staffing, participative management, career development and compensation).
2. Organizational culture will positively influence on the human resource practices (staffing, participative management, career development and compensation).

3. Human resources practices will positively influence on the organizational performances.
   (a). Staffing will positively influence on the organizational performance.
   (b). Participative management will positively influence on the organizational performance.
   (c). Career development will positively influence on the organizational performance.
   (d). Compensation will positively influence on the organizational performance.

RESEARCH METHODOLOGY

Population, Sample and Sampling procedure

Population in this research are companies listed in the B’lore Stock Exchange 2011 and MNC companies in Bangalore city India. They want to join and work for the companies. The companies are expected as proxy for representation of various ethnic and culture in India, and the companies are considered to be able to reflect the diversity of national culture. The research used primary that were collected by using questionnaire through a reply-paid envelope and Email responses.

Research Variables

The research based the national culture dimension developed by Hofstede (1980), i.e. Power Distance, Individualist-Collectivist, Masculinity-Femininity and Uncertainty Avoidance. Human resource practices include in the research are: staffing, participative management, career development and compensation. In additions, the research investigates the influence of organizational culture on the HRM practices.

National culture variables are measured by using adapted Survey Value Module 1994, developed by Hofstede (1990), and organizational culture variables are measured by using questionnaire developed by Hofstede (1997). HRM practices are measured by using questionnaire adapted from the Schuler & Jackson (1990:125), for career development and compensation, Geringer, et al., (2002:5) for staffing and Bae & Lawler (2000:509) for participative management.

The questionnaire for organizational performance is adapted from Delaney & Huselid (1998:949) and Bae & Lawler (2000:511). Questionnaire uses likert scale: 5 for strongly agree, 4 for agree, 3 for undecided, 2 for disagree, 1 for strongly disagree.

DATA ANALYSIS

Descriptive analysis is used to see the trend of respondents respons toward the main research variables based on the mean (average). In additions, the data were analyzed by using SEM (Structural Equation Modeling) to investigate the contribution of each dimension of construct and the degree of influences of national culture variable on HRM practice, and the influence of HRM practice on organizational performance.

RESULTS

Profile of Respondents

Survey instrument were distributed in the mid of Jan 2011 till Mar, 30 2011 to 596 companies listed in the B’lore Stock Exchange 2011. After waiting the response from respondents for a month, the number of questionnaire returned were 42 units (response rate: 12.50%). In the beginning Jan 2011, we sent 260 questionnaires to the companies which did not return the first questionnaire and we tried to phone the companies. At last, 81 questionnaire returned. Therefore, totally, we accepted 113 questionnaire, however 5 unit questionnaire were defective, and only 108 questionnaire were analyzed. The total sample of the research meet the maximum likehood approach.

Position of respondents in the companies are as follows: Manager/director of HRM are 64 respondents (59.3%), Assistant of Manager/director of HRM are 41 respondents (37.9%), the rest of the respondents are supervisor 3 (2.8%). Totally, 97% respondents were manager and assistant manager of HRM. Logically, the respondents understand the characteristic of HRM practices and therefore it will minimize common method bias.

Description of the main variable-Collectivism-Individualism dimension

Generally, respondents feel that they are collectivist. Collectivism dominate their every day life. Individualism-collectivism dimension is represented by six indicators, one of them is question 4 (Q4) that states: Back to their home town at the ‘Id/Diwali/Christmas is very importance though spend a lot of money, energy and time. 46 respondents (42.6%) answered agree, 23 respondents (21.3%) answered strongly agree, so total score for Q4 is 406 or 75.185%
Power Distance dimension

This dimension reflects the level of perceived power distance felt by respondents. Dimension power distance is represented by six indicators, one of them is question 5 (Q5) that states: "Generally, employees prefer a superior who act like a father (paternalistic style) is charismatic, protects the subordinate and nurturant." On average, respondents answered range between 4 (high), and 5 (very high). Totally, score for power distance is 76.48%. Based on the established score, this means that respondents admitted that power distance still attaches for the majority of them.

Masculinity-Femininity dimension

Masculinity dimension is measured by seven indicators, for example: it is better to live with family rather than get promoted in the job but live in another city without family. 80.21% respondents state they agree with the statement. It means that feminism is living together with their family is preferred to living without the family. Respondents do not value house and luxury car higher than family.

Uncertainty Avoidance dimension

Generally, it can be concluded that there is a tendency of anxiety among the employees. And it is getting higher because of environmental uncertainty and job insecurity as a result of macroeconomic instability. Therefore, this finding is different from Hofstede’s (1980) that stated Indian society belonged to low uncertainty avoidance.

Organizational Culture Variable

The variable measured perceived organizational culture felt by employees. Organizational culture variable was measured by five indicators such as: “Competence is the only criterion used in hiring new employees, reward and promotion”. 56 respondents (51.9%) answered agree and 13 respondents (12.0%) answered strongly agree, therefore the total score for this indicator is 392 or 72.59%.

HRM Variables-Staffing Variable

Staffing was measured by six indicators, among them is: Selection process is very tight by using various tests and interviews”. Generally, respondents stated that in staffing process, competence is considered as the most important factors, though may be there is another factor such as past employment and family relationship with the management of the organization. However, the last two factors are not considered to be dominant factors.

Participative Management variable

Participative management is measured by six indicators, among them such as: "Employee participates in the quality circle, work team, and information sharing. " The majority of respondents answered lie between 4 (high) and 5 (very high). Total score for this indicator is 80.21%. It means that the level of participative management in the companies surveyed is high.

Career Development variable

Career development variable is measured by six questions such as: “People with good character is preferred to people with good skill at work”, also with the statement: "Promotion is due to loyalty and closed relationship with the superior than performance”. Respondents responded for these questions lie between 4 (high) and 5 (very high). Total score for this variable is 78.7%. It means that the respondents admitted that having good relationship with the superior is important. Although, for career development, it is also important to have a good skill at work. 

Compensation variable

Compensation variable was measured by six indicators, such as the statement: “Employee’s long of service is taken into account in the compensation.” 52 respondents (48.1%) answered agree, and 35 respondents (32.4%) answered strongly agree. Total score for this indicator is 439 or 81.29%. It means that most of the companies involved in the survey use fixed pay and compensation policy is not based on the individual performance.

Organizational performance variable

Organizational performance variable was measured by six indicators related to: sales growth, financial capability, profitability, market growth and employee productivity.

In general, respondents stated that the performance of the organization where they work were perceived as above industry average. The scores for this indicator lie between 4 (high) and 5 (very high). Total score for this indicator is 80.03%.
Results of Reliability Test

Table 1: Cronbach’s Alpha Coefficient

<table>
<thead>
<tr>
<th>Construct</th>
<th>Number of items</th>
<th>Number of remaining item</th>
<th>Cronbach’ Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individualism-Collectivism (P)</td>
<td>6</td>
<td>4</td>
<td>.8810</td>
</tr>
<tr>
<td>Power Distance (Q)</td>
<td>6</td>
<td>6</td>
<td>.8716</td>
</tr>
<tr>
<td>Masculinity (R)</td>
<td>7</td>
<td>5</td>
<td>.7853</td>
</tr>
<tr>
<td>Uncertainty Avoidance (S)</td>
<td>9</td>
<td>7</td>
<td>.8843</td>
</tr>
<tr>
<td>Organizational Culture (T)</td>
<td>5</td>
<td>4</td>
<td>.8138</td>
</tr>
<tr>
<td>Staffing (U)</td>
<td>6</td>
<td>5</td>
<td>.7947</td>
</tr>
<tr>
<td>Participative (V)</td>
<td>6</td>
<td>5</td>
<td>.7473</td>
</tr>
<tr>
<td>Career Development (W)</td>
<td>6</td>
<td>5</td>
<td>.8877</td>
</tr>
<tr>
<td>Compensation (X)</td>
<td>6</td>
<td>5</td>
<td>.8867</td>
</tr>
<tr>
<td>Organizational Performance (Y)</td>
<td>5</td>
<td>5</td>
<td>.8791</td>
</tr>
</tbody>
</table>

Sources: Research Data

Apart from all indicators i.e. 62 items, there are 51 items; it means that there are 11 items were eliminated. *Cronbach’s Alpha coefficient* ranged from 0.7473 to 0.8877, therefore, it can be considered as very good and accepted. (Hair et al., 1998).

The Results of Reliability Construct Testing

The result of construct reliability testing is still within the internal consistency, therefore the researcher can relies on the indicator. Table 2 presents the result of reliability test for all main variables.

Table 2: Construct Reliability for each construct

<table>
<thead>
<tr>
<th>Construct</th>
<th>CR ()</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collectivism-Individualism (P)</td>
<td>.8860</td>
</tr>
<tr>
<td>Power Distance (Q)</td>
<td>.8770</td>
</tr>
<tr>
<td>Masculinity (R)</td>
<td>.8020</td>
</tr>
<tr>
<td>Uncertainty Avoidance (S)</td>
<td>.8850</td>
</tr>
<tr>
<td>Organizational Culture (T)</td>
<td>.8200</td>
</tr>
<tr>
<td>Staffing (U)</td>
<td>.7990</td>
</tr>
<tr>
<td>Participative (V)</td>
<td>.7520</td>
</tr>
<tr>
<td>Career Development (W)</td>
<td>.8880</td>
</tr>
<tr>
<td>Compensation (X)</td>
<td>.8890</td>
</tr>
<tr>
<td>Organizational Performance (Y)</td>
<td>.8640</td>
</tr>
</tbody>
</table>

Sources: Data Research

Minimum cut-off value of construct reliability is 0.70. Based on Table 2, the score for all construct, CR > 0.70. The result indicates that each construct meets the reliability requirement (Ferdinand, 2002).

Two-Step Model-Building Approach

Steps taken in the two-step approach to SEM:

1. To sum all item scale into summed-scale indicator for each construct by using factor score as weight.
2. To standardize each summed-scale indicator (z-score) with mean= 0 and standard deviation= 1
3. To determine errors () and lambdas () terms, then make errors () and lambdas () terms as parameter in SEM.

Table 3 presents the result of calculation error () and lambda () terms based on two step model-building approach:

Table 3: Error and Lambda Terms for each factor

<table>
<thead>
<tr>
<th>Construct</th>
<th>Lambda ()</th>
<th>Error Epsilon ()</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individualism-Collectivism (P)</td>
<td>0.783</td>
<td>0.079</td>
</tr>
<tr>
<td>Power Distance (Q)</td>
<td>0.522</td>
<td>0.067</td>
</tr>
<tr>
<td>Masculinity (R)</td>
<td>0.596</td>
<td>0.050</td>
</tr>
<tr>
<td>Uncertainty Avoidance (S)</td>
<td>0.587</td>
<td>0.045</td>
</tr>
</tbody>
</table>
Hypothesis Testing - Measurement Model

In this step, structural full model is estimated by computing scores taken from the composite model in Table 3. The model is good when hypothetical model is theoretically supported by empiral data. The result of SEM analysis is presented in Figure 1.

**Figure-1: Output Research Model**

**Table-4: Evaluation of Goodness of Fit Indices**

<table>
<thead>
<tr>
<th>Goodness of fit index</th>
<th>Cut-off Value</th>
<th>Results</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>$\chi^2$ - Chi-square</td>
<td>-</td>
<td>34.957</td>
<td>Good</td>
</tr>
<tr>
<td>Sign. Probability</td>
<td>$\geq 0.05$</td>
<td>0.140</td>
<td>Good</td>
</tr>
<tr>
<td>CMIN/DF</td>
<td>$\leq 2.00$</td>
<td>1.295</td>
<td>Good</td>
</tr>
<tr>
<td>GFI</td>
<td>$\geq 0.90$</td>
<td>0.945</td>
<td>Good</td>
</tr>
<tr>
<td>AGFI</td>
<td>$\geq 0.90$</td>
<td>0.888</td>
<td>Marginal</td>
</tr>
<tr>
<td>TLI</td>
<td>$\geq 0.95$</td>
<td>0.964</td>
<td>Good</td>
</tr>
<tr>
<td>CFI</td>
<td>$\geq 0.95$</td>
<td>0.978</td>
<td>Good</td>
</tr>
<tr>
<td>RMSEA</td>
<td>$\leq 0.08$</td>
<td>0.052</td>
<td>Good</td>
</tr>
</tbody>
</table>

Sources: Research Data
Structural Model to test Hypotheses

Table 5 shows the result of national culture testing in the second order approach to Confirmatory Factor Analysis (CFA). Hypothesis testing was done based on the output of Amos 4.01. The hypotheses will be accepted if the coefficient is negative or positive at the level of significance of \( p < 0.05 \). It is done by comparing between CR score of loading factor or regression weight at the calculated probability and the value of critical probability at \( p < 0.05 \) or \( p < 0.01 \). Table 5 presents the output for overall dimension and hypothesis in the research.

| INDIVIDUALISM  | --- NATIONAL CULTURE, SO | 1.282 | .122 | 10.544 | *** |
| POWER DIST     | --- NATIONAL CULTURE, SO | .928  | .088 | 10.573 | *** |
| MASCULINITY    | --- NATIONAL CULTURE, SO | -0.94 | .115 | -0.821 | .412 |
| UNCERTAINTY    | --- NATIONAL CULTURE, SO | .755  | .099 | 7.599  | *** |
| STAFF          | --- NATIONAL CULTURE, H 1a | -0.049 | .082 | -0.599 | .549 |
| PARTICIPATIVE  | --- NATIONAL CULTURE, H 1c | .027  | .086 | 0.309  | .757 |
| CAREER         | --- NATIONAL CULTURE, H 1c | .408  | .104 | 3.914  | *** |
| COMPEN         | --- NATIONAL CULTURE, H 1d | .394  | .107 | 3.682  | *** |
| STAFF          | --- ORG CULTURE, H 2a    | .953  | .086 | 11.115 | *** |
| PARTICIPATIVE  | --- ORG CULTURE, H 2b    | .929  | .089 | 10.413 | *** |
| CAREER         | --- ORG CULTURE, H 2c    | .131  | .102 | 1.274  | .203 |
| COMPEN         | --- ORG CULTURE, H 2d    | -0.033 | .096 | -0.341 | .733 |
| PERFORMANCE    | --- STAFFING, H 3a      | .040  | .301 | .134   | .894 |
| PERFORMANCE    | --- PARTICIPATIVE, H 3b  | -0.057 | .311 | -0.183 | .855 |
| PERFORMANCE    | --- CAREER DEV H 3c     | .388  | .107 | 3.618  | *** |
| PERFORMANCE    | --- COMPENSATION, H 3d   | .140  | .104 | 1.343  | .179 |

Sources: Authors Compilation

Test of National Culture Dimension Based on CFA

Based on the output AMOS 4.01, the value of CR national culture dimension respectively as follows: collectivism-individualism dimension is 10.544, power distance is 10.573, and uncertainty avoidance is 7.599. For all three national cultural dimension are significance at \( p < 0.05 \). Therefore, it is concluded that the three dimensions are confirmed as dimensions of national culture. Because the value of CR for masculinity is -0.821, it is concluded that masculinity is not confirmed as a dimension of national culture.

**HYPOTHESES TESTING**

**Hypothesis 1a**

Hypothesis 1a states that national culture is positively influence on staffing. Based on the Table 5. Value CR is -0.599 and is not significant, therefore, Hypothesis 1a is not supported. In other words, national culture does not influence staffing practices. A number of companies may likely follow foreign company in staffing by conducting fit and proper test to select new employees. In this method, competency is one of the most important factor in staffing decision.

**Hypothesis 1b**

Hypothesis 1b states that national culture positively influence on participative management. Based on value in Table 5, value of CR is 0.309 and is not significant at \( p < 0.05 \), thus \( H 1b \) is not supported.

Hypothesis 1b is developed based on Jaeger’s research finding (1986:179). Accoding to Jaeger, in the country with high power distance tingi, participative management is responded by anxiety, distrust and disrespect. Manager who tries to encourage his subordinates to participate in the workplace is perceived by employee as weak and incompetent. Participative management is prefered in USA, but does is not prefered in Mexico. Power distance also influence on work team formation. In high power distance country, work team does not work effectively because members of team who belong to lower class are not comfortable to encounter face to face with other member who belong to higher position in the organization. Although, in the descriptive analysis, it has been mentioned that respondents admitted that power distance is relatively high, in the companies suveyed, participative management is common.
The result is not consistent with Hofstede (1980) and Jaeger (1986), who predict that in high power distance society, there will be less participative management. Thus Hypothesis 1b is not supported. National culture does not influence on participative management.

**Hypothesis 1c**

Hypothesis 1c states that national culture positively influence on career management. Based on the data analysis presented in Table 5, value of CR is 3.914 and significant at p < 0.05, thus H 1c is supported. In high masculinity society, performance is highly valued, therefore person career can be predicted from what one does, and every one may compare oneself to another based on what one has achieved. Conversely, in low masculinity society, (high femininity), career management will be based on who one is. Thus, positions in the organization will be occupied by people who are considered to be humble, loyal and good character.

**Hypothesis 1d**

Hypothesis 1d states that national culture positively influence compensation. Base on the result presented in Table 5 value of CR 3.682, and significant at p < 5, thus hypothesis 1d is supported. As presented in descriptive analysis, the majority of respondents states that compensation system is based on fixed pay. In that system long of service is one of the most important factors, thus the longer employee work for the company, the more likely employee have higher wage.

**Hypothesis 2a**

Hypothesis 2a states that organizational culture positively influence on staffing. Based on the result provided in the Table 5, value of CR is 11.115, and significant at p < 0.05; thus H 2a is supported. In the descriptive analysis shows that the majority of companies adopts professional culture, where competency and performance are valued higher than personal relationship. Thus staffing decision will be based on competency rather than other factors.

**Hypothesis 2b**

Hypothesis 2b states that organizational culture positively influence on participative management. Table 5 shows that value of CR is 10.413, and significant at p < 0.05, thus Hypothesis 2b is supported. By using organizational culture, management established behavior norm for employee and determined expected performance for employee. Therefore, it is not surprising that in high power distance society, the majority of companies surveyed practiced participative management.

**Hypothesis 2c**

Hypothesis 2c states that organizational culture positively influence on career development. The result of computation presented in Table 5 shows that value of CR is 1.274, and significant at p < 0.05, thus hypothesis 2c is not supported. It seems that national culture is more dominant in career development rather than organizational culture. In high feminine culture, companies tend to adopt more parochial culture than professional culture. Thus, national culture influence stronger than organizational culture.

**Hypothesis 2d**

Hypothesis 2d states that organizational culture positively influence on compensasation practice. Table 5 shows that CR value is -0.341 and is not significant at p< 0.05, thus hypothesis 2d is not supported. As presented in descriptive analysis, the majority of companies involved in this research adopt professional in career development, therefore, their compensation policy are based on competency and performance.

**Hypothesis 3a**

Hypothesis 3a states that staffing positively influence on organiztaional performance. The result data analysis presented in Tables 5 show that the value of is 0.134 and is significant at p< 0.05, thus hypothesis 3a is not supported. Staffing is one of the most important HR functions, (Dessler, 1997:78). The reason is that organizational performance depend on perfoomance of each employee performance. However, staffing process is time consuming and cost much money and job assignment that do not fit with the employee result organization find difficulties to exploit employee competency to generate expected productivity.

**Hypothesis 3b**

Hypothesis 3b states that participative management positively influence on organizaional performance. Table 5 shows that the value of CR is -0.183, and is not significant at p< 0.05, thus hypothesis 3b is not supported. Based on the data analysis, it conludes that adoption of participative management does not always result higher organizational performance. The reason is that participative management process take much more time to solve the problem in the workplace. Besides, employees are expected to have strong will to involved in the decision making process. These may lead inefficiency in decision making, because for some reasons decision making must be delayed. Whereas, in highly competitive business, organizations are required to solve the problem quickly and to make a decision efficiently.
Hypothesis 3c

Hypothesis 3c states that career development positively influence on organizational performance. Table 5 show that the value of CR is 3.618 and significant at \( p < 0.05 \), thus, hypothesis 3c is supported. This result is consistent with Early’s finding (1994:686), who stated that national culture will reinforce HRM policies and practices, and it will lead organizational is better. As noted by Newman & Nollen (1996:753), that congruency between HRM policies and practices and national culture will endorse employee behavior which consistent with their values and expectation. Eventually, employee will do their best and exceed the established performance.

Hypothesis 3d

Hypothesis 3d states that compensation positively influence on organizational performance. Based on the result analysis presented Table 5, it reveals that the value of CR is 1.301 and is not significant at \( p < 0.05 \), thus, hypothesis 3d is not supported. In Anglo-Saxon countries, performance-based pay is common practice. It leads organizational performance is better. However, performance-based pay is not common practice in companies in country with high power distance and low individualism such as in China (Lowe, 2002:45). In this research, although compensation positively influence on organizational performance, its influence is not strong. As presented in descriptive analysis, the majority of companies adopts fixed-base pay policy. Basically, this policy can not encourage employees to use their talent best, because every employee knows that whether he/she works harder than other or not, he/she will get the same amount of money in the end of the month.

CONCLUSIONS, RECOMMENDATION AND LIMITATIONS

Conclusion

Based on the result of data analysis, we found that the score for national culture dimension respectively as follows. The score for collectivism is 78.45 %, power distance is 76.48 %; masculinity is 80.21 % and uncertainty avoidance is 77.88 %. When the result is compared to Hofstede finding in 1980, it indicates that two dimension i.e. collectivism is relatively unchanged (stable). However, masculinity-femininity and uncertainty avoidance dimension tend to change toward higher score. Base on the confirmatory analysis related to the national culture dimension, individualism-collectivism, power distance and uncertainty avoidance are confirmed as national culture dimension, but masculinity-femininity is not. National culture positively influence on the HRM practices. Some of dimension of national culture positively influence on HRM practice i.e. career development and compensation. Organizational culture positively influence on HRM in two areas i.e. staffing and participative management.

In this research, career development is the only one variable positively influence on organizational performance. Besides, career development is strongly related to national culture. Based on the descriptive analysis, the majority of respondents tend to prefer for people with good character to people with good skill at work. It may be concluded that employee who have good character will likely able to use their capability in working with other people. Whereas, cooperation is required for every employee to pursue organizational objective.

Recommendation

The research shows that national culture positively influence on HRM practices. Therefore, it is important for practicing managers to take cultural factor into account in formulating and adopting HRM concept from other country (especially from Western countries). The reason is that HRM concepts always contains unspoken assumption that is underlying values in the certain society. Beside, it is important that an attempt should be done to find an alternative management science that is based on Indian values. Therefore, there is an opportunity for Indian management scholars to search and developed management practice which is consistent with Indian cultural values. As it is often mentioned in this study, some Indian MNC organization such Infosys or Wipro has been successfully adopted management practices consistent with its environment so that it results an outstanding organizational performance because of influence of Local Culture. For the foreign companies operate in India, this research recommendes that host country culture should be taken into account in implementing management policies. Companies must adjust their management practice in accordance with their environment so that the companies may generate successful performance.

Limitations

The research respondent were HR manager/director or assistant of HR managers. They were chosen because it is assumed that they understand HRM policy andpractice in the company. However, because of their position, it is possible that their responds tend to answer the question based on their self-interest i.e. for the sake of organizational interest, not based on what they felt as individuals. One other possible limitation was that the participants may have been able to recognize a desirable answer for the question. Besides, it relied on cross sectional and self-report data. Therefore, our ability to make causal statement about hypothesized relationship is constrained. Longitudinal studies are needed to offset the disadvantages of cross sectional design. In addition, future research, it is suggested to involve lower level employee who become the object of HRM practice, and people who are not so linked with the interest of organization.
REFERENCES


TRAINING AND DEVELOPMENT PRACTICES OF LIFE INSURANCE CORPORATION

A. Kishore Babu

ABSTRACT
Life Insurance Corporation of India ever since its inception in 1956 has grown phenomenally both in terms of volume and value. The LIC improved its performance on all major parameters like policies marketed, sum assured, premium income etc. The phenomenal growth of LIC largely can be attributed to various training and development programs undertaken by it in areas such as sales and general management, investment, marketing, finance etc. It is to be worth mentioned that there exists a positive correlation between training & development and performance of LIC and in particular agents. In other words, the performance of agents is directly related to the business performance of LIC. In view of the importance of training & development in enhancing the performance of LIC, an attempt is made in this article to assess the Training and development practices of LIC.

KEYWORDS
Agents, In-House Training, LIC, Management Development Center, National Insurance Academy, Overseas Training Programs etc.

INTRODUCTION
Every organization needs to have well trained employees to perform the activities that have to be done by specialists alone. To increase job performance, it is necessary to raise the skill levels and increase the versatility and adaptability of employees. In a rapidly changing society, training and development is not only an activity that is desirable but also an activity in which an organization has to invest resources, if it is to maintain available and knowledgeable employees.

Training is a process of learning a sequence of programmed behavior. It is an application of knowledge and it gives employees an awareness of the rules and procedures to guide their behavior. It attempts to improve their performance on the current job and prepare them for an intended job. Dale S. Beach defined training as the organized procedure by which employees learn knowledge and skills for a definite purpose.

Development is a related process. It covers not only those activities, which improve job performance, but also those, which bring about growth of the personality. It also helps individuals in actualizing their potential capacities so that they become not only good employees but also better men and women. The term development can be defined as the nature and direction of change taking place among personnel through educational and training processes.

SIGNIFICANCE OF TRAINING AND DEVELOPMENT
Every organization should train and develop all its employees irrespective of their qualifications, skills and suitability for the jobs. Training is something that is given not once to new employees but is to be given continuously. Further, technological changes and automation requires updating the skills and knowledge of employees. As such, an organization has to retrain and develop the existing employees. The significance of training and development of employees and executives can be understood from the following observations.

Training and development help employees to improve their job knowledge and enable them to remain up-to-date. They can handle job operations with relative ease and comfort. They can work more competently, meet the deadlines, achieve the targets and show performance as they know the most effective and efficient ways of performing jobs. Further, the increasingly complex nature of modern jobs demands systematic training to make possible even minimum levels of accomplishment.

Training and development also enable employees to perform their jobs with limited supervision and control. In fact, subordinate employees in almost all the organizations want less supervision and greater independence, which is not possible, unless the employee is adequately trained. Besides this, organizations can sustain their effectiveness, despite the loss of key personnel only through the creation of a reservoir of highly developed employees. Above all, flexibility, the ability to adjust to short-run variations in the volume of work requires personnel with multiple skills to permit their transfer to jobs where the demand is the highest. In a competitive environment, the only resource, which cannot be replicated by competitors, is the ‘Human Resource’. In the final reckoning, competition between companies is actually competition between the competencies of the respective human resources. It is the training intervention that helps in optimizing the utilization of the human resources in the furtherance of organizational goals, through a systematic process of development of their competencies. Committing adequate resources to training also demonstrates the ‘Corporate will’ to keep the human resources on the cutting edge of knowledge and best practices.

3Director, Vestal Institute of Management & IT, Andhra Pradesh, India, alapatikishorebabu@yahoo.com
TRAINING AND DEVELOPMENT PRACTICES OF LIC

Life Insurance Corporation of India was established in 1956 with a capital of Rs 5 crores. Since then, it has grown phenomenally and contributed a lot to the growth and development of the nation. Its new business performance in terms of sum assured increased from Rs. 277.67 crores in 1957 to a phenomenal high of Rs. 4,96,680.53 crores in 2011-12. Similarly, the first year premium income rose from Rs. 88.65 crores in 1957 to Rs. 81,862.25 crores in 2011-12. Even its investment income is more than Rs one lakh crore during 2011-12. The astounding success of the LIC can be attributed to its committed and qualitative manpower, which in turn can be attributed to the various training and development programs undertaken by the Corporation. The LIC has a total manpower of 1,19,767 during 2011-12. Besides this, it has a huge agency force of 12,78,243 during the same period. For the overall development of these employees and agents, it conducts various training and development programs at its internal training institutes. Besides this, it also deputes its employees to various external training institutes. The LIC has well established training infrastructure such as Management Development Center, Mumbai; National Insurance Academy, Pune; 8 Zonal Training Centers; 113 Divisional Training Centers; 33 Sales Training Centers of employees. These in-house training centers impart training to its officers in the areas like HRD, Investment, Marketing, Finance & Accounts, Sales and general management etc. Further, the LIC deputes its senior executives to various international training institutes to enable them to face the challenges of competition. In view of the importance of internal training institutes, a brief discussion is made here-under about National Insurance Academy, Pune and Management Development Center, Mumbai.

NATIONAL INSURANCE ACADEMY

The National Insurance Academy (NIA), Pune was established in 1980 to provide training, research, consultancy and publishing services to the industry. The Academy trains around 2000 executives a year. Its commitment to train Indian Insurance Industry executives in technical and managerial disciplines has been rated highly. Though the academy was set up for the domestic market, the NIA very quickly came to be known for its excellence in producing highly trained insurance personnel from India and other developing countries. The Academy apart from training overseas executives in their own countries also conducts several international seminars in the areas of investment, health insurance and agricultural insurance at regular intervals. Further, it offers programs for top management in areas such as, market research, public relations, financial management and financial services, human resource management and computer & information technology. It also covers technical programs pertaining to non-life insurance such as reinsurance management, risk management and rural insurance. Above all, it maintains global standards by drawing on the expertise of its highly qualified core faculty and practicing senior level executives from the insurance industry. The Academy undertakes research programs with substantial relevance to insurance operations besides handling prestigious and specific assignments in insurance related activities including suggesting changes to the Insurance Regulatory Framework in India.

MANAGEMENT DEVELOPMENT CENTRE

The Management Development Center, Mumbai has been playing a vital role in aligning the learning initiatives to the business goals of the Corporation by imparting managerial and functional training to the Middle and Senior Level Managers thereby ensuring constant growth in the quality of human resources. The MDC has conducted as many as 109 training programs during 2011-2012 to improve the knowledge and skill levels of employees.

TRAINING PROFILE

The LIC as mentioned earlier conducts training & development programs at its internal training institutes besides deputing its employees and officers to various external training institutes. The training profile of employees and officers of LIC for the period from 2007-08 to 2011-12 has been presented in table-I. The table points out the fact that the LIC relies more on in-house training programs as compared to external training programs. For instance, the number of employees and officers who have undergone training programs at the internal training institutes are far more than those who have undergone training at the external training institutes.

<table>
<thead>
<tr>
<th>In-House Training</th>
<th>2007-08</th>
<th>2008-09</th>
<th>2009-10</th>
<th>2010-11</th>
<th>2011-12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Development Institute</td>
<td>2,884</td>
<td>2,878</td>
<td>2,328</td>
<td>2,703</td>
<td>2,197</td>
</tr>
<tr>
<td>National Insurance Academy</td>
<td>2,367</td>
<td>2,286</td>
<td>1,797</td>
<td>2,509</td>
<td>1,876</td>
</tr>
<tr>
<td>Zonal Training Centers</td>
<td>28,921</td>
<td>34,344</td>
<td>38,224</td>
<td>41,782</td>
<td>43,271</td>
</tr>
<tr>
<td>Total</td>
<td>34,172</td>
<td>39,508</td>
<td>42,349</td>
<td>46,994</td>
<td>47,344</td>
</tr>
<tr>
<td>External Training Institutes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Within Country</td>
<td>632</td>
<td>730</td>
<td>584</td>
<td>850</td>
<td>549</td>
</tr>
<tr>
<td>Abroad</td>
<td>21</td>
<td>13</td>
<td>9</td>
<td>12</td>
<td>15</td>
</tr>
<tr>
<td>Total</td>
<td>653</td>
<td>743</td>
<td>603</td>
<td>862</td>
<td>564</td>
</tr>
<tr>
<td>Grand total</td>
<td>34,825</td>
<td>40,251</td>
<td>42,952</td>
<td>47,856</td>
<td></td>
</tr>
</tbody>
</table>

Source: Annual reports of LIC of India
OVERSEAS TRAINING PROGRAMS

The Corporation as mentioned earlier deputes senior level executives to Overseas Training Institutes like-The Foundation for the Advancement of Life and Insurance around the world (FALIA), Asian Institute of Management (AIM), International Federation of Training and Development Organization (IFTDO), Swiss RE, Munich RE etc to enable them to face the challenges of competition. The number of senior executives deputed to overseas training is depicted in table-2. The table shows that the Corporation deputed 21 executives to International Training Institutes for undergoing training and development programs during 2007-08. Subsequently, the number of executives deputed to overseas training has declined for two years and stood at 9 in 2009-10. After that, executives who are deputed to overseas training & development programs have increased and stood at 15 in 2011-12. In percentage terms, the number of executives deputed to abroad for undergoing training & developmental programs varied between a low of (-) 38.10 percent in 2008-09 and a high of 33.33 percent in 2010-11. This shows that the Corporation does not have a uniform policy in deputing senior executives to abroad for undergoing training & development programs.

Table-2: Executives Deputed Overseas Training Institutes

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Executives Deputed</th>
<th>Percent of Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007-08</td>
<td>21</td>
<td>-</td>
</tr>
<tr>
<td>2008-09</td>
<td>13</td>
<td>(-) 38.10</td>
</tr>
<tr>
<td>2009-10</td>
<td>9</td>
<td>(-) 30.77</td>
</tr>
<tr>
<td>2010-11</td>
<td>12</td>
<td>33.33</td>
</tr>
<tr>
<td>2011-12</td>
<td>15</td>
<td>25.00</td>
</tr>
</tbody>
</table>

Sources: Annual reports of LIC of India

TRAINING FOR WOMEN

The LIC also undertakes training programs for women managers. The training programs include health issues of women and children, need for continuous professional development and practical solutions for balancing career and family. Apart from this, it conducts group discussions to enlighten the women managers to enable them to know their strengths and weaknesses. The leadership style in women, the need for transformational approach and the need for retaining feminine qualities are amply stressed in the training programs.

TRAINING FOR FIELD PERSONNEL

The LIC designed and developed different training programs to cater to the needs of field personnel. The Corporation imparts training to field personnel at its sales training centers and zonal training centers. The training equips agents with basic knowledge on insurance like the technical terms used, the types of policies available, ethics, code of conduct and so on. The number of executives who have undergone training programs for the period from 2007-08 to 2011-12 has been presented in table-3. The table shows that development officers who have undergone training increased for two years and then declined for two years and stood at 7,396 in 2011-12. Likewise, the agents who have undergone training have increased from 2,64,278 in 2007-08 to 5,40,623 in 2008-09. After that, the number of agents who have undergone training has decreased phenomenally and reached a low of 1,70,215 in 2011-12. It appears that the LIC does not follow a uniform policy in the training programs conducted for field personnel.

Table-3: Training for Field personnel

<table>
<thead>
<tr>
<th>Year</th>
<th>Development Officers trained</th>
<th>Agents Trained</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007-08</td>
<td>6,474</td>
<td>2,64,278</td>
</tr>
<tr>
<td>2008-09</td>
<td>10,996</td>
<td>5,40,623</td>
</tr>
<tr>
<td>2009-10</td>
<td>16,033</td>
<td>4,39,602</td>
</tr>
<tr>
<td>2010-11</td>
<td>11,898</td>
<td>2,18,044</td>
</tr>
<tr>
<td>2011-12</td>
<td>7,396</td>
<td>1,70,215</td>
</tr>
</tbody>
</table>

Sources: Annual reports of LIC of India
Notes: Field personnel refer to Development officers and Agents

PERFORMANCE

The LIC as mentioned earlier undertakes various training and development programs continuously for its different cadres of employees. The importance of training needs no further emphasis as it helps in heightened morale, increased productivity and increased organizational stability. In the light of the above, an attempt is made to assess the impact of training programs on the productive performance of agents. However, one should not forget the fact that employee training is one of the factors that helps in improving the performance of agents.
PRODUCTIVITY OF AGENTS

Organizations through increased productivity can achieve economies of operations eventually leading to higher returns to customers and greater prosperity to all its stakeholders. The productivity has to grow at all levels in the office and the field. The agents have to increase the sales of policies both qualitatively and quantitatively. In short, the strength of a life insurance company can be judged by the quality and competency of its agency force. In LIC, the number of agents has increased from 11,93,744 in 2007-08 to 14,02,807 in 2009-10. Subsequently, the strength of agency force has come down and stood at 12,78,234 in 2011-12. On the other hand, the average business per agent has increased continuously from Rs 14,57,966 in 2007-08 to Rs. 38,90,681 in 2011-12. A critical analysis reveals that while the agents have grown by 1.07 times, the average business per agent has grown by 2.67 times during the period under consideration. The productive performance of agents is presented in table-4.

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Agents</th>
<th>Average Business per Agent (In Rupees)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007-08</td>
<td>11,93,744</td>
<td>14,57,966</td>
</tr>
<tr>
<td>2008-09</td>
<td>13,44,856</td>
<td>27,03,648</td>
</tr>
<tr>
<td>2009-10</td>
<td>14,02,807</td>
<td>28,31,163</td>
</tr>
<tr>
<td>2010-11</td>
<td>13,37,064</td>
<td>33,21,106</td>
</tr>
<tr>
<td>2011-12</td>
<td>12,78,243</td>
<td>38,90,681</td>
</tr>
</tbody>
</table>

Sources: Annual reports of LIC of India

CONCLUSIONS

The LIC conducts various training and development programs to its officers, employees and field personnel. These training and development programs have a positive impact on its overall performance especially on the productive performance of agents. This is evident from the fact that the productivity of agents is more than doubled within a short span of five years. Consequently, the business performance of LIC is quite commendable despite intense competition. However, the LIC has to design and develop high quality training and development programs to overcome the threat of competition and to improve its business performance.

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ORGANIZATIONAL COMMITMENT IN SINGARENI COLLIERIES COMPANY LIMITED

Bh. Venkateswara Rao

ABSTRACT

Singareni Collieries Company Limited markets its coal to diverse industries such as thermal power plants, cement, steel, paper, textile, tobacco, ceramics, pharmaceuticals, distilleries etc. With spurt in industrial growth and the resultant increase in demand for electricity, the company has been playing a key role in the growth and development of the nation. Further, with the new Electricity Act providing opportunities for independent power production and distribution, the demand for coal has increased phenomenally. The company in order to meet the increased demand for coal has increased the production despite a phenomenal decline in human resources. For instance, the human resources of SCCL declined from 86,025 in 2005-06 to 69,043 in 2009-10 while the production of coal rose from 361.38 lakh tonnes in 2005-06 to 504 lakh tonnes in 2009-10. The increased production with reduced manpower can be attributed to the qualitative and committed workforce of the company. In view of this, the present article aims at assessing the organizational commitment of employees in SCCL.

KEYWORDS

Absenteeism, Affective Commitment, Continuous Commitment, Employee Turnover, Fishers Test, Normative Commitment, Productivity, Singareni Collieries Company Limited etc.

INTRODUCTION

Organizational commitment also known as employee loyalty to organization is the degree to which an employee identifies with the organization and wants to continue actively and meaningfully participating in it. Like a strong magnetic force attracting one metallic object to another, organizational commitment is a measure of the employee’s willingness to remain with the organization in future. It often reflects the employee’s belief in the mission and goals of the organization and his willingness to expend effort in their accomplishments and intentions to continue working there. As an attitude, organizational commitment is most often defined as (i) a strong desire to remain a member of a particular organization, (ii) a willingness to exert high levels of effort on behalf of the organization, (iii) a definite belief in, and acceptance of the values and goals of the organization. In other words, this is an attitude reflecting employee’s loyalty to their organization and is an ongoing process through which organizational participants express their concern for their organization and its continued success and well-being.

The organizational commitment attitude is determined by a number of personal variables such as age, tenure in the organization, career adaptability, internal or external control attributions, and the organizational variables such as job design, values, support, procedural fairness, and the leadership style of one’s supervisors. Even organizational factors such as the availability of alternatives after making the initial choice to join an organization will affect subsequent commitment. It is to be noted that in the changed new environment, many organizations are not demonstrating evidence of commitment to their employees. However, recent research has found that an employee’s career commitment is a moderator between the perceptions of company policies and practices and organizational commitment. For example, even though employees perceive supervisory support, they would also need to have commitment to their careers in order to have high organizational commitment. Because of this multi-dimensional nature of organizational commitment, there is growing support for the three-component model proposed by Meyer and Allen. The three dimensions are affective commitment, continuance commitment, and normative commitment.

Affective commitment involves the employee’s attachment to, identification with, and involvement in the organization while continuance commitment involves commitment based on the costs that the employee associates with leaving the organization, which may be because of the loss of seniority for promotion or benefits. Normative commitment on the other hand involves employee’s feelings of obligation to stay with the organization. There is considerable research support for the three-component conceptualization of organizational commitment. It also generally holds up across cultures.

OUTCOMES OF COMMITMENT

There are mixed outcomes of organizational commitment. Both early and more recent research summaries do show support of a positive relationship between organizational commitment and desirable outcomes such as high performance, low turnover, and low absenteeism. There is also evidence that employee commitment relates to other desirable outcomes such as the perceptions of a warm, supportive organizational climate and being a good team member willing to help. However, some studies do not show strong relationships between commitment and outcome variables and others where there are moderating effects between organizational commitment and performance. For example, one study found a stronger relationship between organizational commitment and performance for those with low financial needs than for those with high financial needs. Another study found that the more the employees had on the job and with the employing organization, the less impact their commitment had on performance. Still another study found that commitment to supervisors was more strongly related to performance than was

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4Professor and Head, KKR & KSR Institute of Technology & Sciences, Andhra Pradesh, India, raobhv@yahoo.co.in
commitment to organizations. All these studies clearly indicate the complexity of commitment. Overall, most researchers would agree that organizational commitment is a better predictor of desirable outcome variables than job satisfaction and hence it deserves management’s attention.

MEASURES TO ENHANCE ORGANIZATIONAL COMMITMENT

As mentioned earlier, managers face a paradoxical situation regarding the commitment of employees. On the one hand, today’s focus on team work, empowerment and flatter organizations puts a premium on just the sort of self-motivation that one expects to get from committed employees. On the other hand, environmental forces are acting to diminish the foundations of employee commitment. Dessler suggests guidelines that help in enhancing employee’s organizational commitment. According to him, the right kind of managers should be hired. Further, managements should clarify their mission and it must be charismatic. All the same, they should stress on value based orientation and training. Besides this, organizations have to design and develop comprehensive grievance procedures in addition to providing for two-way communication. Further, they should provide promotional opportunities besides undertaking training programs for the development of employees.

THE PRESENT STUDY

Singareni Collieries Company Limited (SCCL) is the second largest coal mining company in India after Coal India Limited with a total manpower of 69,043. The company’s accredited function is to explore and exploit coal deposits in the Godavari Coal field area covering the four districts of Andhra Pradesh namely Adilabad, Karimnagar, Khammam and Warangal, where the coal reserves are a whopping 9435.78 million tones as per the reports of Geological Survey of India and the inventory covers up to a depth of beyond 600 meters which include reserves confirmed, indicated as well as inferred. The company markets its coal to diverse industries such as thermal power plants, cement, steel, paper, textile, tobacco, ceramics, pharmaceuticals, distilleries etc. With spurt in industrial growth and the resultant increase in demand for electricity, the company has been playing a key role in the growth and development of the nation. Further, with the new Electricity Act providing opportunities for independent power production and distribution, the demand for coal has increased phenomenally.

The company in order to meet the increased demand for coal has increased the coal production considerably despite a decline in human resources. For instance, the human resources of SCCL declined from 86,025 in 2005-06 to 69,043 in 2009-10 while the production of coal rose from 361.38 lakh tonnes in 2005-06 to 504 lakh tonnes in 2009-10. It shows that employees are working with involvement and commitment. In view of this, the present article aims at assessing the organizational commitment of employees in SCCL.

HYPOTHESES OF STUDY

• Both early and recent research support that there exists a positive relationship between employee commitment and desirable outcomes such as low turnover, low absenteeism and high performance.
• There is no significant difference in the opinions of executives and non-executives about their commitment towards SCCL.

OBJECTIVES OF STUDY

• To know the commitment of employees in terms of involvement with work, and favorableness towards the organization etc.
• To understand the opinions of employees about the outcomes of their commitment.
• To offer suggestions to the decision-making authority to enhance the commitment level of employees.

RESEARCH METHODOLOGY

The main objective of the study is to understand the organizational commitment of employees in SCCL where in a total of 69,043 people are employed in eleven mining areas such as Yellandu, Kothagudem, Manuguru, Ramagundam-I, Ramagundam-II, Ramagundam-III, Ramagundam-IV, Mandamarri, Bellampalli, Sirirampur and Bhoopalapalli. In Kothagudem mines, 7,607 people are employed out of which executives account for 1760 and non-executives account for 5,847. From these executives and non-executives, a sample of 5 percent is taken and hence executives constitute 88 and non-executives account for 292 taking the total sample size to 380. In short, stratified random sampling technique was used in the selection of sample respondents. Further, it is felt that questionnaire method of data collection is appropriate for the study since the sample respondents are literate. Hence, a questionnaire was designed, developed, and then administered to all the sample respondents. The responses of the sample respondents for all the 14 factors were taken on five-point scale, (Likert’s scale). Then these responses have been tabulated, processed and analyzed.

Fishers Test

As per the requirements of the study, Fishers test (F-test) has been conducted. In this regard, the researcher has found out the calculated values and table values for each of the 14 factors at a significance level of 5 percent. It is to be worth mentioned that if
the calculated values are less than table values, the hypothesis is accepted and vice versa. In other words, there is no significant difference in the opinions of executives and the non-executives about their commitment towards SCCL and vice versa.

RESULTS AND DISCUSSIONS

The results of F-test on all the 14 factors related to organizational commitment have been presented in table-1. The table shows that there is congruence in the opinions of executives and non-executives about their commitment towards the company barring few exceptions such as high absenteeism and employee turnover. For instance, absenteeism is as high as 20 percent on an average during the period of 2005-06 and 2009-10. Similarly, employee turnover is also high, as the human resources of the company have declined from 69,043 in 2009-10 to 86,025 in 2005-06. Despite these persistent problems, the company could increase the coal production from 361.38 lakh tonnes in 2005-06 to 504 lakh tonnes in 2009-10 besides improving its productivity (output per man shift) from 1.74 tonnes to 2.73 tonnes during the same period. It shows that employee commitment is high in SCCL.

<table>
<thead>
<tr>
<th>SL. No.</th>
<th>Factors in employee commitment</th>
<th>Calculated F-value</th>
<th>Table Value</th>
<th>Hypothesis at 5% level of significance (Accepted/Rejected)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Employees attend to work and return to work after established breaks promptly</td>
<td>4.47</td>
<td>19.00</td>
<td>Accepted</td>
</tr>
<tr>
<td>2</td>
<td>Employees show good performance and are highly involved in their work</td>
<td>9.93</td>
<td>19.00</td>
<td>Accepted</td>
</tr>
<tr>
<td>3</td>
<td>Malpractices made in the company are brought to the notice of management</td>
<td>16.83</td>
<td>19.00</td>
<td>Accepted</td>
</tr>
<tr>
<td>4</td>
<td>Employees avoid careless actions that could cause loss to the property of the organization</td>
<td>11.71</td>
<td>19.00</td>
<td>Accepted</td>
</tr>
<tr>
<td>5</td>
<td>Employees refrain from all actions that could cause damage to the image of the organization</td>
<td>12.16</td>
<td>19.00</td>
<td>Accepted</td>
</tr>
<tr>
<td>6</td>
<td>Employees hold organizational goals above personal goals</td>
<td>7.60</td>
<td>19.00</td>
<td>Accepted</td>
</tr>
<tr>
<td>7</td>
<td>Employees are willing to accept any type of job assignment</td>
<td>9.05</td>
<td>19.00</td>
<td>Accepted</td>
</tr>
<tr>
<td>8</td>
<td>The management of SCCL really inspires the best in employees in the way of their job performance</td>
<td>6.38</td>
<td>19.00</td>
<td>Accepted</td>
</tr>
<tr>
<td>9</td>
<td>SCCL is the best of all possible organizations to work for</td>
<td>7.14</td>
<td>6.39</td>
<td>Rejected</td>
</tr>
<tr>
<td>10</td>
<td>Employees in SCCL find it easy to agree with the policies on important matters relating to employees</td>
<td>12.02</td>
<td>19.00</td>
<td>Accepted</td>
</tr>
<tr>
<td>11</td>
<td>Employees absenteeism is low in SCCL</td>
<td>9.28</td>
<td>5.73</td>
<td>Rejected</td>
</tr>
<tr>
<td>12</td>
<td>Employees turnover is low in SCCL</td>
<td>19.00</td>
<td>9.61</td>
<td>Rejected</td>
</tr>
<tr>
<td>13</td>
<td>Employees suggest new ideas and techniques voluntarily</td>
<td>11.22</td>
<td>19.00</td>
<td>Accepted</td>
</tr>
<tr>
<td>14</td>
<td>Employees and their family members view SCCL favorably</td>
<td>7.11</td>
<td>161.40</td>
<td>Accepted</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

FINDINGS

- In SCCL, employees attend to work and return to work after established breaks promptly. All the same, they are highly involved in their work and hence they show good performance in their work.

- Employees are loyal to the company since they bring in all the malpractices to the notice of management. Further, they avoid careless actions that could cause loss to the property of the company. In addition to the above, employees refrain from actions that could cause damage to the image of the organization.

- Employees in SCCL hold organizational goals above personal goals. Further, they are willing to accept any type of job assignment. Even the management also inspires employees to improve job performance.

- Employees feel that SCCL is not the best organization to work for. This kind of perception among employees is due to the hard and hazardous nature of work coupled with poor working conditions.

- Employees agree with the policies of the company on all-important matters relating to them. However, absenteeism and employee turnover is high.
Employees in SCCL suggest new ideas and techniques voluntarily. Further, employees and their family members view the company favorably.

**SUGGESTIONS**

- SCCL is not the best of all organizations to work for as perceived by majority of the sample population. This kind of perception among employees is due to the hard and hazardous nature of work coupled with poor working conditions. Hence, the company should educate and enlighten its employees about the contribution of coal to the growth and development of the nation. This measure will create positive perceptions among employees since they feel that their work is socially relevant and useful.

- Absenteeism in SCCL is high due to various factors like hard nature of work, extreme weather conditions in coal mining areas and the participation of employees in various local rites and rituals. Hence, the company has to educate employees about the adverse repercussions of absenteeism in terms of reduced production and productivity. It should also announce additional benefits to those employees who put up cent percent attendance.

- In SCCL, employee turnover is high due to the voluntary retirement scheme introduced by the company in 1999-2000 and not by employee leftovers. Hence, it is suggested to the company to generate employment opportunities rather than downsizing manpower keeping in view the larger interests of the nation.

**CONCLUSIONS**

The commitment of employees in SCCL is very high as evident from the fact that the human resources of the company have declined from 86,025 in 2005-06 to 69,043 in 2009-10 while coal production rose from 361.38 lakh tonnes to 504 lakh tonnes during the same period. Further, the productivity or output per man shift also increased from 1.74 tonnes in 2005-06 to 2.73 tonnes in 2009-10. The increased production and productivity with reduced manpower could be attributed to the committed workforce of the company. To sum up, employees in SCCL work with involvement and commitment.

**REFERENCES**

A STUDY ON IMPACT OF JOB SATISFACTION OF FACULTY MEMBERS ON STUDENT SATISFACTION IN BUSINESS SCHOOLS IN DELHI & NCR REGION

Rachna Agrawal5 Munish Nagar6

ABSTRACT

Many fold expansion in institutional capacity in higher education has enhanced enrolment ratio from less than 1% in 1950 to about 15% in 2012. Further, the phenomenal growth of Indian industry over last two decades has also resulted in increasing demand for efficient business managers from business schools. Most of the higher educational institutes throughout the country are suffering from acute shortage of faculty. Students for no fault suffer the effect of high faculty attrition. Teaching has also become an unattractive profession today for which young talents prefer other hefty paid salaried jobs and career options.

The objective of this research paper is two folded; first to identify factors of faculty job satisfaction and student’s overall satisfaction in this knowledge economy, and second to examine the role of faculty job satisfaction in generating student satisfaction. Chi square test was used to test the hypotheses; to determine the association of faculty’s job satisfaction level with faculty’s salary and with students’ overall satisfaction level. Results indicate that in today’s fast changing economy, faculty members thrive for professional growth and development, not just salary, to secure better positions in future. The findings of this research paper presents the concept of Human Sigma within educational context, stating that a contended faculty is a source of students’ satisfaction, but for this purpose, faculties need to be retained and satisfied.

KEYWORDS
Faculty, Job Satisfaction, Retention, Attrition, Student Satisfaction etc.

INTRODUCTION

At present India is striving to compete in a globalized economy in areas that require highly trained professionals, and thus the quality of higher education has become increasingly significant. Experience, which the students will derive from higher education, is largely dependent on the performance of faculties. The faculties have played a major role in student learning.

Today more than ever before in human history, the wealth or poverty of a nation depends on the quality of the higher education (Malcolm Gillis, 1999). India has one of the largest Higher Education (HE) systems in the world. There are three principle levels of qualifications within the degree structure of Indian HE system; the bachelor/undergraduate level, master's/post-graduate level and doctoral/pre-doctoral level; also included are diploma courses at undergraduate and postgraduate level.

Management institutes a part of higher education system, determine the career paths of the youth and in turn the future of the country. Students, parents, teachers, staff and society in general are the stakeholders of these institutes. Faculty members, the core eighty percent human resource of any management institute, have the potential and power to transform the future generation of a country. The most valuable information to have regarding an employee in an organization is a validated measure of his/her level of job satisfaction (Roznowski and Hulin 1992). Behavioural and social science research suggests that job satisfaction and job performance are positively correlated (Bowran and Todd 1999). A better understanding of job satisfaction and factors associated with it is helpful to guide employees' activities in a desired direction. Job satisfaction is significantly linked to factors like employee motivation and performance (Ostroff, 1992), employee absenteeism (Hackett & Guion, 1985) and turnover (Griffeth, Horn, & Gaertner, 2000) and even positively influences organizational citizenship behavior (Organ & Ryan, 1995). Satisfaction is a relevant measure because many studies have demonstrated that other factors being equal, satisfied individuals are likely to be willing to exert more effort than unsatisfied individuals (Bryant, 2006; Özgüngör, 2010). The same holds true for satisfied faculty members and students as well in education institutes.

According to the Department of Higher Education, Ministry of Human Resource Development MHRD, educational sector has witnessed a tremendous increase in its institutional capacity since independence. Over the years, the number of management institutes for higher learning has increased tremendously; but this growth in number of institutes and enrollment of students has not been supported by proportionate growth in number of faculties. Most of the higher educational institutes throughout the country are suffering from acute shortage of faculty, not to mention good faculty members. To face faculty crisis, educational institutes opt for ad hoc, part time or visiting faculties who teach only for a few couple of hours. These faculties are least committed towards the institute; as they work in multiple places to make a living. They thus seem to be frustrated and not motivated.

5 Associate Professor, Department of Management Studies, YMCA University of Science & Technology, Haryana, India, rachna_ag@rediffmail.com
6 Assistant Professor, Department of Management Studies, Aravali College of Engineering and Management, Haryana, India, munish.munish@hotmail.com
The conceptual framework proposed for this research study is shown in Figure 1.

Figure 1: Conceptual Framework of Faculty Job Satisfaction and Student Satisfaction

There is need to identify the issues associated with faculty job satisfaction and retention and pave out proper solutions for the same. In an attempt to increase the Gross Enrolment Ratio (GER) in higher education to 21% by the end of the 12th five-year plan period from the current 13.5%, MHRD has formulated an action plan to achieve this target. Raising the GER would entail an additional enrollment of over 26 million in higher education and almost one million school teachers by 2020. For faculty attraction and retention, the ministry is mulling Human Resource Planning and Management (HRPM) centers at the university level to assess teacher requirement and plan their professional growth research and faculty development programmes such as seminars, training, workshops, incentives and award schemes.

The second concept in the research - Students’ satisfaction surveys are relevant in ascertaining whether colleges and universities are fulfilling their mission. Satisfied students are more likely to be committed and continue their studies (as measured by a higher retention rate) than unsatisfied students, who are likely to be less willing to regularly attend classes, and are more likely to quit their studies (Jamelske, 2009; Borden, 1995). Institutes have assessed students ‘satisfaction for many reasons. Some have measured the levels of student satisfaction in order to examine accountability reporting and self-improvement process across departments and colleges; others have examined student satisfaction to determine if satisfaction ratings of college programs and services are associated with the satisfaction of the overall college experience. Still others have investigated student satisfaction items related to issues such as student retention and attrition.

REVIEW OF LITERATURE

Olsen (1995) studied that faculty members who express higher satisfaction with teaching are less likely to gain support and recognition from their peers in their respective departments. Hoy & Miskel, (1996) assumed that the interaction of variables such as task characteristics, organizational characteristics, and individual characteristics influences job satisfaction. Three theoretical frameworks of job satisfaction can be identified in the literature framework one is based on content theories of job satisfaction.

Oshagbemi (2000), said that the job aspects that are usually related to low satisfaction include pay, university policies, resource availability, work environment. Bell (2001) Stated Considering that professors are paid roughly 25% to 30% less than they are paid roughly similarly educated professionals, there is cause to worry that an increasing number of faculties leave for the private sector. Gazioglu and Tansel (2002) believed that job satisfaction is not only an indicator of overall individual well-being but also a good predictor of intentions or decisions of employees to leave a job.

Lorange (2003) said that the quality and achievements of academic complements determine the quality of management education programs, management research, and the perception of schools in academic as well as business environments. Nicholls (2004) summarizes how work suggests that the scholarship of teaching: can be found in refereed articles and papers; is practiced by excellent teachers; is associated with the knowledge of the expert teacher and focuses on teachers’ experience-based knowledge. Rosser & Daniels (2004) Stated balancing work and family is a prevalent problem in academia and major concern for faculty of all disciplines. Diaz-Serrano and Cabral Vieira (2005) defined job satisfaction as a “pleasurable or positive emotional state resulting from the appraisal of job experience. Gary (2005) Stated Quality in teaching and learning can only be enhanced if the faculty members are satisfied and content.

Lucrecia and Glenn A. Daley (2006) found that universities and higher education institutions are at the crossroads in terms of their future development. Peng and Samah (2006) that attempted to discover factors of education service contributing the most to students’ satisfaction level, identified lecturer and faculty as significant affecting factor. Venkatraman (2007) has proved that faculty has a major impact on students’ learning and is the main strength in an educational institution. (Billups, 2008) Stated that College students’ satisfaction has been conceptualized in various ways as “satisfaction with college experience".
Hogan (2007) summarized in Britain, a survey by the University of Buckingham found that 30 per cent of British teachers who left teaching that year had been in the profession for less than five years. Toutkoushian et al. (2007) shows an unexplained wage difference in favour of men in both the general labour market (19.2%) and academia (6-8%), depending on institution type.

The Emerging Directions in Global Education (EDGE) survey report 2009, on “Faculty Recruitment and Retention-The Issues and Challenges throws light on the challenges involving faculty recruitment and retention in India. Mooney, Knox, and Schacht (2010) According to them women continue to fall behind men in wages, regardless of occupation or education level. Yildirim & Aycan, (2010) stated that family conflict to be a significant predictor of job satisfaction. Malik (2011) found that work itself accounted for 63% of the variance in overall job satisfaction of university faculty members at one university. Bozeman and Gaughan (2011) found that men faculty that who are tenured had higher job satisfaction than women and the untenured. King and Kerr (2012) noted, “Academic advising is clearly a key factor in challenging and supporting students in making a successful transition to college, feeling a part of their institutions, and achieving their educational goals”.

OBJECTIVES OF STUDY

The objectives of the research paper are as follows:

1. To establish the importance of having satisfied faculty members and its role in overall students’ satisfaction level.
2. To identify and understand various factors affecting faculty job satisfaction, retention and attrition in management institutes.
3. To identify factors affecting students ‘performance and satisfaction level in management institutes.
4. To suggest appropriate measures to improve the faculty satisfaction rate of management institutes, through the final study report.

HYPOTHESIS FOR STUDY

Hypothesis H1: In management institutes, faculty job satisfaction is positively associated to faculty’s monetary benefits.

Job satisfaction is a result of employee's perception of how well their job provides those things that are viewed as important. Hypothesis H1 is based on assumption that if faculty positions become less economically attractive, the level of dissatisfaction could rise substantially. As faculties, compare their salaries not only to those in other professions, but also to other faculties, inside and outside of their institutions; salary becomes an important determinant of job satisfaction.

Hypothesis H2: In management institutes, high level of faculty job satisfaction is positively associated with high level of students’ satisfaction level.

The assertion made in this paper is that there exists a relation between faculty job satisfaction and student satisfaction; that influences student performance, learning and motivation. If faculty members stay dissatisfied and disinterested with their jobs, it is apparently going to have direct consequences on students. To grasp the complexity of students ’satisfaction, it is not enough to know only the degree to which students are satisfied, but to understand the factors that contribute to their satisfaction. Most scholars agree that the relationships between students and faculty are vital to student success in college. In this study, student satisfaction is conceptualized as “overall satisfaction with faculty and institute related factors”.

RESEARCH METHODOLOGY

The research is of descriptive research design. Total Colleges Selected was 48 from Delhi/NCR Survey:

The primary data for this study was collected from two important sources of management institutes:

- The faculty members and students,
- Non probability convenience sampling technique was adopted,
- Two separate self completion questionnaires were designed, based on one for faculty members and the other for students,
- A pilot study was carried out to test the reliability of the self developed scales and as the scales showed high reliability they were considered as good measures for main phase study,
- A score of seventy percent and more on respective satisfaction scales was considered as high level of satisfaction for the purpose of this study.

Independent variable: The independent variable “faculty job satisfaction” was measured on five factors Employment conditions (\(=0.81\)).
- Work environment (0.77)
- Teaching climate (0.80)
- Professional development (0.79)
- Institute’s culture and value (0.74)
- Five-point Likert rating scale was used with “5” indicating “highly satisfied” and “1” indicating “highly dissatisfied” conditions. For the purpose of this study, a score equal to or more than seventy percent was considered as high job satisfaction. Faculties were also asked to rank order six factors important from their retention and attrition point of view.

**Dependent variable:** Students’ overall satisfaction, the dependent variable was measured on two factors using a self-designed scale.

- First factor related to faculty(Γ =0.78), with items like faculties’ concern for students, competent and knowledgeable faculty, quality of interaction between faculty and students, faculties’ expectations from students and so on.
- The second factor of satisfaction related to institute (http://www.rajivgandhiguide.ac.in, 0.76), campus interviews, availability of academic advisors or counselors, amount of financial aid/scholarships available, additional training in form of workshops & seminars, reputation of the institute.
- To test hypothesis H2, students were asked to rank following factors “self-interest and competency” faculty leaving during academic year faculty retention throughout the completion of course, facilities provided by institute and family support in order of its impact on their performance and satisfaction level.
- To understand faculty members’ perception about factors influencing students’ performance and satisfaction, they were also asked to rank order above five factors.

**RESULTS AND FINDINGS**

The survey was conducted in management institutes of Delhi/NCR profile of the respondents included working professors, associate professors, assistant professors and students.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Attrition Factors</th>
<th>Rank</th>
<th>Retention Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>No future growth;</td>
<td>1.</td>
<td>Salary and leave benefits;</td>
</tr>
<tr>
<td>2.</td>
<td>Job security;</td>
<td>2.</td>
<td>Promotion &amp; career advancement;</td>
</tr>
<tr>
<td>3.</td>
<td>Lack of support &amp; freedom by the director;</td>
<td>3.</td>
<td>Co-operation and support from higher levels;</td>
</tr>
<tr>
<td>4.</td>
<td>Low salary;</td>
<td>4.</td>
<td>Working conditions;</td>
</tr>
<tr>
<td>5.</td>
<td>Isolation / Poor relationship with colleagues;</td>
<td>5.</td>
<td>Good relations &amp; communication with colleagues;</td>
</tr>
</tbody>
</table>

**Table-1: Attrition and Retention Factors**

<table>
<thead>
<tr>
<th>Factors</th>
<th>N (%)</th>
<th>Mean (M)</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment conditions</td>
<td>48</td>
<td>2.47</td>
<td>0.98</td>
</tr>
<tr>
<td>Work Environment</td>
<td>48</td>
<td>3.07</td>
<td>1.02</td>
</tr>
<tr>
<td>Teaching Climate</td>
<td>48</td>
<td>3.76</td>
<td>1.23</td>
</tr>
<tr>
<td>Professional development</td>
<td>48</td>
<td>2.33</td>
<td>0.94</td>
</tr>
<tr>
<td>Institute’s culture &amp; values</td>
<td>48</td>
<td>3.24</td>
<td>1.15</td>
</tr>
</tbody>
</table>

**Table-2: Mean Scores of factors affecting Faculties Job Satisfaction**

Sources: Authors Compilation

48% faculty members responded by returning completely filled questionnaires. Demographics of the respondents showed that 63% were female faculties. 76% of the respondents represented young faculty belonging to 26-35 years age group. Their level of experience showed that 42% had teaching experience of less than 1 to 2 years and only 2% had served more than 15 years. A high 58% of faculties were working on contract basis. 65% of faculty members were found pursuing a PhD degree; probable reason being that University Grants Commission (UGC) of India now links achieving a PhD degree with promotion.

A substantial 78% of faculty members were dissatisfied with their jobs. High level of dissatisfaction was exhibited for professional development (M=2.33) and employment conditions (M=2.47), see Table 2. The major issues of concern were time provided for research work, availability of research support & facilities and promotion policy. Respondents opined that they could not carry out research activities with full efficiency in presence of high workload and non-teaching activities. Faculty members when asked to rank factors that had significant impact on their intention to leave current position, the leading ones were no future growth; job security and lack of support & freedom (see Table 1).
Faculty members were found somewhat satisfied with teaching climate (M=3.76), see Table 2, while respondents were contended with quality of students, availability of teaching aids, reputation & progress of the institute; they were not much satisfied with participation in decision making and freedom to choose subjects to be taught. Empowerment and recognition proves to be key motivators for job satisfaction. On exploring faculty retention factors, results identified career advancement & promotion (rank 1) as the foremost important factor, followed by salary and leave benefits (rank 2) and then co-operation & support (See Table 1).

It seemed faulty members were hesitant to give their opinion about the work environment (M=3.07), refer Table 2, and chose to remain neutral for matters like support from colleagues or seniors, relationship with HODs/director and infrastructure. As main concern of most faculties was completing their PhD, less guidance or support in this regard can lead to more job dissatisfaction. Above-mentioned findings clearly indicate that faculty members feel strong need of professional development culture, which is an important contributor in their retention and job satisfaction.

Findings related to Students

250 questionnaires were distributed to students of which 147 students responded (59% response rate). 61% students were pursuing MBA course while the rest had taken up MMM, MPM and MCM courses.

64% students showed high levels of dissatisfaction with faculty related factors, consistency of instructional quality, faculties’ concern for students and faculty retention. However students (73%) seemed somewhat satisfied or at least neutral with other institute related factors like additional training in form of workshops & seminars, extra and co-curricular activities, infrastructure and reputation of the institute.

When it is observed that ranking of factors, influencing students’ performance and satisfaction (refer Table 3)

<table>
<thead>
<tr>
<th>Influencing Factors</th>
<th>Effect on Students’ Performance</th>
<th>Effect on Students’ Overall Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Ranking by Student</td>
<td>Ranking by Faculty</td>
</tr>
<tr>
<td>Students’ self-interest and competency</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Faculty leaving during an academic year</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Faculty retention throughout the completion of course</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Facilities provided by institute</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Family support</td>
<td>5</td>
<td>5</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

It appears that faculty and students share only one factor family support out of five. While students attach great importance to faculty attrition, faculty members seem to have underestimated its impact on students. Striking is the difference in importance attached to the factor faculties retention throughout the completion of course. Faculty members appear to view it differently, ranking it fourth against students ranking it as the top most factors influencing their overall satisfaction level. According to students when it comes to their performance and results, faculty leaving during an academic year is more significant than their own interest and competency. However, faculty is viewing same issue differently, as they consider students’ interest and competency responsible for students’ performance. Overall, there appears to be remarkable difference in the perceptions of faculty members and students regarding factors influencing students’ performance and satisfaction.

**HYPOTHESIS TESTING**

Chi square test was used to test both the hypotheses; to determine the association of faculties’ job satisfaction level with faculties’ salary and with students ‘overall satisfaction level.

**Hypothesis H1:** In Management Institutes, faculty job satisfaction is positively associated to faculty’s salary.

**H0:** In Management Institutes, faculty job satisfaction is not positively associated to faculty’s salary.

<table>
<thead>
<tr>
<th>Table-4: Chi-Square Test</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Value</strong></td>
</tr>
<tr>
<td>Linear-by-Linear Association</td>
</tr>
<tr>
<td>N of Valid Cases</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
Hypothesis 1:
In management institutes, faculty job satisfaction is positively associated to faculty’s salary. The computed value of chi square at degree of freedom (df) equal to one and 5% significance level was 0.82. This value being much lesser than the table value 3.841, null hypothesis was accepted; indicating no positive association between faculty job satisfaction and faculty’s salary.

Hypothesis H1: In Management Institutes, high level of faculty job satisfaction is positively associated with high level of students’ satisfaction level.

Hypothesis H0: In Management Institutes, high level of faculty job satisfaction is not positively associated with high level of students’ satisfaction level.

Table-5: Chi-Square Test

<table>
<thead>
<tr>
<th>Linear-by-Linear Association</th>
<th>Value</th>
<th>df</th>
<th>Asymp Sig. (2 sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>N of Valid Cases</td>
<td>6.245</td>
<td>1</td>
<td>0.05</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Hypothesis 2
In management institutes, high level of faculty job satisfaction is positively associated with high level of students’ satisfaction level. For hypothesis H2 the computed chi square value 6.00 was greater than the table value 3.841 at degree of freedom (df) 1 and significance level alpha 0.05. Hence, null hypothesis was rejected. This signifies a positive association of faculty job satisfaction with students’ overall satisfaction level.

CONCLUSIONS
Based on research analysis, it can be concluded that salary is not primary but the secondary determinant of job satisfaction for faculty in today’s knowledge economy. This is in agreement with a study, which stated that although money is an influential factor at every stage, but it is not necessary that money alone can increase motivation of every faculty. There are intangibles (for instance growth & development, recognition and feedback) that are primary motivators for the faculties’ inspiration to perform effectively. Monetary does not always provide adequate recognition or ensure contentment.

Lack of professional development, time and support provided for research activities were factors responsible for highest dissatisfaction. In this fast changing economy, faculty members today thrive for professional growth and development to secure better positions in future. As most respondents were working on contract basis, the assurance of permanent job and job security could also compensate for lower pay.

The findings of this research paper propagate the theory of Human Sigma as developed by Fleming and Asplund (2007) in educational settings. It proves a strong positive correlation between faculties’ satisfaction and students’ satisfaction. Faculties and students experiences need to be managed together, not as separate entities. The internal students’ satisfaction would always be a precondition to orientation and satisfaction of the faculties. The findings also demonstrate difference in views of faculties and students concerning factors influencing students’ performance and overall satisfaction. Students perceive both, faculty attrition during academic year as well as during the course as factors hampering their performance or satisfaction. A satisfied faculty is a source of students’ satisfaction but for this, they need to be retained and satisfied.

LIMITATIONS & SCOPE FOR FURTHER RESEARCH

Limitations
- The major limitation of this study is that it may not be appropriate to generalize its findings.
- Sample size and study area are being limited only to Delhi/NCR.
- The data obtained through questionnaires were all self-reports from the participants hence the findings may be subject to response consistency effect.

Scope of Research
1. For further research, a model which focuses on faculty need for professional growth and research opportunities may be proposed;
2. A study on how to retain and attract talented faculties may be done in future.
3. Especially the growing percentage of women faculties in cities of India will be significant topic for research.
REFERENCES


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THE GLIMPSES OF MANAGERS’ QUALITIES IN SRI VISHNU SAHASRANAMA

K. V. Murali Krishna

ABSTRACT

In the great Indian epic ‘Mahabharata’, there is a chapter ‘Anushasanika parva’, which is a compendium of ‘Ethics in Administration’ and it was narrated authentically by Bheeshmacharya, the commander - in - chief of the Kaurava army and highly revered person in the court of Dhritarashtra, to Yudhishthira. The Vedas and Vedic knowledge always consider human being as the manifestation and manipulation of the divinity. Therefore, the Vedic scholars say ‘Prajnaanam brahma’ inherent intrinsic awareness and consciousness are the divinity in all living beings. That awareness is in me/us hence Vedas say ‘aham brahmaasmi’. It is present in you too hence ‘thathwam asi’. The divinity is present in an atom ‘anoranceyaan’ and in the universe ‘mahato mahayeeaan’. Human beings are considered as the children of immortality, ‘srunvanthu visve amruthasya putraa’.

KEYWORDS
Managers, Sri Vishnu, Sahasranama etc.

INTRODUCTION

The Vedas declare that there are three pathways for anyone to opt, first one is (the pathway of) ‘brahmajnaana prayaanam’, second ‘dharma jnaana prayaanam’ and the third ‘karmajnaana prayaanam’. Of which a manager has to opt for second and the third, i.e. doing the karma without a hidden agenda but with dhrarmic values. Thus, the duty whichever is assigned to an individual is divine and godly. A manager, who discharges his duty with devotion, is but a form of Lord Sri Mahavishnu himself, because he is the the ‘Sitti kaara’ of this colossus Universe, who explicitly manages and controls the Universe. Hence, the qualities of Lord Mahavishnu can be attributed to an ideal and committed manager.

The ‘Sri Vishnu Sahasranama’, as compiled by Bheeshmaacharya, comprises of one hundred and thirty verses, of which one hundred and eight verses accommodate the one thousand names of Lord Mahavishnu and the remaining twenty-two verses come under ‘Phalashruti’. In the verse – 7 of ‘Sri Vishnu Sahasranama’ (given below):

Isanah pranadah prano jyeshthah sreshthah prajapatih
Hiranyagarbho bhugarbho madhavo madhusudanah .. 8

Isanah: He who controls and regulates everything.
Pranadah: One who bestows or activates the Prana, the vital energy.
Prano: The Supreme Being.
Jyeshthah: The eldest of all; for there is nothing before Him.
Sreshthah: One deserving the highest praise.
Prajapati: The master of all living beings, because He is Ishvara.
Hiranyagarbho: One who is Atman of even Brahma the creator.
Bhugarbho: One who has got the world within Himself.
Madhavo: The Consort of Ma or Mahalakshmi or one who is fit to be known through Madhu-Vidya.
Madhusudanah: The destroyer of the demon Madhu.

7Associate Professor, Silver Jublee Government College, Andhra Pradesh, India, murali.kalluru@gmail.com
Bheeshmaacharya praises Lord Mahavishnu as ‘Isanaha’, the controller and regulator of everything. An ideal manager of an entrepreneurship, shouldering the responsibility of its progression should continuously monitor, control and regulate its every wing. The manager receives laurels as ‘praanadaha’, the provider of vital energy, if he leads the organization into a state of prosperity with unquenchable enthusiasm. The noble manager is truly ‘praano’, the Supreme Being. He should take every precaution that his ‘Supremacy’ never gets infected by ego. In fact he should utilize all his abilities for the betterment of the firm.

The manager is also ‘yeshthaha’, the eldest of all. His co-workers through his cordial, compassionate attitude, while discharging his duties should recognize his greatness. Then only the manager receives praise from all as ‘sreshtaha’, one who deserves highest praise and as ‘prajapatih’, the supreme master of all (living beings).

An ideal manager is eligible to be praised as ‘hiranyagarbho’, atman of Brahma. The manager is the heart and soul of his firm. All his senses should contribute only for its progressive development. The manager is praised as ‘bhugarbho’, who got world within himself. The manager should have a comprehensive knowledge over his firm and should never reveal any of its secrets to any outsider. The manager receives accolades as ‘madhavo’, consort of Mahalakshmi and as ‘madhusudhana’, the destroyer of demon Madhu, when he utilises his wisdom and skill for the firm’s financial betterment. He should never let either internal or external destabilizing factors to harm the firm. He should be stringent towards such evil doers and should act promptly in weeding them off.

In the verse–12 of ‘Sri Vishnu Sahasranama’ (given below):

वसुर वसुमानाः सत्या समत्मा समिता समः।
अमोघः पुंडरिकक्षो वृषकर्मः वृषाकृतिः।

Vasur vasumanah satyah samatma sammitah samah
Amogah pundarikaksho vrusha-karma vrushakrutih .12

Vasur: One in whom all beings dwell and one who dwells in all beings.

Vasumanah: The term Vasu means wealth or riches. Here it indicates greatness. So it means one possessed of a great mind i.e. a mind free from attachments, anger and other evil qualities.

Satyah: One whose nature is Truth.

Samatma: One whose mind is Sama, without partiality or anger and thus the same towards all beings.

Sammitah: This name and the previous (samatma) occurring together, can be split in two ways - as samatma + sammitah and as samatma + asammitah.

Samah: One unperturbed at all times.

Amogah: One whose worship will never go in vain, but will bear ample fruits.

Pundarikaksho: One who has pervaded, i.e. is realized in, the lotus of the heart. Alternatively, one whose eyes resemble the petals of a lotus.

Vrushakarma: One whose actions are according to vrushas i.e. Dharma.

Vrushakrutih: One who takes form for the sake of Vrshas or Dharma?

Bheeshmaacharya invokes Lord Mahavishnu as ‘vasur’, in whom all beings dwell and who dwells in all living beings and praises as ‘vasumanaha’, great in mind, wealth and traits. In fact, every manager should create an ideal working atmosphere of ‘I care for you all and you all care for me’. He should grow rich simultaneously along with the firm and fellow employees. At the same time he should tread the path of righteousness and helpful to the society. All managers should be endowed with ‘satyaha’, whose nature is truth, ‘samata’, equality towards all, ‘sammitaha’, who spreads the feel of togetherness and ‘samah’, unperturbed even in crisis. An ideal manager is praised as ‘amogha’, whose worship bears plenty of fruits. That means, he never let down the persons who work with commitment for the firm. Every manager is truly revered as ‘pundarikaksho’, he who is found in the lotus of the heart, if they through their friendly attitude, win the hearts of their fellow employees. The manager whose every action is in accordance with righteousness is praised as ‘vruhakarma’, whose actions follow dharma and as ‘vruhakrutih’, who manifests himself for the sake of dharma.

In the verse – 19 of ‘Sri Vishnu Sahasranama’ (given below):

वसुर वसुमानाः सत्या समत्मा समिता समः।
अमोघः पुंडरिकक्षो वृषकर्मः वृषाकृतिः।

Vasur vasumanah satyah samatma sammitah samah
Amogah pundarikaksho vrusha-karma vrushakrutih .19

Vasur: One in whom all beings dwell and one who dwells in all beings.

Vasumanah: The term Vasu means wealth or riches. Here it indicates greatness. So it means one possessed of a great mind i.e. a mind free from attachments, anger and other evil qualities.

Satyah: One whose nature is Truth.

Samatma: One whose mind is Sama, without partiality or anger and thus the same towards all beings.

Sammitah: This name and the previous (samatma) occurring together, can be split in two ways - as samatma + sammitah and as samatma + asammitah.

Samah: One unperturbed at all times.

Amogah: One whose worship will never go in vain, but will bear ample fruits.

Pundarikaksho: One who has pervaded, i.e. is realized in, the lotus of the heart. Alternatively, one whose eyes resemble the petals of a lotus.

Vrushakarma: One whose actions are according to vrushas i.e. Dharma.
Mahabuddir mahaviryo mahasaktir mahadyutih
Anirdesyavapuh shriman ameyatma mahadridhruk .19

Mahabuddir: The wisest among the wise.

Mahaviryo: The most powerful one, because Ignorance which is the cause of Samsara is His great power.

Mahasaktir: One with great resources of strength and skill.

Mahadyutih: One who is intensely brilliant both within and without.

Anirdesyavapuh: One who cannot be indicated to another as: 'He is this', because He cannot be objectively known.

Shriman: One endowed with greatness of every kind.

Ameyatma: The Spirit with intelligence that cannot be measured by any one.

Mahadridhruk: One who held up the great mountain ‘Mandara’ at the time of the churning of the Milk Ocean and also Govardhana in his Krishna incarnation.

Bheeshmaacharya praises Lord Sri Mahavishnu as ‘mahabuddir’, the wisest among the wise and as ‘mahaviryo’, the most powerful one. All the entrepreneurships bountifully prosper, only if they are lead by the managers who are very wise, capable of skillfully handling problems and both internally, externally strong. The managers with such qualities truly deserve the adoration as ‘mahasaktir’, one who has great strength and skill. The manager should possess a clean conscience. His heart should be like an open page. Such a manager receives accolades as ‘mahadyutih’, one who is intensely brilliant both within and without. That manager is really ‘anirdesyavapuh’, one who is indescribable, that means there will be nothing to pin point about him. The manager with this high stature is truly a ‘Shriman’, one who is great in all aspects and he is praised by all as ‘ameyatma’, a spirit with immeasurable intelligence. The manager is considered as ‘mahadridhruk’, one who held up the Mandara mountain, if he puts all his efforts for the prosperity of the firm, particularly during the period of acute crisis.

In the verse – 34 of ‘Sri Vishnu Sahasranama’ (given below),

इस्तोविशिष्टसिस्तेषात् शिक्षंडी नहुषो वुषः
कोषतहा कोष्ठकक्तर्ताः विष्बाणूमहिः

Ishtovishistah shishtestah sikhandi nahusho vrushah
Krodhaha krodhakrut karta vishva-bahur mahidharah ..34

Ishto: One who is dear to all because He is of the nature of supreme Bliss.

Avishistah: One who resides within all.

Shishtestah: One who is dear to shishta or Knowing Ones.

Sikhandi: Sikhanda means feather of a peacock. One who used it as a decoration for His crown when he adopted the form of a cowherd (Gopa).

Nahusho: One who binds all beings by Maya the root 'nah' means bondage.

Vrushah: One who is of the form of Dharma.

Krodhaha: One who eradicatecs anger in virtuous people.

Krodhakrut karta: One who generates Krodha or anger in evil people.

Vishva-bahur: One who is the support of all or one who has got all beings as His arms.
Mahidharah: Mahi means both earth and worship. Therefore, the name means one who supports the earth or receives all forms of worship.

Bheeshmaacharya invokes Lord Sri Mahavishnu as ‘ishto’, one who is dear to all and as ‘avisishtaha’, one who resides within all. These qualities are must for all managers. Every manager should invariably win the hearts of his superiors and all his subordinates as well, through his gentle nature and welfare schemes. The manager, who is admired for his brilliance even by his superiors, naturally receives praise as ‘shistestaha’, one who is dear to wise. Every manager should prove himself as ‘sikhandi’, one who wears peacock feather in his crown. His contribution to the organization should get it a great name and prosperity. He should be like a golden feather in its cap. A truly ideal manager is praised as ‘mahusho’, binder of all beings, and as ‘vrushaha’, form of dharma, as he always strives to bring all working personnel together into unity and never deviates from the path of righteousness. The manager who never gives scope for heated verbal exchanges, and tactfully avoids all untoward incidents is praised as ‘krodhaha’, one who eradicates anger in virtuous people. An ideal manager should also assume the role of ‘krodhakrut karta’, one who causes anger in evil people, in the larger interest and safety of the organization. A committed manager receives adoration as ‘visva-bahur’, one who is the supporter of all and also as ‘mahidharaha’, one who supports the earth. This is true because the manager has a multifaceted role to play in nurturing and nourishing the each aspect of the organization.

Let there be adhyaathma saanthi (peace for self) aadhiboudhika saanthi (peace around us) adhidevatha saanthi (peace in the universe). Let all Entrepreneurships /organizations/firms prosper under the administration of efficient managers, who literally are the different forms of Lord Sri Mahavishnu himself. The ultimate aim of all the managers should be lokaa samasthaa sukhtino bhavanthu: let every individual of this Universe be happy and prosper.

"AA NO BHADRAAHA KRATAVO YANTU VISWATAHA”
- RIG VEDA

‘Let noble thoughts come to us from every side’.

Note: Read ‘he’ as ‘he/she’ and ‘his’ as ‘his/her’, because one can envisage Lord Mahavishnu in the incarnation of goddess ‘Jaganmohini’.

REFERENCES


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WORK STRESS AND EMPLOYEE PERFORMANCE OF PUBLIC SECTOR BANK EMPLOYEES: A STUDY OF UDAIPUR CITY

Puja Mathur8 Shweta Audichya9

ABSTRACT

Stress is a universal element and individuals in every walk of life have to face it. The employees working in different organizations have to deal with stress. Bankers are also under a great deal of stress due to many antecedents of stress. These stresses contribute to decreased organizational performance, decreased employee overall performance, decreased quality of work, high staff turnover and absenteeism due to health problems such as anxiety, depression, headache and backache.

The objective of the study is to explore the stress related problems of bankers employed in Public sector and examine the relationship between stress and performance and finally the impact of stress on employee performance. For this purpose, the junior and senior employees including managers and officers of public sector banks of Udaipur were selected. The results show that different factors contribute to stress and decreases performance of employees. The results suggest that organization should facilitate supportive culture within the working atmosphere of the organization.

KEYWORDS

Stress, Employee, Job Performance, Occupational Stress, Public sector Banks, Udaipur etc.

INTRODUCTION

Over the past few decades, stress is emerging as an increasing problem in organizations. Stress is vigorous state in which a person is confronted with an opportunity, demand, or resource related to what the individual wishes and for which the outcome is perceived to be both vague and vital. Stress is a common element in any kind of job and persons have to face it in almost every walk of life. During the past decade, the banking sector had undergone rapid and striking changes due to globalization and liberalization, increased competition due to the entrance of more private (corporate) sector banks, downsizing, introduction of new technologies, etc. Due to these changes, the employees in the banking sector are experiencing a high level of stress. Stress has been defined in different ways over the years. (Selye, 1936) first introduced the idea of stress in to the life science. He defined stress as the force, pressure, or tension subjected upon an individual who resists these forces and attempt to uphold its true state. According to him, stress can be understood more comprehensively as, it is a condition, which happens when one realizes the pressures on them, or the requirements of a situation, are wider than their recognition that they can handle. If these requirements are huge and continue for a longer period without any interval, mental, physical or behavioral problems may occur, (Health & Safety Executive UK).

According to ILO (1986), “It is recognized world-wide as a major challenge to individual’s mental and physical health, and organizational health.” Although stress includes both good and bad aspects but it is not necessarily bad. Stress has a positive effect on employees of any organization but up to a certain extent up to which an employee can cope with it, mostly it exceeds the bearable limits and has a negative result on employees. Robbins and Sanghi (2006) defines it as, “A dynamic condition in which an individual is confronted with an opportunity, constraints, or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important.” Robbins and Sanghi (2006) also contributed “stress is typically discussed in a negative context; it also has a positive value. It is an opportunity when offers a potential gain.” Rubina et al., (2008) contributed the same “Stress is not always negative or harmful and indeed, the absence of stress is death.” However, it still has destructive impact on employee performance. According to Usman and Ismail (2010), “One of the affected outcomes of stress is on job performance.” Therefore, it needs to be studied.

REVIEW OF LITERATURE

Stress is an inescapable part of human life style. Jamshed et al., (2011) suggested, “The workplace is potentially an important source of stress for bankers because of the amount of time they spent in their respective banks.” In addition, that stress often decreases their performance. Babak et al., (2010) studied “With excessive pressures, the job demands cannot be met, relaxation turns to exhaustion and a sense of satisfaction replaces with the feelings of stress, motivation sheds away and the workers start losing interest in the work and hence performance chart shows a negative trend.”

Jungwee Park (2007) contributed “Physical exertion and job insecurity can also cause stress.” so job insecurity is also a major cause of stress on the job that negatively affect the performance of employees in the banking sector. According to (Rose, 2003) employees have tendency towards high level of stress regarding time, working for longer hours which reduces employees urge for

8Assistant Professor, Pacific Institute of Management and Technology, Pacific University, India, mathur.puja11@gmail.com
9 Research Associate, Pacific Institute of Management and Technology, Pacific University, Rajasthan, India, shweta.audichya91@gmail.com
performing better. Management support helps in reducing or increases stress in employees (Stamper & Johlke, 2003). Stress exists in every organization either big or small. The work places and organizations have become so much complex due to which it exists, work place stress has significant effects over the employees job performance, and the organizations in UK are trying to cope with this scenario, (R. Anderson, 2003).

According to Anderson (2002) “work and family conflicts is also a predecessor which creates stress in employees of an organization.” In banks, the poor relationship among employees often cause stress and have adverse effects on the performance of employees. Lack of social support from colleagues and poor interpersonal relationships can cause stress especially among employees with a high social need.

**OBJECTIVES OF STUDY**

The study was carried out with the following objectives:

a. To explore the stress related problems of bankers.
b. To examine the relationship of stress and performance.
c. To suggest the measures for stress tolerance and to enhance work performance.

**RESEARCH METHODOLOGY**

**(A) Population**

The population selected for this particular study consists of employees from public sector banks in Udaipur. The banks selected were Union Bank of India, Punjab National Bank and the State Bank of India. Questionnaires were distributed and collected personally by the researchers.

**(B) Research Design**

The study is explorative in nature.

**(C) Sample Design**

The particulars of sample design:

- Area of study: Udaipur
- Size of sample: 150 public sector bank employees
- Type of data: Primary
- Data collection tool: Questionnaire

**RESULTS AND DISCUSSIONS**

This paper also includes an analysis of data collected by representing it in tabular form along with interpretations. The information collected was analyzed for arriving at proper conclusion on the topic.

**Sample Characteristics**

The Tables below summarize the respondents’ characteristics according to their gender, age, qualification, working areas, experience and income. Male (74%) bank employees made the major proportion of the sample size. About 70 percent of the respondents were under 35 years of age. Sixty percent of respondents were having Master’s degree. Sixteen percent respondents were from customer service department, 22 percent manager operations, 8 percent were from Remittance and 20 percent were from Accounting department, majority (48%) of which has income range from Rs.16, 000 to Rs. 25,000. Eighty-four percent employees were on permanent basis while only 16 percent were on temporary basis. The characteristics are as follows:

**Table-1: Respondent’s Gender**

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**Sources:** Primary Data
Table-2: Respondent’s Age

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<td>70</td>
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<td>35 to 44 yrs</td>
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<td>18</td>
<td>88</td>
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<tr>
<td>45 to 54 yrs</td>
<td>12</td>
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<td>96</td>
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<tr>
<td>More than 55 yrs</td>
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Sources: Primary Data

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Sources: Primary Data

Table-4: Respondent’s Qualification

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Sources: Primary Data

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<td>48</td>
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Sources: Primary Data

Table-7: Respondent’s Area of Responsibilities

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<td>Cash Operation</td>
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<td>Remittances</td>
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<td>Marketing</td>
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<td>Others</td>
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<td><strong>Total</strong></td>
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Sources: Primary Data
Table-8: Respondent’s Working Experience in Organization

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<th>Frequency</th>
<th>Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 5 Years</td>
<td>105</td>
<td>70</td>
<td>70</td>
</tr>
<tr>
<td>5 to 10 yrs</td>
<td>24</td>
<td>16</td>
<td>86</td>
</tr>
<tr>
<td>11 to 15 yrs</td>
<td>12</td>
<td>8</td>
<td>94</td>
</tr>
<tr>
<td>More than 15 yrs</td>
<td>9</td>
<td>6</td>
<td>100</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>150</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

**Sources:** Primary Data

**GENERAL FINDINGS**

Table-9: Percentage of Respondents who felt that they were Stressed

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stressed</td>
<td>96</td>
<td>144</td>
</tr>
<tr>
<td>Not Stressed</td>
<td>04</td>
<td>06</td>
</tr>
</tbody>
</table>

**Sources:** Primary Data

From the table 9, it is indicated that majority of the respondents (96%) working in public sector banks were stressed, whereas only few respondents felt that they were not stressed.

Table-10: Causes of Stress

<table>
<thead>
<tr>
<th>Causes of Stress</th>
<th>Percentage</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work overload and Time Pressure</td>
<td>29.33</td>
<td>44</td>
</tr>
<tr>
<td>Relations with co-workers</td>
<td>20.66</td>
<td>31</td>
</tr>
<tr>
<td>Family and Work life relations</td>
<td>15.33</td>
<td>23</td>
</tr>
<tr>
<td>Lack of Administrative Support</td>
<td>22.66</td>
<td>34</td>
</tr>
<tr>
<td>Feeling of Inequality</td>
<td>9.33</td>
<td>14</td>
</tr>
<tr>
<td>Job Difficulty</td>
<td>24.66</td>
<td>37</td>
</tr>
<tr>
<td>Inadequacy of Role Authority</td>
<td>22.66</td>
<td>34</td>
</tr>
<tr>
<td>Stress due to technological problems</td>
<td>12.66</td>
<td>19</td>
</tr>
<tr>
<td>Problematic customer relations</td>
<td>19.33</td>
<td>29</td>
</tr>
</tbody>
</table>

**Sources:** Primary Data

**Note:** Figures are not Mutually Exclusive

From Table10, it is inferred that major causes of stress among the public sector bank employees were excess of workload (29.33%) and lack of cooperation among the employees (22.66%) and job difficulty (24.66 %). Hence, it was found that employees felt that they were facing severe work and time pressure, as they were expected to handle multiple roles and responsibilities. Time stress is created by a real or imaginary deadlines; encounter stress is created by contact with other people [both pleasant and unpleasant].

Table-11: Various Attributes of Stress

<table>
<thead>
<tr>
<th>Various Attributes of Stress</th>
<th>Percentage</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Life Imbalance</td>
<td>52.66</td>
<td>59</td>
</tr>
<tr>
<td>Communication Gap</td>
<td>24.66</td>
<td>37</td>
</tr>
<tr>
<td>Unmatched Expectations</td>
<td>21.33</td>
<td>32</td>
</tr>
<tr>
<td>Resource Inadequacy</td>
<td>12</td>
<td>18</td>
</tr>
<tr>
<td>Economic Status</td>
<td>27.33</td>
<td>41</td>
</tr>
<tr>
<td>Work Environment</td>
<td>26</td>
<td>39</td>
</tr>
<tr>
<td>Lack of skills</td>
<td>20.66</td>
<td>31</td>
</tr>
</tbody>
</table>

**Sources:** Primary Data

**Note:** Figures are not Mutually Exclusive

The above table depicts the various attributes related to stress; work life imbalance is one of the major attribute, which contribute to stress of an employee. This can be regarded as a factor building up stress because lot of employees complained that they were unable to balance both the personal and professional fronts successfully. Extra work pressures and demands from work environment at times led to neglect of personal front. Required skills and economic status also contributed to stress of an employee.
Table-12: Initiatives Adopted for Handling Stress Levels by Bank Employees

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Percentage</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meditation</td>
<td>22</td>
<td>33</td>
</tr>
<tr>
<td>Effective Communication Recognition</td>
<td>16</td>
<td>24</td>
</tr>
<tr>
<td>Continuous Training</td>
<td>14</td>
<td>21</td>
</tr>
<tr>
<td>Recognition</td>
<td>18</td>
<td>27</td>
</tr>
<tr>
<td>Good Ambience</td>
<td>16</td>
<td>24</td>
</tr>
<tr>
<td>Workshops for managing stress</td>
<td>14</td>
<td>21</td>
</tr>
</tbody>
</table>

Sources: Primary Data

From the above table, it can be interpreted that Meditation has a direct and positive impact on the mind giving it the strength and power to resist stress. Moreover, around 18 percent of the respondents expected that they required recognition at times of stress. Based on the analysis; the initiatives taken by the banks to reduce stress were by providing good ambience, continuous training, proper communication and conducting effective stress management programmes and workshops.

FINDINGS OF STUDY

- About 96 percent of the respondents believed that they face high level of stress, which may be due to both professional and personal reasons.
- The respondents were overburdened with workload in their work places.
- Work life imbalance is one of the major attribute that contribute to stress of an employee.
- The researchers identified few initiatives for effectively handling stress. Meditation was found to be the integral part of life to reduce stress.

IMPLICATIONS OF STRESS

- Physical problems and health problems like heart diseases, ulcers, arthritis, increased frequency of drinking and smoking, cardiovascular, gastrointestinal, endocrine and other stress related disorders.
- Psychological and behavioral problems: psychological problems like change of moods, inferiority complex, widespread resentment, reduced aspirations and self-esteem, reduced motivation and job skills.
- Organizational: job dissatisfaction, behavioural problems, production turn over, increased absenteeism, increased accidents, lower productivity.

SUGGESTIONS AND RECOMMENDATIONS

- Adequate role clarification to be made whenever necessary to eliminate role ambiguity.
- Organize a Stress Management Program that focuses on different categories of employees.
- Encourage open channel of communication to deal work related stress.
- Attractive system of reward and recognition of good work.
- Undertake stress audit at all levels in the organization to identify stress areas.
- Improving conditions of job and alleviating job stress.
- Introduce more job oriented training programs, which improve skill of employees and their confidence to work effectively.
- Provide counseling on work related and personnel problems and support from a team of welfare and counseling staff.

CONCLUSIONS

The problem of stress is inevitable and unavoidable in the banking sector. A majority of the employees face severe stress-related ailments and many psychological problems. Hence, the management must take several initiatives in helping their employees to overcome its disastrous effect. Since stress in banking sector is mostly due to excess of work pressure and work life imbalance, the organization should support and encourage taking up roles that help them to balance work and family. The productivity of the work force is the most decisive factor as far as the success of an organization is concerned.

The productivity in turn is dependent on the psychosocial well being of the employees. Due to work overload and time pressure, the bankers are unable to manage work life with family life, which cause some serious social problems. Therefore, the overstressed job decreases employee performance and perhaps a chief contributor to employee dissatisfaction. Proper strategies should be made regarding working hours, interpersonal relationships and supervision of bankers to reduce stress and to better manage the performance of employees in banking sector.
REFERENCES


10. Ibid, 6.


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(Ed/-)
(Editor-In-Chief)
INBREEDING: A PEEK IN TO THE PROMOTION POLICIES AND PRACTICES IN PUBLIC SECTOR ENTERPRISES

Krishnarao L. Ukey

ABSTRACT

Public Sector Enterprises (PSEs) in India are riddled with several problems in every functional area: Financial Management, Materials Management, and Operations Management. In Human Resources Management: over-staffing, poor productivity, nepotism are common. These problems proved the nemesis of many PSEs. One of the most challenging and perhaps sensitive functions of HR Management is implementing the Promotion policy- awarding regular promotions and filling new vacancies through promotions or inducting new talent. Every organization has its promotion policy and there is no cut and dry formula that can fit all sizes. Inbreeding is all-pervading, but this article deals with only two categories i] Board Level posts- Full time Chairman cum Managing Directors and other Functional Directors ii] below Board level posts i.e. Executive Directors, General Managers etc. The scope has been further limited to Central Public Sector Enterprises (CPSEs) regulated by Central Government. The topic is of great significance as the PSEs are funded by Taxpayer’s money. Further, under Budgetary Support system if PSEs suffer losses (partly) due to faulty HR practices and the inefficiency of employees again the exchequer has to bear the losses. Moreover, promotions and appointments can be challenged in Courts through Writs as PSEs fall within the purview of Article 12 of the Constitution.

KEYWORDS

Below Board Level Posts, Board Level Posts, Central Government, Central Public Sector Enterprises (CPSEs), Human Resources Management, Promotion Policy and Inbreeding, Public Sector Enterprises (PSEs) etc.

PROLOGUE, SCOPE, SIGNIFICANCE AND RESEARCH METHODOLOGY

Introduction

Public Sector Enterprises (PSEs) in India are riddled with lots of problems in every functional area. Over capitalization, over stocking of inventory, under utilization of capacity, expensive turnkey contracts, illogical locations of the projects the list is big. In the field of Human Resources Management: over-staffing, poor productivity, extravagant overheads, provision for housing and other staff welfare measures on a liberal scale, nepotism are quite common. These problems have proved the nemesis of many PSEs.

Scope

One of the most important, challenging and perhaps sensitive function of Human Resource Management department is implementing the Promotion policy i.e. awarding the routine promotions and filling the new vacancies arising in the organization due to expansion, diversification etc., through either promotions or appointing new people i.e. inducting new talent. Every organization has its own promotion policy and there is no cut and dry formula that can fit all sizes. Inbreeding is all-pervading almost in all categories of posts but this article deals with only two categories i.e. i] Board Level posts - Chairman cum Managing Directors and other Full time Functional Directors and ii] below Board level posts i.e. Executive Directors, General Managers etc. The scope has been further kept limited to Central Public Sector Enterprises (CPSEs) which are regulated by the Central Government.

Significance

The topic is of great significance as the PSEs are funded by Tax Payer’s money. Prior to 1991 there was a system of Budgetary Support i.e. the Government was providing funds to the loss making PSEs from the General Budget in the form of either Equity or Loan. If the PSEs are suffering losses (partly) due to faulty HR practices and the inefficiency of the employees, again the taxpayers have to shoulder the burden of losses. Further, the promotions and appointments in PSEs can be challenged in the Court through Writs as PSEs fall within the purview of Article 12 of the Constitution.

Research Methodology

The researcher was a permanent member of selection committee for promotion and fresh recruitment, for all categories of posts namely technical and administrative, while serving in MOIL Ltd, a CPSE-(A Miniratna), for eighteen years, and was regularly 10Management and Corporate Law Consultant for SMEs & Management Colleges, Ex- Director / Principal MBA College, Raisoni Group, Nagpur & Ex-Company Secretary and Senior Dy. General Manager (Legal) MOIL Ltd, Nagpur, Maharashtra, India, drklukey@yahoo.com
invited as an expert on the selection committees of other PSEs in and around Nagpur. The article is based on the facts, primary data and personal experience gained over two decades in Central Public Sector Enterprises (CPSEs) and State Government Undertakings in and around Nagpur. The 22 years of vast experience at plant and corporate level, regular meetings with Ministry Officials, Top Bureaucrats, various Government Departments, Parliamentary Committees and Delegations, visits and interaction with colleagues and senior executives of other PSEs, helped the researcher in knowing the intricacies and get a good insight into the workings of CPSEs.

**LITERATURE REVIEW**

The CPSEs were considered from the inception stage as growth and social welfare engines. However, they not only failed but also became a burden on the public exchequer. Several CPSEs grew like monoliths, dens of lethargy, corruption, extravagant spending, nepotism and mere adjuncts of the ministries. The Literature on PE, particularly on this subject is meager hence; extensive literature review could not be undertaken. Most of the publications are available with Institute of Public Enterprises (IPE), Hyderabad and Department of Public Enterprises Ministry of Heavy Industries Government of India, which have been referred and due credit given at the appropriate place in the paper. Further researcher has vast working experience of 22 years in Public Sector at plant and corporate level in Finance, HR & Corporate Laws. Besides knowing the intricacies of internal workings through these long years he got a good insight into the workings of other PSEs through meetings with Ministers, Top bureaucrats, CLB & ROC officials, various Government Departments, Parliamentary Committees and Delegations, visits to other PSEs and interaction with their colleagues and Senior executives which has really helped in this research.

**OVERVIEW OF PUBLIC ENTERPRISES**

*The Organization and Structure of PSEs* is different from Private Sector; hence, it will be most pertinent to know the evolution, growth and working of Public Enterprises. This will also help to gauge the impact and implications of such HR practices, which are followed on an enormous scale. The origin of Public Enterprises, dates back to post independence era. Prior to 1947, there was virtually no public sector. The Industrial Policy Resolution 1948, the framework of mixed economy, which advocated the co-existence of public and private sectors and Five Year Plans, paved the way for the inception and growth of Public Enterprises. The Constitution of India through Directive Principles of State Policy which inter-alia deals with the Public sector also made significant contributions for the phenomenal development of the public sector. The empire of Public Sector witnessed unparalleled growth in last five decades. While there were only 5 CPSEs with investment Rs29 Crore on the eve of 1st Five Year Plan, the number swelled to 234 till 2011. As on As on 31st October 2012, there were 249 CPSEs with capital employed Rs 9,58,842 Crore (US$ 202 bn) and Turnover of Rs12,85,060 Crore (US$ 274.45 bn).

**RELEVANCE OF PUBLIC ENTERPRISES IN THE PRESENT SCENARIO AND ITS FUTURE**

Economic Reforms though late, were introduced in India in 1991, keeping in tune with the global scenario and the trends in some of the prominent countries like United Kingdom, Malaysia, Italy, Pakistan, New Zealand, USA, Japan, erstwhile USSR and France; which was clearly towards privatization and lesser preference for Public Enterprises in new ventures. Post 1991 era witnessed plethora of changes. The “Monopoly” gave way to “Oligopoly” and ultimately competitive market conditions. Even after 1991, the CPSEs occupy a very prominent place in Indian and Global economy. Some of them have figured in the FORBES list of global corporations. CPSEs in certain sectors like Oil and Power, Banking, Insurance and Telecom, can still tilt the balance in the India’s industrial policymaking process.

**MANAGEMENT AND CONTROL OF CPSES**

In this context, it will be most pertinent to know how the CPSEs are managed. There are three organizational forms of managing CPSEs, namely through i] Department of the Ministry, Railways, ii] Statutory Corporations- LIC. This form however is least preferred now-a-days being very rigid, and iii] Government Companies under the Companies 1956. This form is most favoured, which is flexible and suitable for managing industrial enterprises.

*Administrative and Parliamentary Control*

The CPSEs are under the administrative control of the concerned Ministry of e.g. Hindustan Petroleum Corporation Ltd, is under the control of Ministry of Petroleum. The ministry exercises the control by multiple ways i) appointing a Secretary/Joint Secretary on the Board of the CPSE. (Known as Ex-Officio Director), ii) issuing directives and orders, iii) Giving approvals and sanctions for various capital schemes/budgets and HR policies. The recent trend however is to sign a Memorandum of Understanding (MOU) with CPSEs and monitor their performance periodically. Further there is a Standing Committee of Parliament i.e. Committee on Public Undertakings-COPU which reviews the performance of CPSEs.

*Co-ordination*

In order to have uniformity and better co-ordination among the numerous CPSEs, the Government has formed Department of Public Enterprises- DPE under the Ministry of Heavy Industries and Public Enterprises, which is a nodal staff agency. There is
another institution called Standing Conference of Public Enterprises- SCOPE. It is central representative body, acts as a forum for consultative mechanism between the Government and the Chief Executives of CPSEs.

Judicial Control

CPSE is an authority and falls under the purview of Article 12 of the Constitution of India. CPSEs are therefore; subject to judicial control, i.e. Writ jurisdiction of High Courts and Supreme Court, for violation of Fundamental Rights guaranteed by Constitution and general principles of Administrative Law.

The Board of Directors manages the day-to-day operations with the Chairman or Chairman-cum-Managing Director at the helm of affairs occupying the position of CEO, assisted by full time Functional Directors and other senior executives.

SALIENT FEATURES OF HUMAN RESOURCE MANAGEMENT IN CPSES

Human Resource Department

All the PSEs are having a full-fledged HR/Personnel Departments with sections/cells dealing with Recruitment & Selection, Training Development & Transfer, Salaries & Wages administration and Industrial Relations. Depending on the number of employees the HR department will be headed either by full time Functional Director or Below Board Level executive like Executive Director/General Manager etc., mostly an insider and a promote, who in majority of cases are not professionally trained. For instance, in a mining company, a Mine Manger is eventually elevated to the post of HR-Head and this practice is quite common among all CPSEs.

HR Policies

The HR policies like Recruitment & Selection, Promotion & Transfer etc are framed by the management and are approved by the Board of Directors along with Organization Chart, which shows the present and future posts. Any changes in the HR policies are again to be approved by the Board of Directors.

Categories of Employees

The employees in the CPSEs are broadly divided into two categories: Executive & Non Executive posts. The Executives are further classified as i) Board Level posts i.e. Full time Chairman-cum-Managing Director (CMD), and other Functional Directors like Director Finance / Director HR / Director Technical etc. These posts are in principle approved by the Board of Directors along-with Organization Chart, which shows the current as well as future openings. The Administrative Ministry finally approves it and sometimes concurrence of Ministry of Finance is obtained; ii) Below Board level posts are like Executive Director/General Manager / Senior Deputy General Manager etc. These are proposed by the CEO (CMD) and approved by the Board of Directors. iii) Middle Management Level posts like Senior Managers / HODs etc are approved by the CMD if he has been delegated sufficient powers; otherwise, a formal approval of the Board of Directors is obtained.

Recruitment Procedures & Practices

Depending upon the nature of post to be filled, an advertisement is floated generally in the National newspapers. Simultaneously all the internal eligible candidates are informed via intern office communication (i.e. circulars) which is circulated among all the units and branches of the concerned PSE. Many times the circulars are also sent to other PSEs to enable their employees to apply either on LIEN, Or Deputation. All the candidates are required to apply through PROPER Channel meaning that the applications must be forwarded through the HR department of the respective organizations.

Generally, there is a cap of up to 3 applications per year for general category employees; however, there is no limit for the candidates belonging to SC/ST and other reserved categories. In case of Board level posts the advertisement is floated, and the interview held by Public Enterprises Selection Board, (PESB) constituted by the Government of India on 3-3-1987 especially for this purpose. The Selection Committee comprises of the representatives from the Administrative Ministry, Finance Ministry and domain experts for the post of CMD, while in case of Functional Directors invariably the CMD of the concerned PSE is a member of the selection committee. Besides the educational qualification and experience the important eligibility criterion for the post of CMD as well as Functional directors is that, the candidate must have held the post of General Manager and must have two years period left for the superannuation.

Normally in about 95% cases, the Administrative Ministry favours an internal candidate and that is how the inbreeding starts. There are many unethical and unfair practices followed in the selection of CMD. It is rumored that these posts are up for sale and big money changes the hands depending upon the category of the PSE, (i.e. Maharatna, Miniratna etc.) its market positioning, earning potential, tenure of the post which is exponentially correlated with the earning (illegal and out of the way). Of course, it is very difficult to prove these under the table dealings.
In case of Senior Below Board Level posts, the selection committee comprises of the CMD or his nominee, Director Finance, Director / HOD of HR Department, Ex-officio Director from the Administrative Ministry, Independent Director as mandated by law (in case the PSE has issued shares and is listed it is a must), and the concerned Functional Director i.e. in case of say posts in production department, Director Production / Director Technical etc. All the eligible candidates – internal and external appear for the interview but in most of the cases (90-95%) it is the internal candidate who makes the way. Thus, though the procedure appears to be fair and transparent *prima facie* it is virtually inbreeding and a sort of firewall is created to block the new talent.

Chart-1: Typical Organization Chart of a PSE

INBREEDING V/S NEW BLOOD

*Inbreeding* is omnipresent in both the categories but this study gives more emphasis on below board level posts. It is found that inbreeding is very rampant in most of the public sector enterprises and many times the new posts are created just to accommodate and favour some employees known as blue-eyed boys. These practices are so brazenly followed that public sector have virtually become the breeding grounds for inbreeding both in case of Board Level and below Board Level posts.

Chart-2: Typical Route of Promotion Leading to Inbreeding in PSE

Sources: Authors Compilation

Some Instances of Inbreeding

Western Coalfields Ltd, (WCL) registered office at Nagpur which is a subsidiary of Coal India Ltd since last 20 years all the CMDs and Functional directors have been internal candidates. In Mineral Exploration Corporation Ltd (MECL) registered office at Nagpur though many CMDs were outsiders, from Geological Survey of India or Indian Bureau of Mines, since it is having a very typical kind of business but functional directors like Director Exploration/Finance etc were all promotes. In Maharashtra Antibiotics & Pharmaceuticals Ltd (MAPL) a subsidiary of Karnataka Antibiotics & Pharmaceuticals Ltd, (KAPL) the same story
of WCL was repeated. In fact, at a point of time the CMD was a junior officer from Marketing Department. In many cases, the Director Finance was made the acting CMD. In MOIL Ltd registered office at Nagpur, most of the CMDs and all the functional Directors were the internal candidates in more than two decades. Nevelly Lignite Ltd, NTPC Ltd, KIOCL, Oil Companies to name few, the same trend is noticed.

**Young Brigade v/s Old School**

While there is no denying the fact that inbreeding is not totally and patently wrong but there has to be a judicious mix of the old school i.e. the seniors and the Young brigade i.e. new blood. There is no straightjacket formula as to how much should be the combination of the seniors and the New talent; it will vary from organization to organization. There are pros and cons of both the categories, so there are strong followers and critics. However, seniors are very important as they have invaluable experience and like the pillars of the organization, but there is a common feeling that seniors become complacent after a particular time and take the things for granted and thus there is no scope for generation and inflow of any new ideas in the organization. They also shy away from taking challenges, develop tendency of underestimating others, and suffer from live- in- the past syndrome. Seniors in many PSEs are like decorative pieces or non- performing assets and become dead wood over a period. Besides the outgoings in the form of salaries and perks in case of seniors is very high, adding to the indirect costing. This does not necessarily mean that seniors are extra burden, and should be routed out, but yes, there is a strong case to weed them out selectively for the overall good health of the organization. In fact, the current trend is that the seniors are advised to take VRS if their performance is steadily on the downside. Most recently 3 Senior Officers were suspended by Western Coalfields Ltd, a Nagpur headquartered PSE for non-performance. (Ref: Shishir Arya & Mazhar Ali, TNN November 28, 2012 ), but this is a very uncommon and rare case. The young brigade on the other hand is armed with the new ideas, stuffed with freshness, ready to experiment and accept challenges. Comparatively the cost of hiring is lowering even combined with the cost of training. They are most suited for the jobs demanding latest and complicated technological solutions, involving touring or fieldwork, requiring working in shifts and or long hours. They are acquiescent and adaptable to the changing scenario. Most of them work with lot of sincerity and dedication, as they are career conscious. Perhaps the only negative factor is the high attrition rate, which can be tackled by creating conducive working environment and good career planning.

**Case Study of Erstwhile Air India and Indian Airlines**

This is a very interesting and relevant case in this context. The erstwhile Air India and Indian Airlines, both CPSEs had a virtual monopoly in the air travel sector until it was opened for the private sector. Air India a corporation established under a special statute of the Parliament was operating in International sector, while Indian Airlines its subsidiary was operating in the domestic sector. Both almost adjuncts of the Ministry of Civil Aviation ruled the skies and were epitomes of inefficiency, anarchy, nepotism and incurring huge losses year after year. Even today, both the airlines are incurring heavy losses, have no money to pay salaries and are given financial support by the Government. The service quality was poor, passengers treated like hostages, the staff arrogant to the core, punctuality at its nadir, multiple and warring trade unions (8 notorious unions), infested with bureaucratic interference. The Government therefore thought to appoint Professional Managers with proven records of accomplishment, from private sector in the hope that the functioning of the airlines will improve. Russi Mody a doyen who worked for 50 years at TATAs, heading one lakh workers, Padma Bhushan awardee,(1989) and former Chairman & Managing Director of Tata Iron & Steel Co Ltd, (TISCO), once accompanied Einstein on piano. He is known for wolfin down 16-egg omelets and dining with workers on the shop floor when young, was appointed in March 1993 by the then Prime Minister P V. Narashimha Rao as Joint Chairman of Air India and Indian Airlines. Y. Deweshwar now Chairman of ITC Ltd, was appointed in 1991 as a Managing Director of Air India. He was also on the Board of Indian Airlines. Inbreeding was at its peak and the executives were operating like coterie in both airlines. The board level and below board level executives; was very unhappy with this decision of the Government, so from the very beginning they hatched a planned and deliberate non-cooperation campaign against both the new appointees. Besides the bureaucratic interference was like adding salt to injury, things became highly and increasingly difficult for Y Deweshwar to perform day-to-day operations. IA's eight unions were notorious for their defiant attitude and their use of unscrupulous methods to force the management to agree to all their demands. Strikes, go-slow agitations and wage negotiations were common. During December 1992-January 1993, there was a 46-day strike by the pilots. The situation reached the climax when the office bearers of commercial pilots union knocked at the door of Y Deweshwar at uneartly hours in the night and handed over the notice of striking the work from the next morning. This crippled the operations of Air India and Indian Airlines and Y Deweshwar had to resign within a week. Russi Mody took over with lot of enthusiasm and fanfare but the things were never smooth since the day one. One year into the job, the man who had braved several obstacles and fought several battles in the private sector, had to quit in disgust. His grand plans for the airline scuttled by, bureaucratic red tape and non-cooperative attitude of employees. In remarks made later, Mody criticized the lack of talent and the complete absence of an incentive and accountability culture. "There is no punishment, no reward, no participation and the horse and the donkey are treated alike," he told website rediff.com. (The Economic Times archives- Indian Airlines HR Problems-ICMR-IBS Center for Management Research case study).

**Strategic Issues**

Some very prominent issues arise because of this typical situation prevailing in the CPSEs as senior categories of executives are involved. Both the Board level and below board level executives occupy important and strategic positions as line managers. They can indulge in corrupt practices openly, siphon off the money and material in collusion with, the administrative ministry officials
and sometimes the trade union leaders, are also hand–in-glove. They can cover up the scandals and serious malpractices, and as such, the irregularities can never surface for decades. The twisting of policies, Rules and regulations, granting of favours, anarchism could thrive ultimately causing losses to the exchequer and the taxpayers.

CONCLUSIONS AND SUGGESTIONS

There is a school of thought, which opines that private sector executives may not be suited for the top jobs in PSEs but that argument does not hold much water as the basic principles of managing a business remains the same. Similarly, some people argue that many PSEs, which are in red (continuously incurring losses) find it difficult to get a CEO and often the outsiders are reluctant to join, hence it becomes a compulsion to appoint an internal candidate, as there are no choices.

However, this justification is also illogical because firstly, there is no pressure on the CEO to achieve turnaround or change the situation in a given timeframe and secondly there are instances where the CEOs with their vision and good leadership have made a significant change.

Finally, it can be concluded that inbreeding to a certain extent is indispensible and desirable particularly at the Board level & Below Board level posts as the senior’s posses precious experience. However, cent percent inbreeding is neither necessary nor justifiable. The following suggestions can probably change the present scenario.

- The process should be transparent and fair enough to give equal opportunity to all. It is strongly suggested that the recruitment and selection process be outsourced to the reputed agencies like ABC Consultants Ltd. However, it will not guarantee the rampant inbreeding practices but will work as a means of checks and balances.
- Benchmarking with Private Sector industries will encourage the PSE employees come out of the protective shell and improve their performance and skill.
- Less Government intervention in the Recruitment & Promotion process is the need of the hour. It can be achieved by broad basing the selection committees through wider involvement of more and more domain experts and CEOs / other senior professionals from private sector in the selection process of Board Level posts.
- There has to be a modern and technology driven Performance Management system. The performance appraisal should be revamped, made more and more objective and if feasible, it could be outsourced.
- Creating data bank from the industry including the private sector probables will also help in lessening the degree of nepotism.
- Efforts should be made to clear the facade of PSE working, as currently the rewards are not commensurate with performance but favoritism.

The nexus within the ranks and files is so strong that no remedy can work effectively. The change has to come from within, no amount of rules, regulations will prove useful unless it is implemented with sincerity and in true letter and spirit.

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An author must ensure all named co-authors consent to publication and being named as a co-author, and, equally, that all those persons who have made significant scientific or literary contributions to the work reported are named as co-authors. Additionally, the author understands that co-authors are bound by these same principles.

(signed/)
(Chief-Editor)
INTRODUCTION

The earlier and modern management fundamental tasks remains the same: to make people capable of joint performance through common goals, common values, the right structure and the trainings and development they need to perform and to respond to ever changing trends. The historical background of management origin is very interesting. When Karl Marx was penning down for his great work on: Das Kapital during 1850’s, the phenomenon of management in truest sense obtaining today was unknown. This was also reflected on the enterprises run by few managers. Then during the early period and especially on the threshold of World War I & II, the management thinkers became more aware of management’s existence.

Some of the most celebrated among early great management thinkers/contributors are: Chanakya or Kautilya (Arthashastra), Socrates, Plato, Henry Fayol (earliest Administrative Theorists), Woodrow Wilson (Wilsonian Dichotomy), F.W. Taylor (Pioneer of Scientific Theory), Elton Mayo (Industrial Sociologist-human behavior and Motivational Theory), Abraham Maslow (Needs and Wants Theory), Douglas McGregor (Theory X and Y), Fredrick Herzeberg (Motivational aspects), Chris Argyris (Organizational Development), Rensis Likert (Group Objectives), Harold Koontz (Management Concept), Peter F. Drucker (US Management Guru) and many modern management experts like, Peter Senge, Stephen Covey, Alvin Toffler, Michael Porter, C.K. Prahalad, Gary Hamel, Michael Hammer, Eli Goldratt, Philip Kotter, John Naisbitt, Warren Bennis, John P. Kotter etc. are substantially shaping the present and future business scenario. In this research paper, emerging challenges in human resource management trends have been discussed.

MEANING OF HUMAN RESOURCES

Human Resources are the set of individuals who make up the workforce of an organization, business sector or an economy. “Human Capital” is sometimes used synonymously with human resources, although human capital typically refers to a more narrow view; i.e., the knowledge the individuals embody and can contribute to an organization. Likewise, other terms sometimes used include “manpower”, “talent”, “labor” or simply “people”. William R. Tracey, in The Human Resources Glossary defines Human Resources as “The people that staff and operate an organization … as contrasted with the financial and material resources of an organization. The organizational function that deals with the people …”

MEANING OF HUMAN RESOURCE MANAGEMENT

Human Resource Management (HRM) is the function within an organization that focuses on recruitment of, management of, and providing direction for the people who work in the organization. Line managers can also perform HRM. HRM is organizational function that deals with issues related to people such as compensation, hiring, organization development, safety, wellness, performance management, benefits, employee motivation, communication, administration, and training.

KEYWORDS

Challenges, Employees, Human Resource Management, Motivation, Job Satisfaction, Performance Appraisal, Simulation Compensation etc.

ABSTRACT

Human Resource Management (HRM) is the function within an organization that focuses on recruitment of, management of, and providing direction for the people who work in the organization. The most important functions of HRM are: (Dessler, 2002) Acquisition: Recruitment, selection and socialization; Development: This comprises of Attitude, Skill, Knowledge (ASK) development, management (including T&D) development, career growth etc.; and Motivation: Job satisfaction, performance appraisal, simulation compensation etc. In this paper, proper effort has been put to make the professionals aware about Human Resource Management (HRM); its functional aspects; emerging HRM challenges and the remedies to cover those challenges. This research paper is mainly based on the study conducted based upon real data developed from the literature, data collected from the multiple sources of evidence in addition to books, newspapers, journals, websites and other professional magazines. This study is based on primary as well as secondary data. Specially framed questionnaires and interviews (not discussed in this paper) have been used for survey purpose.

HUMAN RESOURCE MANAGEMENT IN 21ST CENTURY: EMERGING ISSUES AND CHALLENGES

Hardeep Singh11 Bikram Pal Singh12

11Assistant Professor, Training & Placement Officer, Department of Training & Placement, Ferozepur College of Engineering & Technology (FCET), Punjab, India, eminentsodhi@gmail.com
12Assistant Professor, Training & Placement Officer, Department of Training & Placement, Global Group of Institutes, Punjab, India, bikram2k2@gmail.com
HRM is also a strategic and comprehensive approach to managing people and the workplace culture and environment. Effective HRM enables employees to contribute effectively and productively to the overall company direction and the accomplishment of the organization's goals and objectives.

HRM is moving away from traditional personnel, administration, and transactional roles, which are increasingly outsourced. HRM is now expected to add value to the strategic utilization of employees and that employee programs impact the business in measurable ways. The new role of HRM involves strategic direction and HRM metrics and measurements to demonstrate value.

**DEFINITION OF HUMAN RESOURCE MANAGEMENT**

HRM is defined as “The administrative discipline of hiring and developing employees so that they become more valuable to organization”. HRM includes: (1) Conducting Job Analyses, (2) Planning Personnel Needs, and recruitment, (3) selecting the right people for job, (4) orienting and training, (5) determining and managing wages and salaries, (6) providing benefits and incentives, (7) appraising performance, (8) resolving disputes, (9) communicating with all employees at all levels.

According to Dessler, “Human Resource management is defined as process of acquiring, training, appraising, and compensating employees, and attending to their labor relations, health, safety and fairness concerns”.

According to Milkovich and Boudreau, “Human Resource Management is defined as a series of integrated decisions that form the employment relationship; their quality contributing to ability of the organization and the employees to achieve their objectives.”

**The functional aspects of HRM are:**

- It emphasizes the need for strategic fit – the integration of business and HR strategies.
- Importance is attached to strong cultures and values.
- It is commitment-oriented ‘towards organization’s mission and values.
- It is a top management driver activity.
- The performance and delivery of HRM is a line management responsibility.
- Organizing principles are organic and decentralized, flexibility and team buildings are important.
- Rewards are differentiated according to performance, competence, contribution or skill.

**The most important functions of HRM are: (Dessler, 2002)**

- Acquisition: Recruitment, selection and socialization,
- Development: This comprises of Attitude, Skill, Knowledge (ASK) Development, Management (including T&D) Development, Career growth etc,
- Motivation: Job Satisfaction, Performance Appraisal, Simulation, Compensation etc.

**Harvard Framework of HRM**

Beer et al (1984) has tried Harvard framework for functional HRM based on problems of personnel management as well as strategic HR perspective. The framework emphasis on line manager, personnel managers and three important HR drives like strategic integration, high commitment, high quality as well as strategic flexibility. Further, Walton (1985), Boxall (1992) David Guest (1991), Karen Legge (1998) have offered their view points for further refinement and specifying the following policy goals:

a) Strategic Integration,
b) High Commitment,
c) High Quality,
d) Flexibility, and
e) Pursuit of Competitive Advantage

**OBJECTIVES OF STUDY**

- To create the awareness about the concept of Human Resource Management and its functions,
- To make the professions aware about the emerging challenges of Human Resource Management in this Globalised world,
- To excite awareness about the emerging challenges of Human Resource Management in this Globalised world,
- To make the professionals aware about the remedies to cover up the emerging challenges of HRM.

**RESEARCH METHODOLOGY**

This research paper is mainly based on the study conducted based upon real data. Theoretical framework was developed from the literature, data collected from the multiple sources of evidence in addition to books, newspapers, journals, websites and other...
professional magazines. A series of interviews (Personal Interviews and Telephonic Interviews), not discussed in this paper, were conducted with experts of organizations. The case study data helped refine the meaning, definition, major players, benefits, need and success factors that companies indicated important in their move to commence. The study examines major aspects concerned with the role of IT for creating excellence in higher education in the present scenario of globalization. The data for study was collected from the experts.

This study is based on primary as well as secondary data. Specially framed questionnaires and interviews (not discussed in this paper) have been used for survey purpose.

**SURVEY RESULTS / FINDINGS**

- Technological advances are one of the major emerging challenges in human resource management. Adapting workplace to rapid technological changes influences the nature of work and generates obsolescence. Due to advanced technology the number of jobs have reduced that require little skill. In this, situation organizations have to change it technology. New technology creates unemployment and in other hand, there comes scarcity of skilled manpower like this, technological change brings difficulties and challenges in organization.

- Information Technology is another big challenge in human resource management. Information technology has influenced HRM through human resources information systems (HRIS) that streamline the processing of data and make employee information more readily available to managers. Revolutionary computerized information system has been affecting today and will affect a lot in tomorrows in the management. It covers Two primary areas that are covered are: (i). Use of electronic computers managerial decision-making process, and (ii). In future computerized information system will have increasing impact at the coordinate and strategic levels of organization.

- Third emerging challenge includes mobility of Professional human resources. This is fact that mobility of various managerial and professional personnel is increasing and will increase more frequently in tomorrows from one organization to another. As individual develop greater technical and professional expertise, their services will be greater demand by organization in the environment.

- Economic environment changes are another emerging challenge in human resource management. Examination of the impact of a number of factors on production is included in it. The scarcity of raw materials and other inputs including power and electricity, encouragement of the culture of consumerism, increasing consumer awareness and demand for quality products, continuing upward trend in the inflationary pressures with decrease in the purchasing power of rupee and its spiraling effects in the ever increasing aspirations of workers for higher wages and other material benefits and mounting costs on the employee welfare and other benefits are some of the key factor considered. The resources tend to become scarce and the costs of machines, materials and labor multiply in an inflationary economy. These push up the capital and running costs and finally become a challenge in human resource management.

- Changes in political and legal environment are also an emerging challenge in human resource management in this fast going world of globalization. The rules regulation change day by day due to effect of political parties and due to which new laws come into existence. The business organizations have to follow all the laws while doing business. Due to this, several changes take place in the legal and political framework within which the industrial relation system in the country is now functioning. It is the duty of human resource manager and industrial relations managers to fully examine the implication, of these changes and brings about necessary adjustment within the organization so that later utilization of human resource can be achieved. It is the responsibility of Human Resource manager to anticipate the changes and prepare organization to face them without any breakdown in its normal functioning.

- Retention of employees is the one of the challenges in human resource management today. Monetary dissatisfaction is one of the major reasons for an employee to look for a change. In the current scenario, where there is no dearth of opportunities, stopping people to look for a change is a big challenge.

- Unrealistic expectations from the job also lead to employees looking for a change. There is actually no solution to unrealistic expectations. An individual must be mature enough to understand that one cannot get all the comforts at the workplace just like his home. Individuals from different backgrounds come together in an organization and minor misunderstandings might arise but one should not make an issue out of it. An individual must not look for a change due to small issues. One needs time to make his presence feel at the organization and must try his level best to stick to it for a good amount of time and ignore petty issues.

- Individuals speak all kind of lies during interviews to get a job. They might not be proficient in branding but would simply say a yes to impress the recruiter and grab the job. It is only later do people realize that there has been a mismatch and thus look for a change. Problems arise whenever a right person is into a wrong profile. An individual loses interest in work whenever he does something out of compulsion. The human resource department should be very careful while recruiting new employees. It is important to get the reference check done for better reliability and avoid
confusions later. This again becomes a challenge in human resource management.

- Attracting talents from other organizations both locally as well as foreign geographies is another multifold emerging market challenge in human resource management.
- Other challenges include recruitment of suitable local citizens in other geographies; and relocation of existing staff from local geographies to other geographies.

REMEDIES FOR EMERGING CHALLENGES IN HUMAN RESOURCE MANAGEMENT

- Every human resource may be at low level/middle level or high level (workers / supervisors / team leaders / managers) should be give cross-cultural trainings so that they may be able to understand the culture of other people also.
- Managements should motivate professional human resources / employees (at every level) more and more so that they do not change organization more frequently. Financial motivation is not always required. Non-financial motivation (job rotation, job enlargement, job enrichment, teamwork, encouragement, job satisfaction, non-dominating supervisors / managers) practices can also be used to motivate and retain the employees. Job rotation: where workers switch from one job to another. Therefore, a worker is doing different jobs on different times. Usually these jobs are of the same type and do not involve any extra responsibility or skills. The idea is to give variety to the worker. Job enlargement: It involves increasing the scope of a job or broadening the task assigned to the worker. More variety in the job carried out by the worker leads to more job satisfaction. Job enrichment: where employees are given greater depth to their range of tasks rather than simply a wider variety of tasks of a similar level. They take part in decision-making and problem solving. They help set targets and accept responsibility for the organization and the quality of their own work. Team working: This is where a group of workers is given responsibility for a particular process, product or development. The group is free to decide the way the job is done and how to organize the job. Each worker is involved in decision-making and is responsible for the results.
- Additional training is required for human resources/employees in case of advances technological changes. As training and development is generally the realm of the HR department, this creates yet another challenge for human resource managers. HR must first determine what training is necessary and then implement training measures to ensure all workers can keep up with technical changes. Human resource managers must also determine when it may train existing employees, and when it must search for new workers to fill technical positions within the organization.
- In case of Information Technology (IT) challenges, training of Human Resource Information System (HRIS) should be given to the HR managers or HR professional.
- Professional mobility in the organizations can be reduced by proper performance evaluation system and proper career development plans.
- Shifting HR strategy with changing economy: strategy of HR should be agile, capable of flexing and adaptive to changes in the economy.
- Watson Wyatt says next year is going to be just as challenging as the last; but HR can ease the burden by putting some strategies into play immediately. Refine and communicate your employee value proposition; Strengthen communication at all levels of the organization; Be clear with employees about what is expected of them and how they are doing; Get performance-based reviews right; Focus on retaining high-performers; Tune-up the HR function to deliver; Take advantage of “engage able moments”.

CONCLUSIONS

Finally, to conclude that it can be said that Human Resource Management practice is becoming more and more challenging day by day. Lot of problems / challenges like retention, attraction of employee, dealing with different cultural people, managing work force diversity, technological and informational changes to overcome with these challenges training (Cross cultural training and technological and informational training) are coming in the way of Human Resource Management. To reduce mobility of professional personnel HR people have to motivate them from monetary and non-monetary techniques. Proper performance evaluation system and proper career development plans should be used in the organization to reduce professional mobility.

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(sdl/)
(Founder-In-Chief)
A STUDY OF RELATIONSHIP BETWEEN JOB STRESS AND JOB SATISFACTION LEVEL IN BIOCON PHARMACEUTICALS

Parampreet Kaur13 Avi Anand14

ABSTRACT

In this paper, I have summarized the various sources of stress in the organization and describe the relationship between the stress and satisfaction level of employees working in the organization. Stress may be due to many factors as explained earlier but it depends upon an individual how he perceives them. According to my study the employees working in the organization have higher level of satisfaction and there is a very low level of stress in the organization because the organization tries to retain and attract the talented workforce therefore it tries to satisfy each and aspect of employees to a great extent.

KEYWORDS

Job Stress, Job Satisfaction, Biocon Pharma etc.

INTRODUCTION

In today’s changing competitive work environment, stress level is increasing both in the workers as well in the managers. Because of this work stress, more and more managers are showing sign of chronic fatigue and burnout. Research has concluded that stressed out managers are not good for their companies or shareholder. In most cases, stress leads to reduced efficiency in even the best of individuals, which in turn leads to reduced productivity. Stress is a problem in almost all the countries of the world, irrespective of whether the economy is strong or weak. Considering from an individual’s point of view, stress is our body is physical, mental, and chemical reactions to circumstances that frighten, confuse, endanger or irritate us. If controlled, stress is a friend that strengthens us for the next encounter. If handled poorly, it becomes an enemy which can cause diseases like high blood pressure, ulcer, asthma an overactive thyroid. At its most general level of conceptualization, job satisfaction is simply how content an individual is with his or her job. At the more specific levels of conceptualization used by academic researchers and human resources professionals, job satisfaction has varying definitions. Affective job satisfaction is usually defined as a one-dimensional subjective construct representing an overall emotional feeling individuals have about their job as a whole. Hence, affective job satisfaction for individuals reflects the degree of pleasure or happiness their job in general induces.

Cognitive job satisfaction is usually defined as being a more objective and logical evaluation of various facets of a job. As such, cognitive job satisfaction can be one-dimensional if it comprises evaluation of just one aspect of a job, such as pay or maternity leave, or multidimensional if two or more facets of a job are simultaneously evaluated. Cognitive job satisfaction does not assess the degree of pleasure or happiness that arises from specific job facets, but rather gauges the extent to which those job facets are judged by the jobholder to be satisfactory in comparison with objectives they themselves set or with other jobs. While cognitive job satisfaction might help to bring about affective job satisfaction, the two constructs are distinct, not necessarily directly related, and have different antecedents and consequences.

RELATIONSHIP BETWEEN JOB STRESS AND JOB SATISFACTION

There is inverse relationship between job stress and job satisfaction. If the stress level of employees is high, then their satisfaction level will be low and if the stress level of employees is low, then the satisfaction level will be automatically high.

Sources: Authors Compilation

13 Assistant Professor, Guru Gobind Singh Institute of Technology & Management Studies, Haryana, India, parampreet21@gmail.com
14 Assistant Professor, Guru Gobind Singh Institute of Technology & Management Studies, Haryana, India, anandavi@gmail.com
A healthy organization is defined as one that has low rates of illness, injury, and disability in its workforce and is competitive in the marketplace. Organizational characteristics associated with both healthy, low-stress work and high levels of productivity. In the workplace, stress can affect organizations in the form of: a) Violence, b) Absenteeism, c) Accident, d) Employee turnover, e) Diminished productivity, f) Direct medical, insurance, and legal costs, and g) Workers’ compensation awards.

Organizational change, restructuring, and downsizing are some of the greatest job stressors. The effect is greatest on those who are left at the organization after this occurs the survivors. This change may leave the survivors feeling insecure, angry, and bitter. The tighter management tries to control the changes the greater these negative feelings will be. Survivors may become consumed with job survival and may become less effective as they focus less effort on their work.

LITERATURE REVIEW

Bayfield et. al (1955) concluded that theoretical considerations include the employee's outside environment and both union and company structures. Two conclusions are inferred from the literature reviewed: 1. Job satisfaction does not imply strong motivation for outstanding performance; and 2:..., productivity may be only peripherally related to many of the goals toward which the industrial worker is striving."

Beehr and Newman (1978) defined that stress as a deviation from normal psychological or physiological functioning caused by exigencies in individual’s immediate environment. It may be that the psychological-physiological dysfunction conceptualization of job stress is too inclusive, and is problematic in that it does not distinguish whether the individual is aware of the dysfunction.

Dundas (2008) concluded that job satisfaction is about effectively managing the juggling act between paid work and all other activities that are important to people such as family, community activities, voluntary work, personal development and leisure and recreation.

RESEARCH OBJECTIVES

- To analyze the correlation between the job stress and job satisfaction level of employees.
- To identify what type of stress usually the employees suffer from.
- To know about the activities which the organization undertake to reduce the stress of employee.
- To know about the activities which the employees carried out to reduce their stress at work.
- To know about the satisfaction level of employees regarding the compensation package, benefits and incentives given by the organizations.
- To determine the satisfaction level of from their working environment.
- To analyze the interpersonal relations between the superiors and subordinates.
- To know about the schemes taken by the organization to increase the satisfaction level of employees.

RESEARCH METHODOLOGY

The units selected for the purpose of the study are fifty (50) in no. and deals with respect to measure the relationship between job stress and job satisfaction. Data has been collected at fresh and for the very first time, and thus happen to be original. The task of data collection begins after a research problem is being defined and research design chalked out. Collection of data for research has been come from both primary as well as secondary sources.

Data Collection

Primary Data: Questionnaire was used to collect primary data consisting of 19 questions. Open-ended and closed ended both type of questions are used in order to avoid biased responses.

Secondary Data: Secondary data was collected from journals, annual reports, websites of BIOCON, etc.

In order to collect the information for the research study the researcher has used the questionnaire, which has both open ended and close-ended questions. The questionnaire was filled by employee himself / herself. After filling up of the questionnaire a brief unstructured interview with the employee was conducted. Personal observations are also obtained by visiting work place, bio data of applicants, skill set required and interviews with HR administrators.

After the data collection, various parameters have been used for the purpose of data analysis and the information collected has been presented in different tables and on the basis of these tables analysis and interpretation has been made and the same has been presented in pictorial way.

The researcher has taken 50 employees of Bio Pharmaceuticals as sample units.
• Sample Size : 50
• Type Of Questions : Close-ended & Open-ended,
• Instrument Used : Questionnaire, Personal Interviews,
• Area covered : Biocon Pharmaceuticals,
• Sampling Technique : Random Sampling.

The data collected during data collection process are organized and presented in a comprehensive sequence to make them more meaningful.

DATA ANALYSIS AND INTERPRETATION

a) Type of stress the employee suffers.

Table-1

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Option</th>
<th>Number of Respondent</th>
<th>% of Respondent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Physical stress</td>
<td>14</td>
<td>28%</td>
</tr>
<tr>
<td>2</td>
<td>Mental stress</td>
<td>10</td>
<td>20%</td>
</tr>
<tr>
<td>3</td>
<td>Personal stress</td>
<td>20</td>
<td>40%</td>
</tr>
<tr>
<td>4</td>
<td>Psychological stress</td>
<td>6</td>
<td>12%</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>50</td>
<td>100%</td>
</tr>
</tbody>
</table>

Sources: Primary Data

Interpretation

As per the research conducted by the researcher it is revealed that 28% of the employees are usually suffered from physical stress, 50% of the employees suffered from mental stress, 10% of employees suffered from the personal stress and 12% of employees psychological stress.

b) Schemes opted by Organization to Increase employees Satisfaction Level

Table-2: Schemes opted by Organization to Increase Employees Satisfaction Level

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Option</th>
<th>Number of Respondent</th>
<th>% of Respondent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Quality circle</td>
<td>11</td>
<td>22%</td>
</tr>
<tr>
<td>2</td>
<td>Workers participation in management</td>
<td>10</td>
<td>20%</td>
</tr>
<tr>
<td>3</td>
<td>Management by objectives</td>
<td>21</td>
<td>42%</td>
</tr>
<tr>
<td>4</td>
<td>Employee empowerment</td>
<td>3</td>
<td>6%</td>
</tr>
<tr>
<td>5</td>
<td>Joint management council</td>
<td>5</td>
<td>10%</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>50</td>
<td>100%</td>
</tr>
</tbody>
</table>

Sources: Primary Data

Interpretation

As per the research is conducted by the researcher it is observed that according to 22% of the employees’ quality circle scheme is implemented in the organization to increase satisfaction level, according to 20% workers participation in management is followed, according to 42% management by objectives is followed, according to 6% employee empowerment and rest feels that joint management council is followed.

c) Satisfaction Levels from Benefits and Incentives provided by Organization

Table-3

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Option</th>
<th>Number of Respondent</th>
<th>% of Respondent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Extremely satisfied</td>
<td>30</td>
<td>60%</td>
</tr>
<tr>
<td>2</td>
<td>Satisfied</td>
<td>9</td>
<td>18%</td>
</tr>
<tr>
<td>3</td>
<td>Neutral</td>
<td>2</td>
<td>4%</td>
</tr>
<tr>
<td>4</td>
<td>Dissatisfied</td>
<td>5</td>
<td>10%</td>
</tr>
<tr>
<td>5</td>
<td>Extremely dissatisfied</td>
<td>4</td>
<td>8%</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>50</td>
<td>100%</td>
</tr>
</tbody>
</table>

Sources: Primary Data
Interpretation

As per the research is conducted by the researcher it is observed that 60% of the employees are extremely satisfied with the benefits and incentives provided by the organization, 18% are only satisfied, 4% are neutral, 10% are dissatisfied and 8% are extremely dissatisfied from the benefits and incentives policy.

d) Erratic job timings add to Job Stress

Table-4

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Option</th>
<th>Number of Respondent</th>
<th>% of Respondent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>To a great extent</td>
<td>4</td>
<td>8%</td>
</tr>
<tr>
<td>2.</td>
<td>To some extent</td>
<td>14</td>
<td>28%</td>
</tr>
<tr>
<td>3.</td>
<td>Not at all</td>
<td>23</td>
<td>46%</td>
</tr>
<tr>
<td>4.</td>
<td>Can’t say</td>
<td>9</td>
<td>18%</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Sources: Primary Data

Interpretation

As per the research is conducted by the researcher it is observed that 8% of the employees have erratic job timings which leads to stress to a great extent, 28% of the employees suffer to some extent, 46% of the employees say that they have flexible working hours which does not cause stress and 18% have no viewpoint.

e) Job stress affects family life

Table-5

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Option</th>
<th>Number of Respondent</th>
<th>% of Respondent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Yes</td>
<td>13</td>
<td>26%</td>
</tr>
<tr>
<td>2.</td>
<td>No</td>
<td>37</td>
<td>74%</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Sources: Primary Data

Interpretation

As per the research is conducted by the researcher it is observed that 26% of the employees are of the opinion that their job stress affects their family life and 74% of the employees have a viewpoint that their job stress does not affect their family life because they have proper work life balance.

f) Causes of Work Place Job Stress

Table-6

<table>
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<tr>
<th>S. No</th>
<th>Options</th>
<th>Rank1</th>
<th>Rank 2</th>
<th>Rank 3</th>
<th>Rank 4</th>
<th>Rank 5</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>Workload</td>
<td>31</td>
<td>23</td>
<td>23</td>
<td>15</td>
<td>8</td>
<td>100</td>
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<tr>
<td>2.</td>
<td>Interruption between Work</td>
<td>26</td>
<td>24</td>
<td>20</td>
<td>15</td>
<td>15</td>
<td>100</td>
</tr>
<tr>
<td>3.</td>
<td>Mistrust and Unfairness</td>
<td>15</td>
<td>22</td>
<td>23</td>
<td>18</td>
<td>22</td>
<td>100</td>
</tr>
<tr>
<td>4.</td>
<td>Unclear policies and no Sense of Direction</td>
<td>14</td>
<td>18</td>
<td>17</td>
<td>23</td>
<td>28</td>
<td>100</td>
</tr>
<tr>
<td>5.</td>
<td>Pervasive Uncertainties</td>
<td>20</td>
<td>23</td>
<td>25</td>
<td>17</td>
<td>15</td>
<td>100</td>
</tr>
<tr>
<td>6.</td>
<td>Career and Job Ambiguities</td>
<td>18</td>
<td>20</td>
<td>25</td>
<td>18</td>
<td>19</td>
<td>100</td>
</tr>
<tr>
<td>7.</td>
<td>Lack of Feedback and Appreciation</td>
<td>15</td>
<td>19</td>
<td>20</td>
<td>15</td>
<td>31</td>
<td>100</td>
</tr>
<tr>
<td>8.</td>
<td>Lack of Communication</td>
<td>17</td>
<td>20</td>
<td>23</td>
<td>20</td>
<td>20</td>
<td>100</td>
</tr>
</tbody>
</table>

Sources: Primary Data

Interpretation

According to Table 6, it can be concluded that workload is a major factor of job stress and 31% of respondents have given it the highest rank. 26% of respondents gave highest rank to the factor of random interruption between works; whereas factors like pervasive uncertainties, career and job ambiguities, mistrust and unfairness and lack of communication were not a major factor in increasing job stress as 25% and 23% employees gave a medium rank to them. Lack of feedback and appreciation and unclear policies were ranked the lowest factor of job stress by 31 and 28 percent of employees respectively.
FINDINGS

- Most of the employees are satisfied with the channel of communication and information provided to them by the organization.
- Employees work as a team with cooperation due to which any difficult work can be done with ease and stress is avoided.
- Some employees feel that there is little ambiguity present about the communication with superior and supervisor in the workplace.
- Authority and delegation are decentralized process, which gives equal responsibility to each employee, which does not cause a problem of stress.
- Some of the employees are not satisfied with their workload in the organization, which leads to stress.
- Most of the employees are dissatisfied from the training programmes of the organization because they are organized after a long gap.
- Financial package of the employees is increased if an employee always leads to more productivity.
- Some of the employees are not satisfied with the benefits provided by the organization.
- Most of the employees are not satisfied with the recreational facilities provided by organization as a recreational facility rejuvenates the employees working capacity.
- Organization has flexible working hours due to employees does not feel stressed at work.

SUGGESTIONS

- Training programmes should be frequently conducted by the organization for both personal as well as technical development of the employees.
- Management should recognize the talent and encourage the employees to grow in the organization.
- Organization should use scientific methods to align the job this will improve the satisfaction level in case of workload.
- To provide more career opportunity for the employee’s promotional policy should be restructured.
- Organization should organize trips and fun games at work so that the stress will be reduced largely and productivity will increase.
- Organization should increase the workers participation in management so that employees will feel motivated and stress level is reduced.
- Every department should have their own superiors so that every employee will get proper counseling and guidance.
- Organization should try to give timely incentives and benefits to employees to motivate them financially.

CONCLUSIONS

In this report, I have summarized the various sources of stress in the organization and describe the relationship between the stress and satisfaction level of employees working in the organization. Stress may be due to many factors as explained earlier but it depends upon an individual how he perceives them. According to my study the employees working in the organization have higher level of satisfaction and there is a very low level of stress in the organization because the organization tries to retain and attract the talented workforce therefore it tries to satisfy each and aspect of employees to a great extent.

REFERENCES


*****

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An author must cite all relevant publications. Information obtained privately, as in conversation, correspondence, or discussion with third parties, should not be used or reported in the author's work unless fully cited, and with the permission of that third party.

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An author must follow national and international procedures that govern the ethics of work done on animals.

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An author must ensure all named co-authors consent to publication and being named as a co-author, and, equally, that all those persons who have made significant scientific or literary contributions to the work reported are named as co-authors.

Additionally, the author understands that co-authors are bound by these same principles.

(sd/-)
(Editor-In-Chief)
A STUDY OF JOB SATISFACTION & FACTORS THAT INFLUENCE IT: 
AN ANALYSIS OF BRANDED READYMADE APPAREL INDUSTRY

Anshul Garg15 Bharti Kaushik16

ABSTRACT

The research is intended to study the impact of job satisfaction and factors that influence it with identification of pitfalls in order to improvise how job satisfaction can be improved more. The research has been carried out using primary data along with the support of secondary data. The research has been Descriptive cum Exploratory in nature, as it tends to identify new insights along with validating the findings of previous research studies.

The Analysis is done with the help of statistical tools like t-test, factor analysis, correlation and reliability after checking the responses filled by the 92 respondents. Factor Analysis has been used to find out the most significant factors out of all factors, which are developed through extensive literature survey, which are used in job satisfaction. Reliability tool has been applied to find out the credibility of data regarding the responses filled by the employees.

The major findings were that employees are satisfied with the working environment, employee empowerment, perquisites, job security, policies, responsibilities imparted and working conditions. The various recommendations, implications & limitations are also discussed.

KEYWORDS

Job Satisfaction, Employee Satisfaction, Readymade Apparel, Working Conditions, Supervision, Responsibility, Training & Development etc.

INTRODUCTION

Job satisfaction is one’s attitude towards his job whether it is positive or negative. Satisfaction in the work and the work environment are the basic constituents of Employee job satisfaction. The attitudes of employees and values influence their behavior. Positive outlook and backup from HR helps modify behavior resulting in higher performance levels.

Concept of Job Satisfaction

Job satisfaction is about one's feelings or state-of-mind regarding the nature of the work of employees. Job satisfaction can be influenced by the variety of factors i.e. the quality of employee’s relationship with their supervisor, advancement, the quality of the physical environment, degree of fulfillment in their work, recognition, personal growth etc.

Chart-1

Sources: Authors Compilation

15Assistant Professor, Tilak Raj Chadha Institute of Management & Technology, Haryana, India, er.anshulgarg@gmail.com
16Assistant Professor, Tilak Raj Chadha Institute of Management & Technology, Haryana, India, bhartikaushik88@gmail.com
HrR must help the employees in the organization to cope with frustrations and sustain job satisfaction. Motivated employees stay on for long to achieve their goals. The achievements, job responsibilities, growth, self-fulfillment and recognition are the key parameters, which enhance the job satisfaction levels. A candid interaction of the managers with employees helps develop good relationships. The continuous coaching and the genuine appreciation of the employees by the managers also enhance job satisfaction.

To cultivate an attitude of excellence in their employees, the managers should provide a certain degree of autonomy. Organizations and managers desire of excelling must work for ensuring the employee job satisfaction. ‘A happy worker is the productive worker’. As suggested by the Hawthorne studies conducted at an electrical plant in Chicago from 1924-1932 revealed that employee’s morale and satisfaction increases the productivity of employees. After that, management has pursued the topic of job satisfaction as it enhances the performance of employees, reduces absenteeism, retains qualified workers and establishes smooth employment relations.

LITERATURE SURVEY

Employee job satisfaction and factors such as productivity, performance, absenteeism, and job turnover have been investigated in several studies. Porter and Steers (1973), Baum and Youngblood (1975), and Bartol (1979) reported that there was positive correlation between job dissatisfaction and several factors, one of which was job turnover. Carrell (1976) discussed several reasons for examining job satisfaction, which includes the determination of sources of satisfaction and dissatisfaction. He suggested that the relationships of job satisfaction with training, absenteeism, and turnover are of utmost importance.

The Minnesota Satisfaction Questionnaire (short form) was selected, based on recommendations reported by Vroom (1964) and Robinson, Athanasiou, and Head (1969) as the research questionnaire used for data collection because it facilitated the determination of a general job satisfaction score, an intrinsic job satisfaction score, and an extrinsic job satisfaction score. According to Weiss and Cropanzano (1996), job satisfaction represents a person’s evaluation of one’s job and work context.

A Saleh (1981) state that job satisfaction is a feeling, which is a function of the perceived relation- ship between that entire one wants from his job in life and that entire one perceives as offering. The emphasis here is on all that a person wants, whether it is important for self-definition or not. Luthans (1989) states that job satisfaction is pleasurable and positive emotional state resulting from the appraisal of one’s job and experience, and is the result of the employee’s perception of how well the job provides those things which are viewed as important. Locke (1976) states that job satisfaction is a collection of attitudes about specific phases of the job. Employees can be satisfied with some components of the job while on the other hand simultaneously dissatisfied with others. Different intentions and behavior is a result of Different types of satisfaction. An employee might complain to the supervisor when dissatisfied with low pay but not with co- worker dissatisfaction. The overall job satisfaction is a combination of the person is feeling towards the different phases of job satisfaction.

Employees tend to prefer jobs that give them opportunities to use their skills and abilities and offer a freedom, variety of tasks, and feedback on how well they are performing. Jobs, which have very less challenge, create boredom and too much challenge creates the frustration and a feeling of failure: Under these conditions of a moderate challenges, most of the employees will experience pleasure and satisfaction (Katzell, Thompson, and Guzzo, 1992). Sinha (1958) studied the job satisfaction prevalent in the manual workers, and analyzed the impacts on satisfaction and dissatisfaction in job. Interesting work, social status and boss were found these as crucial factors contributing to satisfaction whereas inadequate salary and lack of security were regarded as important factors causing dissatisfaction.

RESEARCH METHODOLOGY

Data Source

Data collected was primary as it was collected through questionnaire from employees of Branded Readymade Apparel Industry.

- **Nature of Research**: Exploratory cum Descriptive Research,
- **Type of Investigation**: Causal,
- **Study Setting**: Non contrived,
- **Time Horizon**: Cross-Sectional,
- **Research Instrument**: A structured questionnaire consisting of close ended questions was used for purpose of study,
- **Scaling**: Likert Scale (Five point scale) is used in the questionnaire ranging from strongly disagree to strongly agree.

Sample Design

- **Sampling Unit**: Employees working in Branded Readymade Apparel Industry,
- **Sampling Size**: 92 Employees,
- **Sampling Technique**: Non-probability,
HYPOTHESIS OF STUDY

H$_{1a}$: There is significant impact of Working Environment on Job Satisfaction.

H$_{1b}$: There is significant impact of Employee Empowerment on Job Satisfaction.

H$_{1c}$: There is significant impact of Perquisites on Job Satisfaction.

H$_{1d}$: There is significant impact of Security on Job Satisfaction.

H$_{1e}$: There is significant impact of Policies on Job Satisfaction.

H$_{1f}$: There is significant impact of Responsibility imparted on Job Satisfaction.

H$_{1g}$: There is significant impact of Working Conditions on Job Satisfaction.

DATA ANALYSIS

Descriptive statistics, which use mean and standard deviation, were used to present the main characteristics of the sample. Means, standard deviations and correlations were used to present the general results of the study. Factor Analysis is used to confirm the major parameters defining the whole questionnaire. The factor analysis was used as a data reduction technique to reduce the number of significant parameters. It was found that the grand mean of all the parameters was 4.32 which shows that most of the response of the employees for all the parameters is between neutral and agree. As the grand mean of S.D is 1.05 it shows that, there is a variation in response for all the parameters.

RESULTS & DISCUSSIONS

The mean, standard deviation and correlation between all the parameters is depicted in Table 1.

<table>
<thead>
<tr>
<th>Table 1: Means &amp; Standard Deviation of Job Satisfaction parameters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parameters</td>
</tr>
<tr>
<td>Working Conditions</td>
</tr>
<tr>
<td>Job Security</td>
</tr>
<tr>
<td>Promotional Policy</td>
</tr>
<tr>
<td>Opportunities For Advancement</td>
</tr>
<tr>
<td>Balance In Work Life</td>
</tr>
<tr>
<td>Relationship With My Colleagues</td>
</tr>
<tr>
<td>Administrative Policy</td>
</tr>
<tr>
<td>Work Itself</td>
</tr>
<tr>
<td>Supervision</td>
</tr>
<tr>
<td>Responsibility Offered</td>
</tr>
<tr>
<td>Feedback</td>
</tr>
<tr>
<td>Training and Development</td>
</tr>
<tr>
<td>Equity In Compensation</td>
</tr>
<tr>
<td>Recognition</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

As grand mean of all the parameter comes out to be 4.32, it shows that most of the response of the employees for all the parameter is between Agree and Strongly Agree. As the grand mean of S.D is 1.05 it shows that, there is a variation in response for all the parameters. Moving ahead with the correlation table (Table 2), it is clear that all the parameters are highly correlated with each other, which signify that if one parameter increases, the other will also increase. By applying reliability statistics (Table 3), the value of Cronbach Alpha has found to be 86.5%, which is greater than 50%. It shows that data under study is reliable and truly represents population.

The value of Kiaser-Meyer-Olkin (Table 4) measure of sampling adequacy is .606, which is greater than .5, and significant value is .000, which is less than .05 that means that the factors extracted from the study are significant. Confirmatory factor analysis (Table 5), out of the 14 parameters selected for measuring the Job Satisfaction, 7 parameters were found to be having Eigen values greater than 1. So 29.148% of the data can be represented by these seven parameters. The rotated component matrix gives the factor loadings. Loadings above 0.6 are usually considered “high” and those below 0.4 are “low”. With the help of the rotated component matrix (Table 6), all the 14 parameters are clubbed in 7 parameters i.e. Working Environment, Employee Empowerment, Perquisites, Security, Policies, Responsibility Imparted and Working Conditions and 29.148% of the data is represented by these 7 parameters. By research, we can say these are the seven factors, which are driving Job Satisfaction in an organization. The hypothesis has been tested with the help of T-test (Table 7-13 ), through t-test it has been found that significance level of all the parameters is .000 which is less than .05 which implies that there is significance impact of all the parameters on Job Satisfaction. Further, in Regression Analysis (Table 14-15), the independent variables together explain 57.1% of the variance (R Square) with conscientiousness in pool of applicants, which is highly significant, as indicated by the P-value which in all cases is less than .05. The most successful organizations make employees satisfaction an ongoing priority, not once a year event. They take a multi-faceted approach to address problem areas and improve satisfaction scores organization wide.
Table-2: Correlations amongst Parameters of Job Satisfaction

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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<td>.611**</td>
<td>.534*</td>
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</tr>
</tbody>
</table>

Sources: Authors Compilation
**. Correlation is significant at the 0.01 level (2-tailed)
*. Correlation is significant at the 0.05 level (2-tailed).

Table-3: Reliability Test

<table>
<thead>
<tr>
<th>Cronbach's Alpha</th>
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<tbody>
<tr>
<td>.865</td>
<td>14</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
Table 4: KMO Test for Factor Analysis

| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | .606 |
| Bartlett’s Test of Sphericity | Approx. Chi-Square | 178.384 |
| Df | 91 |
| Sig. | .024 |

Sources: Authors Compilation

Table 5: Total Variance Explained

<table>
<thead>
<tr>
<th>Component</th>
<th>Initial Eigen values</th>
<th>Extraction Sums of Squared Loadings</th>
<th>Rotation Sums of Squared Loadings</th>
</tr>
</thead>
<tbody>
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<td>Total</td>
<td>% of Variance</td>
<td>Cumulative %</td>
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<tr>
<td>3</td>
<td>1.656</td>
<td>11.827</td>
<td>38.396</td>
</tr>
<tr>
<td>5</td>
<td>1.114</td>
<td>7.957</td>
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<td>6</td>
<td>1.061</td>
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<td>63.591</td>
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<tr>
<td>7</td>
<td>1.016</td>
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<td>.863</td>
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Sources: Authors Compilation

Extraction Method: Principal Component Analysis

Table 6: Rotated Component Matrix

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<td>Administrative policy</td>
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<tr>
<td>Work itself</td>
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Sources: Authors Compilation

Extraction Method: Principal Component Analysis
Rotation Method: Varimax with Kaiser Normalization
### Table-7: Hypothesis1

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<td>.000</td>
<td>1.900</td>
<td>1.71 - 2.09</td>
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<td>.000</td>
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**Sources**: Authors Compilation

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<td>Work itself</td>
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<td>.000</td>
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**Sources**: Authors Compilation

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**Sources**: Authors Compilation

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<td>1.60 - 2.00</td>
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**Sources**: Authors Compilation

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<th>95% Confidence Interval of the Difference</th>
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**Sources**: Authors Compilation
Table-12: Hypothesis6

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Sources: Authors Compilation

Table-13: Hypothesis7

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Sources: Authors Compilation

Table-14: Regression Analysis Model Summary

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<td>Sig. F Change</td>
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</table>

Sources: Authors Compilation

| b. Dependent Variable: Job satisfaction |

Table-15: ANOVA

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<th>Df</th>
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</table>

Sources: Authors Compilation

| b. Dependent Variable: Job satisfaction |

RECOMMENDATIONS AND IMPLICATIONS

The recommendations can be drawn on Job satisfaction surveys that they should be held at particular interval so that management can become aware of the problems and conflicts faced by the employees. Further, the employees should be provided with the feedback about their strengths and weaknesses so that they can capitalize their strength and improve weakness. Employees should be treated as assets of organization so that it will create a sense of belongingness among them. Company should ensure proper top management support to all employees to increase the satisfaction level of employees, which will further leads to enhancement satisfaction of employees. Employer should ensure internal and external consistency regarding the promotional opportunities to resolve the promotion related discrepancies. Open communication between the employees and superiors should be encouraged to resolve various issues faced by the employees on the job. Employees should be imparted with more autonomy and freedom as they feel that they can perform better if more autonomy and freedom is provided to them.

CONCLUSIONS

The survey has been done with the full cooperation of the employees and management. It has revealed the areas of improvement, which the organization needs to cater. From the earlier studies and with the help of Job Satisfaction Survey, it is concluded that
most of employees are satisfied in Branded Readymade Apparel Industry. Working Environment, Employee Empowerment, Perquisites, Security, Policies, Responsibility Imparted and Working Conditions are the seven most important parameters in measuring the Job Satisfaction as 70.852% of the data is represented by these seven parameters. Most of the responses are on positive side, which means the employees are satisfied with Job-related factors in these organizations with minor improvements needed to be done to increase employee’s job satisfaction. The contributions of this study are: Firstly, it examined the various parameters with Job Satisfaction levels. Secondly, it identified the key improvement areas. As such, there are limits to what organizations can do with broad-brush workforce processes. At macro level, the organizations need to provide different resources, tools and the overall workplace environment that supports the Job Satisfaction. Ultimately, at micro level, employees, with managers’ help, need to establish a thriving personal connection with their work and carve out a satisfying future in organization.

REFERENCES


*****

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(Mobile): +91-09419216270 – 71
HRD CLIMATE: A COMPARATIVE STUDY OF PUBLIC SECTOR BANKS

Kranti Walia17 Shalini Aggarwal18 Sapna Jangra19

ABSTRACT

HRD is the process of helping people to acquire competencies in their work place. It is the need for every organization to continuously develop its employee's competencies in a planned way and brings into sharp focus the importance of roles, which employees occupy in organizations. The HRD climate is both a means to an end as well as an end in itself. The competition is increasing day by day in the Indian banking sector. Therefore, it becomes a necessity for banks to provide a good HRD climate to its human resources to ensure that the HRD climate contributes to the organizations’ overall health and self-renewing capabilities, which in turn, increase the enabling capabilities of individual, dyads, team and the entire organization.

An attempt has been made to assess the HRD climate in Public sector banks and to analyze the variance in the HRD Climate of two banks. The scope of the study is confined to two banks State Bank of India and Bank of Baroda in District Jind (Haryana). Primary data is collected through a questionnaire. A 38-item HRD climate questionnaire was used to survey the extent to which development climate exists in Public sector banks.

For the analysis of the data, various statistical tools like mean, standard deviation and t-test are applied. As per the analysis, both the banks (SBI and BoB) have a reasonably good HRD climate, which is necessary for ensuring the competency, motivation and development of its employees.

KEYWORDS

OCTAPACE, Openness, Confrontation, Trust, Autonomy, Pro-action, Authenticity, Collaboration, HRD Climate, Public Sector Banks etc.

INTRODUCTION

Retention and Development of employees in an organization are two very important issues, which should be dealt with care. The reason is that the human resources are the biggest source of competitive advantage and has the capability of converting all the other resources into product/service. The effective performance of this human resource depends on the type of HRD climate that prevails in the organization, if it is good then the employee's performance will be high but if it is average or poor then the performance will be low. Human Resource Development is the framework for helping employees to develop their personal and organizational skills, knowledge, and abilities. Human Resource Development includes such opportunities as employee training, employee career development, performance management and development, coaching, succession planning, key employee identification, tuition assistance, and organization development.

HRD Climate is extremely important for the ultimate achievement of the business goals. It is a phenomenon experienced by employees and often referred to by expressions like 'environment', 'atmosphere' and so on. Climate at the individual level is a summary perception of the organization’s work environment that is descriptive rather than evaluative in nature. HRD climate can be defined as perceptions the employee can have on the developmental environment of an organization. The elements of HRD climate can be grouped into three broad categories — general climate, OCTAPACE culture and HRD mechanisms. The general climate items deal with the importance given to human resource development in general by the top management and line manager.

The OCTAPACE items deal with the extent to which Openness, Confrontation, Trust, Autonomy, Proactively, Authenticity and Collaboration are valued and promoted in the organization. The items dealing with HRD mechanisms measure the extent to which HRD mechanisms are implemented seriously. This developmental climate will have the following characteristics (Rao and Abraham, 1986):

- A tendency at all levels starting from top management to the lowest level to treat the people as the most important resource,
- A perception that developing the competencies in the employees is the job of every manager/supervisor,
- Faith in the capability of employees to change and acquire new competencies at any stage of life,

17 Assistant professor, Department of Business Administration, National Institute of Technology, Haryana, India, waliakranti@gmail.com
18Assistant professor, Department of Business Administration, Seth Jai Parkash Mukand Lal Institute of Engineering and Technology, Haryana, India, shaliniggar@gmail.com
19Research Scholar, Haryana School of Business, Guru Jambheshwar University, Haryana, India, sapna.jhangra11@gmail.com
• A tendency to be open in communications and discussions rather than being secretive (fairly free expression of feelings),
• Encouraging risk-taking and experimentation,
• Making efforts to help employees recognize their strengths and weaknesses through feedback,
• A general climate of trust,
• A tendency on the part of employees to be generally helpful to each other and collaborate with each other,
• Tendency to discourage stereotypes and favoritism,
• Supportive personnel policies.

**LITERATURE REVIEW**

For the better understanding of the concept various literatures has been studied. Brief review of the same is given below:

Srimannarayana M, (2007) conducted a study in local bank of Dubai and found that a good HRD climate was prevalent in the organization. He found out the differences in the perception of employees regarding the HRD climate based on demographic variables.

Mufeed SA, (2006) examined the HRD climate in major hospitals. The result indicated the existence of poor HRD climate in the hospitals.

Bhardwaj & Mishra, (2002) examined the HRD climate in private sector organization. The result showed the existence of good HRD climate in the organization. The managers were satisfied with the HRD policies and practices of the organization.

Alphonsa, (2000) conducted a survey to examine the HRD climate of private hospital. The responses were collected from different departments in the hospital. The researcher found that the perception of the supervisors about the HRD climate is satisfactory and reasonably good climate was prevailing in the hospital.

Venkateswaran, (2002) made a study in a public sector undertaking in India and found that, to a large extent, a favorable HRD Climate was prevalent in the organization.

T.V.Rao in an analysis of 14 large public and private sector organization it is found that only three of them did not have separate HRD department.

Pattanayak, (1998) states that HRD Climate affects performance in three ways: a) by defining the stimuli that confronts the individual; b) placing constraints on the individual’s freedom of choice; and c) providing source of reward and punishment.

**OBJECTIVES OF STUDY**

The main purpose of this study is to assess the HRD Climate in the banking sector in Haryana state and to analyze the variance in the HRD Climate of the two public sector banks. The specific objectives of the study are:

• To assess the HRD Climate of the said public sector banks.
• To analyze the variance in HRD Climate of the two banks.

**RESEARCH METHODOLOGY**

**Research Hypothesis**

Based on the objectives for the study a hypothesis is formulated and tested to know whether there is any significant difference between the HRD Climate of the two public sector banks- State Bank of India & Bank of Baroda.

H0: There is no significant difference in the HRD Climate of the two public sector banks- State Bank of India & Bank of Baroda.

**Data Collection**

Primary data is collected through questionnaire. “HRD Climate Survey” scale developed by Prof. T.V. Rao and Mr. E. Abraham was used for data collection. A 38-item HRD climate questionnaire was used to survey the extent to which development climate exists in Public sector banks.

These 38 items assess General climate, OCTAPAC (Openness, Confrontation, Trust, Autonomy, Pro-action, Authenticity and Collaboration) culture and implementation of HRD mechanisms in organization. A number of statements were given to the respondents describing the HRD climate of an organization.
Sample Size

The employees of two banks i.e. State bank of India and Bank of Baroda have been taken up as the sample for the study. The sample size was 40 i.e. 20 employees from State Bank of India and 20 employees from Bank of Baroda from Jind and Ambala district of Haryana state. Convenience sampling method was used to collect the data.

Statistical Tools

In order to interpret the data various statistical tools have been applied like mean, standard deviation and T-test to test the significance of the difference between the means of two independent samples.

ANALYSIS AND INTERPRETATION OF DATA

In order to conduct and analyze the study, the respondents were required to give assessment of the HRD climate in their organization by rating their organization on each statement using the 5-point scale. A rating of 5 indicates that the statement is almost always true with your organization; a rating of 4 indicates that the statement is mostly true; a rating of 3 indicates that the statement is sometimes true; a rating of 2 indicates that the statement is rarely true and rating of 1 indicates that the statement is not at all true about their organization i.e., 5 = Almost always true, 4 = Most true, 3 = Sometimes true, 2 = rarely true and 1 = Not at all true. The responses of employees of two banks have been given below in the Table-1

<table>
<thead>
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<th>Table-1: Opinion of Respondents on Various Aspects</th>
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</table>

Sources: Authors Compilation
Table-1 shows that there is no significant difference between most of the HRD Climate dimensions of the two banks. The mean score of each item could theoretically range from 1.0 to 5.0 where 1.0 indicates extremely poor HRD climate and 5.0 indicates extraordinarily good HRD climate on that dimension. On a couple of these variables like for item number 6, 7, 8, 11, 12, 14, 15, 16, 1.7 28 and 33 , the mean score of BOB is higher than the corresponding items of SBI. For the rest of the items the mean score of SBI is higher than BOB. The overall mean scores for the HRD Climate of the two banks are- SBI - 3.6118 and BOB - 3.5592.

Table-2: ‘t’ Test Results

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Aspects</th>
<th>Calculated Value</th>
<th>Tabulated Value</th>
<th>Degrees of Freedom</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Different ways to enjoy work</td>
<td>0.0286</td>
<td>2.021</td>
<td>38</td>
<td>Accepted</td>
</tr>
<tr>
<td>2.</td>
<td>Treated employees as humanely</td>
<td>1.8710</td>
<td>2.021</td>
<td>38</td>
<td>Accepted</td>
</tr>
<tr>
<td>3.</td>
<td>Development of subordinates</td>
<td>2.5280</td>
<td>2.021</td>
<td>38</td>
<td>Accepted</td>
</tr>
<tr>
<td>4.</td>
<td>Policies</td>
<td>4.1403</td>
<td>2.021</td>
<td>38</td>
<td>Rejected</td>
</tr>
<tr>
<td>5.</td>
<td>Time &amp; resources in developing employees</td>
<td>0.9807</td>
<td>2.021</td>
<td>38</td>
<td>Accepted</td>
</tr>
<tr>
<td>6.</td>
<td>Help of seniors to juniors</td>
<td>1.6470</td>
<td>2.021</td>
<td>38</td>
<td>Accepted</td>
</tr>
<tr>
<td>7.</td>
<td>Help to acquire competence</td>
<td>0.6428</td>
<td>2.021</td>
<td>38</td>
<td>Accepted</td>
</tr>
<tr>
<td>8.</td>
<td>Adjusting change</td>
<td>3.2000</td>
<td>2.021</td>
<td>38</td>
<td>Rejected</td>
</tr>
<tr>
<td>9.</td>
<td>Helpful nature</td>
<td>1.0303</td>
<td>2.021</td>
<td>38</td>
<td>Accepted</td>
</tr>
<tr>
<td>10.</td>
<td>Informal communication</td>
<td>0</td>
<td>2.021</td>
<td>38</td>
<td>Accepted</td>
</tr>
<tr>
<td>11.</td>
<td>Acquiring KSA</td>
<td>0.2539</td>
<td>2.021</td>
<td>38</td>
<td>Accepted</td>
</tr>
<tr>
<td>12.</td>
<td>Guiding juniors by seniors</td>
<td>1.2138</td>
<td>2.021</td>
<td>38</td>
<td>Accepted</td>
</tr>
<tr>
<td>13.</td>
<td>Identifying potential of employees</td>
<td>3.2598</td>
<td>2.021</td>
<td>38</td>
<td>Rejected</td>
</tr>
<tr>
<td>14.</td>
<td>No favoritism</td>
<td>0.5788</td>
<td>2.021</td>
<td>38</td>
<td>Accepted</td>
</tr>
<tr>
<td>15.</td>
<td>Rewards</td>
<td>1.5173</td>
<td>2.021</td>
<td>38</td>
<td>Accepted</td>
</tr>
<tr>
<td>16.</td>
<td>Appreciation</td>
<td>0.9741</td>
<td>2.021</td>
<td>38</td>
<td>Accepted</td>
</tr>
<tr>
<td>17.</td>
<td>Performance appraisal</td>
<td>1.2983</td>
<td>2.021</td>
<td>38</td>
<td>Accepted</td>
</tr>
<tr>
<td>18.</td>
<td>No mental impressions</td>
<td>0.8312</td>
<td>2.021</td>
<td>38</td>
<td>Accepted</td>
</tr>
<tr>
<td>19.</td>
<td>Using creative ideas</td>
<td>0.8559</td>
<td>2.021</td>
<td>38</td>
<td>Accepted</td>
</tr>
<tr>
<td>20.</td>
<td>No discouragement</td>
<td>0.5278</td>
<td>2.021</td>
<td>38</td>
<td>Accepted</td>
</tr>
<tr>
<td>21.</td>
<td>Good communication</td>
<td>1.6855</td>
<td>2.021</td>
<td>38</td>
<td>Accepted</td>
</tr>
<tr>
<td>22.</td>
<td>Timely feedback</td>
<td>0.1227</td>
<td>2.021</td>
<td>38</td>
<td>Accepted</td>
</tr>
<tr>
<td>23.</td>
<td>SWOT analysis</td>
<td>1.4346</td>
<td>2.021</td>
<td>38</td>
<td>Accepted</td>
</tr>
<tr>
<td>24.</td>
<td>Training Programmes</td>
<td>1.0493</td>
<td>2.021</td>
<td>38</td>
<td>Accepted</td>
</tr>
<tr>
<td>25.</td>
<td>Learning opportunities</td>
<td>1.0399</td>
<td>2.021</td>
<td>38</td>
<td>Accepted</td>
</tr>
<tr>
<td>26.</td>
<td>Genuine training need programmes</td>
<td>1.9066</td>
<td>2.021</td>
<td>38</td>
<td>Accepted</td>
</tr>
<tr>
<td>27.</td>
<td>Trust</td>
<td>0.6171</td>
<td>2.021</td>
<td>38</td>
<td>Accepted</td>
</tr>
<tr>
<td>28.</td>
<td>Expressed feelings with superiors</td>
<td>1.7026</td>
<td>2.021</td>
<td>38</td>
<td>Accepted</td>
</tr>
<tr>
<td>29.</td>
<td>Expressed feelings with subordinates</td>
<td>2.2886</td>
<td>2.021</td>
<td>38</td>
<td>Rejected</td>
</tr>
<tr>
<td>30.</td>
<td>Encouragement</td>
<td>2.8548</td>
<td>2.021</td>
<td>38</td>
<td>Rejected</td>
</tr>
<tr>
<td>31.</td>
<td>Delegation of authority</td>
<td>0.9962</td>
<td>2.021</td>
<td>38</td>
<td>Accepted</td>
</tr>
<tr>
<td>32.</td>
<td>Understanding among juniors &amp; seniors</td>
<td>0.6123</td>
<td>2.021</td>
<td>38</td>
<td>Accepted</td>
</tr>
<tr>
<td>33.</td>
<td>Team spirit</td>
<td>3.7250</td>
<td>2.021</td>
<td>38</td>
<td>Rejected</td>
</tr>
<tr>
<td>34.</td>
<td>Discussing problems</td>
<td>0</td>
<td>2.021</td>
<td>38</td>
<td>Accepted</td>
</tr>
<tr>
<td>35.</td>
<td>Career opportunities</td>
<td>0.5228</td>
<td>2.021</td>
<td>38</td>
<td>Accepted</td>
</tr>
<tr>
<td>36.</td>
<td>Developing employees for future</td>
<td>0.3652</td>
<td>2.021</td>
<td>38</td>
<td>Accepted</td>
</tr>
<tr>
<td>37.</td>
<td>Employee welfare</td>
<td>2.9400</td>
<td>2.021</td>
<td>38</td>
<td>Rejected</td>
</tr>
<tr>
<td>38.</td>
<td>Job rotation</td>
<td>0.7489</td>
<td>2.021</td>
<td>38</td>
<td>Accepted</td>
</tr>
</tbody>
</table>

Sources: Field Survey

From the Table-2, it has been observed that there is no significant difference between the HRD Climate of the two banks as calculated by applying t-test. Since the calculated value of t is less than the tabulated value of t in all most every variable except a few, we accept Ho & conclude that both the samples do not differ significantly at a given level of significance i.e.; both the banks have a reasonably good development climate. Ho is true i.e. there is no significant difference between the HRD climates of the two public sector banks: State Bank of India and Bank of Baroda.

CONCLUSIONS

As per the analysis, both the banks (SBI and BoB) have a reasonably good HRD climate, which is necessary for ensuring the competency, motivation and development of its employees. This in turn leads to the success and development of the organization. There always exists a scope of improvement. The State Bank of India can improve by making the seniors and executives take active interest in their juniors and help them learn their jobs. It should make the environment more conducive by making the
employees discuss their feelings with their superiors. If such fear exists in the minds of the employees, it should be removed. Both the banks can improve its HRD Climate by removing the formality in discussing their personal problems with their superiors. Experimentation should be encouraged. The organizations should ensure employee welfare. On analyzing the study results, Bank of Baroda should provide more opportunities to try out what they have learnt, it should sponsor the employees for training programmes based on genuine training needs.

REFERENCES


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(Editor-In-Chief)
THE IMPACT AND PERSUADE OF ETHICAL BONDING ON EMPLOYEE COMMITMENT

Y. Subbarayudu²⁰ G. V. Chandra Mouli²¹

ABSTRACT

Ethics is no more untouched or uncharted area in the recent organizational framework. Employees have been renowned as a key factor to the business opulence. Employers are realized the impact of ethics on organizational issues; how it solves critical tribulations and helps to attain right transformation. Ethical bonding is all about maintaining the employees through framing Proactive ethical code of conduct (ethical management), informing, following and finally establishing an ethical organization. Ethical bonding stresses the employer and employee to be cohesive and grow on ethical lines. Ethical bonding is how the organization pursues ethical interaction as a paramount approach to advance and endure. In short, it is organizational attitude towards ethical concerns. The present study is intended to highlight various factors influencing ethical bonding, competitive advantages gained through it, adverse effects of commercial bonding, the socio-psychological impact of ethical bonding on behavioral transformations towards attaining sustainable HR Competitive gains and recommending strategic imperatives to set up a right ethical bonding milieu in the organizations.

KEYWORDS
Ethics, Business Opulence, Ethical Bonding, Ethical Lines, Behavioral Transformations, Employee Commitment etc.

INTRODUCTION

Simply speaking ethics is the discipline dealing with that which is good and bad and with moral duty and obligations; in business sense, concerned primarily with the relationship of business goals and techniques to specific human needs (Bartlett C. A. & S. Ghoshal, 1994). The workforce is a critical component in the organizations, because a right trade-off will result in success over competitor’s supremacy. The organization is a social entity, which operates in the society aims at long run survival and runs on profit lines. Ethical ideology is observed as modern business utensil. It is about doing and not saying; truly, an appliance angled utensil (Chen A. Y. S & R. B. Sawyers, Williams P. F, 1997). Many ethical concepts accentuated link between organizational advancement and societal wellness. Ethical bonding concerned with qualitative fascia of the firm. Behaving ethically, adapting ethical sensitiveness, interconnecting business behavior with ethical philosophies are the basic features of the ethical bonding. Managing human factor is a most tuff task to the organizations, because it needs proper framing and execution of strategies, existing of right relationships, creating beneficial setting to work and it’s about having valuable leadership, now what we are calling as the ethical leadership. The ethical leader goes beyond the commercial defenses and set a right platform to grow, prosper, present on ethical milieu (Chen A. Y. S., R. B. Sawyers & Williams P. F., 1997). Earning employee commitment, is it always a question! How organizations can expect employee loyalty merely based on commercial bonding; hence, the firms are devising different tools to enhance loyalty level and then effective utilization of human capital (Elangovan A. R. & Shapiro D. L., 1998).

EMPLOYER-EMPLOYEE-ETHICS

Employer-Employee relationship is vital to the organizational success. The problems of the company may be numerous but ultimately all can be solved through establishing a right relationship among Employer-Employee. Every organization wants to gain sustainable competitive advantage, it happens only through maintaining right bonding with employees; because the Human Resources who are able to understand exactly the organizational requirements, expectations from them, more emphatic towards company can do wonders! (Korsgaard M. A., D. M. Schweiger & H. J. Sapienza, 1995). Here one missing element is ‘Ethics’. If ethics is considered as a right tool to tackle many organizational issues including employer-employee relations, may establishes new mode to attain organizational excellence.

Every organization wants to be unique through their Strategies and Policies; here the question is there influence on employee behavior. The rigid policies adopted by organizations may persuade positively and negatively (Sims R. R., 1992). Modern organizations are in search of inventing unique HR Strategies, which makes them to lead the competition. In this regard, the ethics may help organizations; it stresses the need for adopting policies with human values (Mayer R. C. & J. H. Davis, 1995). The logic is simple, every employee views the organization from their side, like whether they are rightly observed, recognized, registered (prosocial behavior) in the organizational typical approach (O’Reilly C. A. & J. A. Chatman: 1986). Ethics helps the organizations in establishing a positive environment, developing the employees with a right spirit, promoting mutual trust between employer-employee (Powers E. L., 2000). Gaining a unique competitive advantage over other firms is ever unsolved mystery (Becker T. E., 1995). Organizations are always busy in getting the solution to this issue. Re-thinking about organizational framework is essential

²⁰ Assistant Professor, Department of Business Management, Yogi Vemana University, Andhra Pradesh, India, ysrayudu2002@gmail.com
²¹ Research Scholar, Department of Business Management, Yogi Vemana University, Andhra Pradesh, India, mouli.gvcmba@gmail.com
Applying ethics as a tool to gain competitive advantage is a paradigm shift process i.e. ethical transformations. For this the organizations has to derive the policies from the core ethics like Mutual Respect, Trust, Recognition, Promise Keeping, Societal Wellbeing etc.. Here the core element is ethical leadership, developing and transforming the leaders into ethical leaders; the employees view and learn a major portion of organizational things from leaders (Sims R. R., 2000). These ethical leaders help and assist the employees to tackle various ethical dilemmas effectively (Tichy N. M., D. O. Ulrich; 1984). Framing the organizational policies on ethical lines may helps employer and employee in many ways (Forsyth, D. R., 1992). Having ethical consciousness is the first step in ethical bonding. Effective utilization of human resources is not about only getting work from them but also integrating the individual goals with organizational progression; it is about re-structuring the corporate personality.

**SIGNIFICANCE OF THE STUDY**

The significance of the study is aimed at creating a superior understanding the expression ethical bonding, how it influences employee behavior towards the organization in a constructive sense. Presenting its benefits to the employee and organization in terms of enhanced employee commitment, retention rate, develops an empathetic approach and ultimately focuses on gaining unique ethical competitive advantage.

**OBJECTIVES OF STUDY**

The objectives of the study are:

- To identify the impediments forcing the organizations to concentrate on ethical bonding;
- To ascertain the Impact of ethical bonding on employee behavior;
- To identify the ethical factors influencing ethical bonding to enhance employee commitment; and
- To suggest strategic imperatives to enhance firm is competitive gain through effectively devising ethical bonding course of action.

**Hypothesis of Study**

The following hypotheses are formulated in order to achieve the above objectives:

1. There is a significant relationship between ethical bonding and employee’s organizational commitment and
2. Ethical bonding is positively associated with gaining a unique competitive advantage.

**Research Methodology**

The purpose of this study is to examine influence of ethical bonding on Sustainable HR Transformations through employee commitment. A descriptive research design taking a survey approach was used. Data is collected from the respondents by using the interview schedule specifically designed for the purpose. A total number of 250 questionnaires were distributed for this study. Respondents were from companies that were located in the Electronics City (popularly known as Electronic City), Bangalore - an Indian city, representing a variety of Industries in the Corporate Sector. Of this number, 197 were returned and 184 were found usable. A non-probabilistic sampling method, namely convenience sampling was used in drawing samples for this study. The sample included 98 males (53.3%) and 86 females (46.7%). The range of ages of the respondents is from 20 to 53 years. The educational level of the respondents is high with 84% holding bachelors or postgraduate degrees. Slightly more than half (50.6%) of the respondents reported that they hold the position of Executive; whereas 28.8% are Assistant Managerial cadre; and 20.6% Managers. The respondents were kept naive as to the exact nature of the research purpose; being told only that the study instigated to know the employee’s perception about the ethical bonding. The tabulated data is analyzed with simple percentages, Cumulative Percentages, Likert’s Five Point Scale and Correlation Coefficient.

**DATA ANALYSIS & INTERPRETATION**

**Table-1: Perception of Respondents towards Ethical Bonding**

<table>
<thead>
<tr>
<th>Issue</th>
<th>S.A*</th>
<th>A*</th>
<th>N*</th>
<th>D*</th>
<th>S.D*</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>My Organization is adopting typical HR Strategies with human values.</td>
<td>47</td>
<td>31</td>
<td>52</td>
<td>24</td>
<td>30</td>
<td>184</td>
</tr>
<tr>
<td>I truly believe in the concept of applying ethics as a right tool to gain a unique competitive advantage.</td>
<td>72</td>
<td>44</td>
<td>14</td>
<td>54</td>
<td>-</td>
<td>184</td>
</tr>
<tr>
<td>My company policies are rightly derived from the business ethics.</td>
<td>43</td>
<td>39</td>
<td>63</td>
<td>29</td>
<td>10</td>
<td>184</td>
</tr>
<tr>
<td>We respect our superiors because they stood as role models for us through devising various organizational policies on ethical lines.</td>
<td>79</td>
<td>46</td>
<td>21</td>
<td>19</td>
<td>19</td>
<td>184</td>
</tr>
<tr>
<td>Our company follows a philosophy called a right personnel selection leads to right results.</td>
<td>45</td>
<td>51</td>
<td>37</td>
<td>49</td>
<td>02</td>
<td>184</td>
</tr>
<tr>
<td>We are knowledgeable about professional ethics and serious about fulfilling</td>
<td>42</td>
<td>59</td>
<td>29</td>
<td>21</td>
<td>33</td>
<td>184</td>
</tr>
<tr>
<td>Statement</td>
<td>Agree</td>
<td>Strongly Agree</td>
<td>Neutral</td>
<td>Strongly Disagree</td>
<td>Disagree</td>
<td>Strongly Disagree</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------</td>
<td>-------</td>
<td>----------------</td>
<td>---------</td>
<td>-------------------</td>
<td>----------</td>
<td>-------------------</td>
</tr>
<tr>
<td>Existence of ethical climate makes us to become more loyal to the company.</td>
<td>83</td>
<td>69</td>
<td>18</td>
<td>14</td>
<td>-</td>
<td>184</td>
</tr>
<tr>
<td>We have ethical leaders who guide always to tackle various ethical dilemmas.</td>
<td>34</td>
<td>37</td>
<td>29</td>
<td>47</td>
<td>37</td>
<td>184</td>
</tr>
<tr>
<td>The future is only for ethical organizations.</td>
<td>87</td>
<td>54</td>
<td>24</td>
<td>19</td>
<td>-</td>
<td>184</td>
</tr>
<tr>
<td>We are clearly observing the ethics in our company’s performance appraisal system.</td>
<td>35</td>
<td>39</td>
<td>19</td>
<td>68</td>
<td>23</td>
<td>184</td>
</tr>
<tr>
<td>Ethics helps us in re-structuring our corporate personalities.</td>
<td>65</td>
<td>63</td>
<td>22</td>
<td>31</td>
<td>03</td>
<td>184</td>
</tr>
<tr>
<td>Employer-Employee relations are not merely commercial.</td>
<td>74</td>
<td>62</td>
<td>13</td>
<td>35</td>
<td>-</td>
<td>184</td>
</tr>
<tr>
<td>I want continue in the same organization for a long period because here we are rightly treated and ethically protected.</td>
<td>46</td>
<td>24</td>
<td>48</td>
<td>49</td>
<td>17</td>
<td>184</td>
</tr>
<tr>
<td>Ethical bonding Works to establish conflict resolution strategies to seek solutions to ethically compromising issues.</td>
<td>41</td>
<td>49</td>
<td>21</td>
<td>36</td>
<td>37</td>
<td>184</td>
</tr>
<tr>
<td>Our company is strictly against to unfair business activities.</td>
<td>37</td>
<td>39</td>
<td>64</td>
<td>44</td>
<td>-</td>
<td>184</td>
</tr>
<tr>
<td>We respect competition, ready to face it through internal improvement policies.</td>
<td>48</td>
<td>49</td>
<td>12</td>
<td>41</td>
<td>34</td>
<td>184</td>
</tr>
<tr>
<td>The Pay raise, Promotions are as per the company norms.</td>
<td>32</td>
<td>47</td>
<td>16</td>
<td>57</td>
<td>32</td>
<td>184</td>
</tr>
<tr>
<td>We are experiencing ethical consciousness of our organization at many critical times of business.</td>
<td>37</td>
<td>28</td>
<td>48</td>
<td>41</td>
<td>30</td>
<td>184</td>
</tr>
<tr>
<td>My top management is very particular about practicing business tactics on ethical lines.</td>
<td>31</td>
<td>37</td>
<td>26</td>
<td>49</td>
<td>41</td>
<td>184</td>
</tr>
<tr>
<td>We will not believe in loyalty; but right bonding.</td>
<td>84</td>
<td>61</td>
<td>09</td>
<td>28</td>
<td>02</td>
<td>184</td>
</tr>
<tr>
<td>Ethical Bonding is rightly designed practice to ensure employee commitment.</td>
<td>32</td>
<td>79</td>
<td>28</td>
<td>45</td>
<td>-</td>
<td>184</td>
</tr>
<tr>
<td>Organizational politics can be rightly managed through ethical bonding.</td>
<td>49</td>
<td>43</td>
<td>19</td>
<td>38</td>
<td>35</td>
<td>184</td>
</tr>
<tr>
<td>Mis-treatment and Mis-use of power attitude of the superiors can be controlled through ethical bonding.</td>
<td>57</td>
<td>47</td>
<td>08</td>
<td>41</td>
<td>31</td>
<td>184</td>
</tr>
<tr>
<td>Industrial spying, revealing company secrets to the competitors and hardship employee departure can be controlled through ethical bonding.</td>
<td>42</td>
<td>48</td>
<td>39</td>
<td>27</td>
<td>28</td>
<td>184</td>
</tr>
<tr>
<td>Improved employee commitment may results in enhanced self-respect, dignity and individuality.</td>
<td>51</td>
<td>48</td>
<td>07</td>
<td>42</td>
<td>36</td>
<td>184</td>
</tr>
<tr>
<td>My company is so caring and sensitive towards us; it displays genuine moral conduct.</td>
<td>38</td>
<td>48</td>
<td>47</td>
<td>35</td>
<td>16</td>
<td>184</td>
</tr>
<tr>
<td>We are free to raise ethical or other issues without fear of retaliation.</td>
<td>37</td>
<td>32</td>
<td>26</td>
<td>69</td>
<td>20</td>
<td>184</td>
</tr>
<tr>
<td>I am frequently observing the act of betrayal in our company.</td>
<td>38</td>
<td>35</td>
<td>48</td>
<td>58</td>
<td>05</td>
<td>184</td>
</tr>
<tr>
<td>According to me due to disparity in power, many employees adopt a double standard that gives them more leeway than they afford the employer.</td>
<td>48</td>
<td>41</td>
<td>12</td>
<td>39</td>
<td>44</td>
<td>184</td>
</tr>
<tr>
<td>As per me, The moral obligations of an employee include loyalty, candor, caring and respect; are going beyond economic relations.</td>
<td>73</td>
<td>68</td>
<td>06</td>
<td>37</td>
<td>-</td>
<td>184</td>
</tr>
<tr>
<td>People of character take into account; their moral obligations towards employer before they interview for another job.</td>
<td>54</td>
<td>47</td>
<td>09</td>
<td>44</td>
<td>30</td>
<td>184</td>
</tr>
<tr>
<td>Promise Keeping, Mutual Understanding, Living up to the terms of the agreements are essentials for the existence of ethical bonding among employer-employee relations.</td>
<td>69</td>
<td>52</td>
<td>02</td>
<td>34</td>
<td>27</td>
<td>184</td>
</tr>
<tr>
<td>Establishing oneself as an ethical employee, a reputation is established that results in raises and opportunity for advancement.</td>
<td>53</td>
<td>45</td>
<td>18</td>
<td>35</td>
<td>33</td>
<td>184</td>
</tr>
<tr>
<td>Ethical Bonding resulting stronger business means more sales, better customer service, and greater profitability.</td>
<td>59</td>
<td>51</td>
<td>06</td>
<td>32</td>
<td>36</td>
<td>184</td>
</tr>
<tr>
<td>Employee ethical behavior leads to better career path, with greater opportunities for promotions, and for being paid better salaries.</td>
<td>49</td>
<td>52</td>
<td>32</td>
<td>37</td>
<td>14</td>
<td>184</td>
</tr>
<tr>
<td>Transformation from commercial bonding to ethical bonding results in a competitive advantage including committed employees.</td>
<td>69</td>
<td>53</td>
<td>05</td>
<td>36</td>
<td>21</td>
<td>184</td>
</tr>
<tr>
<td>EEE’ Philosophy always works, we respect it. (Employer-Employee-Ethics).</td>
<td>57</td>
<td>49</td>
<td>09</td>
<td>38</td>
<td>31</td>
<td>184</td>
</tr>
<tr>
<td>There is requirement of devising proactive ethical code of conduct to ensure organizational advancement-via-employee commitment.</td>
<td>55</td>
<td>61</td>
<td>02</td>
<td>32</td>
<td>34</td>
<td>184</td>
</tr>
</tbody>
</table>

**Sources:** Primary Data

**Note:** S.A - Strongly Agree; A - Agree; N - Neutral; D - Disagree; S.D - Strongly Disagree

Table 1 shows 78 (42%) percent of respondents agreed that their organizations are adopting HR Strategies with human values.
116 (63%) percent of respondents believed in the concept of applying ethics as a tool to gain unique competitive advantage.

82 (45%) percent of respondents accepted that their company policies are derived from business ethics.

125 (68%) percent of respondents respecting their superiors because they stood as role models for them through devising various organizational policies on ethical lines.

96 (52%) percent of respondents agreed that their company is following a philosophy called a right personnel selection leads to right results.

101 (55%) percent of respondents accepted that they are knowledgeable about professional ethics and serious about fulfilling their affirmative ethical obligations.

152 (83%) percent of respondents strongly agreed that the Existence of ethical climate makes them to become more loyal to the company.

84 (46%) percent of respondents disagreed with the statement because they don’t have ethical leaders to guide in case of ethical dilemmas.

141 (77%) percent of respondents extremely accepted that the future is only to the ethical organizations.

91 (49%) percent of respondents are not clearly observing the ethics in their company’s performance appraisal system.

128 (70%) percent of respondents opined that Ethics helps them in re-structuring their corporate personalities.

136 (74%) percent of respondents accepted that employer-employee relations are not merely commercial.

70 (38%) percent of respondents wants to continue in the current organization for a long period because they are rightly treated and ethically protected.

90 (49%) percent of respondents believed that the Ethical bonding Works to establish conflict resolution strategies to seek solutions to ethically compromising issues.

76 (41%) percent of respondents agreed that their organizations are strictly against to unfair business activities.

97 (53%) percent of respondents accepted that they are respecting competition; ready to face it through internal improvement policies.

89 (48%) percent of respondents disagreed with the avowal ‘Pay raise, Promotions are as per the company norms’.

71 (39%) percent of respondents opined that they are not experiencing ethical consciousness of their organization at many critical times of business.

90 (49%) percent of respondents felt that their top managements are not very particular about practicing business tactics on ethical lines.

145 (79%) percent of respondents believed in right bonding than loyalty.

111 (60%) of respondents highly agreed that the ethical bonding concept which is designed to ensure employee commitment.

92 (50%) percent of respondents felt that the organizational politics can be rightly managed through ethical bonding.

104 (57%) percent of respondents opined that the Mis-treatment and Mis-use of power attitude of the superiors can be controlled through ethical bonding.

90 (49%) percent of respondents accepted that the industrial spying, revealing company secrets to the competitors and hardship employee departure can be controlled through ethical bonding.

99 (54%) percent of respondents opined that improved employee commitment may results in enhanced self-respect, dignity and individuality.

86(47%) percent of respondents agreed that their company is so caring and sensitive towards them; which displays genuine moral conduct.

89 (48%) percent of respondents opined that they are not free to raise ethical or other issues without fear of retaliation.
89 (48%) percent of respondents accepted that the disparity in power, many employees adopt a double standard that gives them more leeway than they afford the employer.

73 (40%) percent of respondents are frequently observing the act of betrayal in their company.

141 (77%) percent of respondents opined that the moral obligations of an employee include loyalty, candor, caring and respect; are going beyond economic relations.

101 (55%) percent of respondents felt that people of character take into account their moral obligations towards employer before they interview for another job.

121 (66%) percent of respondents accepted that promise keeping, mutual understanding, living up to the terms of the agreement are essentials for the existence of ethical bonding among employer-employee relations.

98 (53%) percent of respondents opined that the establishing oneself as an ethical employee, a reputation is established that results in raises and opportunity for advancement.

110 (60%) percent of respondents whispered that the ethical bonding results in stronger business means more sales, better customer service, and greater profitability.

101 (55%) percent of respondents felt that the employee ethical behavior leads to better career path, with greater opportunities for promotions, and for being paid better salaries.

122 (66%) percent of respondents highly accepted that the transformation from commercial bonding to ethical bonding results in a competitive advantage including committed employees.

106 (58%) percent of respondents accepted the EEE’ Philosophy always works and they respect it (Employer-Employee-Ethics).

116 (63%) percent of the respondents expressed the need for devising proactive ethical code of conduct to ensure organizational advancement-via-employee commitment.

On overall majority of the respondents is the positive towards ethical bonding; which is purely a new moral paradigm and perspective to ensure employee commitment.

### Table-2: Major Organizational Factors Influencing Ethical Bonding

<table>
<thead>
<tr>
<th>Factor</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Valid Percentage</th>
<th>Cumulative Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mutual Trust</td>
<td>63</td>
<td>34.24</td>
<td>34.24</td>
<td>34.24</td>
</tr>
<tr>
<td>Good Governance</td>
<td>62</td>
<td>33.69</td>
<td>33.69</td>
<td>67.93</td>
</tr>
<tr>
<td>Organizational Politics</td>
<td>59</td>
<td>32.07</td>
<td>32.07</td>
<td>100.00</td>
</tr>
<tr>
<td>Total</td>
<td>184</td>
<td>100.00</td>
<td>100.00</td>
<td></td>
</tr>
</tbody>
</table>

**Sources:** Primary Data

Table 2 clearly shows the most vital organizational factors, which are influencing Ethical Bonding. As per the whole data analysis the major factors, which are playing a vital role and moving employer-employee towards ethical bonding are as follows: The first rated factor is ‘Mutual Trust’ with 63 (34.24%) Percent of respondents admit. The second rated factor is ‘Good Governance’ with 62 (33.69%) percent of respondents admit and the third rated factor is ‘Organizational Politics’ with 59 (32.07%) percent of respondents admit.

### Table-3: Ethical Bonding V/s Employee Commitment

<table>
<thead>
<tr>
<th>Respondents Opinion</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>159</td>
<td>86.41</td>
</tr>
<tr>
<td>No</td>
<td>25</td>
<td>13.59</td>
</tr>
<tr>
<td>Total</td>
<td>184</td>
<td>100</td>
</tr>
</tbody>
</table>

**Sources:** Primary Data

Table 3 reveals that 86.41 percent of respondents agreed that there is a direct relationship between Ethical Bonding and Employee Commitment. Results also showed that 13.59 percent of respondents disagreed with this statement, according to them the concept of employee commitment is a dynamic aspect, and it gives nothing or zilch.
Table-4: Coefficient Correlation between Managing Ethical Bonding & Gaining Sustainable HR Competitive Advantage

<table>
<thead>
<tr>
<th>Gaining Sustainable HR Competitive Advantage</th>
<th>Managers</th>
<th>Assistant Managers</th>
<th>Executive Level Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Respondents</td>
<td>38</td>
<td>53</td>
<td>93</td>
</tr>
<tr>
<td>Need for Ethical Bonding</td>
<td>31</td>
<td>49</td>
<td>78</td>
</tr>
<tr>
<td>Correlation Coefficient</td>
<td></td>
<td></td>
<td><strong>0.9807124</strong></td>
</tr>
</tbody>
</table>

Sources: Primary Data

Table 4 visibly shows the positive relationship between the managing ethical bonding and gaining sustainable HR competitive advantage (0.9807124); majority of the respondents accepted the need for managing ethical bonding to gain unique sustainable competitive advantage.

**CORE FINDINGS**

Below listed key findings are observed from the above analysis:

- Majority of the respondents accepted the significance of ethics in today’s business world; like adopting typical HR strategies with human values, using ethics as a tool to gain competitive advantage, deriving company policies from ethical lines.

- Ethical leadership plays a key role in attaining employee commitment through ethical bonding by the organizations and for this; the right personnel selection is highly required.

- The following aspects are rated high with reference to Ethical Bonding: Professional Ethical Consciousness, Existence of Ethical Climate, Re-structuring of corporate personalities, Ethically Treating leads to increased retention rate, Non-participation in unfair trade business activities.

- Managing Ethical Bonding results in stronger business means more sales, better customer service, and greater profitability and establishing oneself as an ethical employee, a reputation is established that results in raises and opportunity for advancement, beyond all these the observations shows that future is only for ethical organizations.

- The Organizational Fault Practices like not considering ethics in performance appraisal mechanism, Unmatched Pay-Promotions with firm norms, poor consideration of ethical consciousness of organizations at many critical times of business, not having seriousness towards practicing business tactics on ethical lines by the top management, disparities in power which leads to adopt double standard strategies and indulging in the act of betrayal.

- Ethical Bonding is a Transformational Process from Traditional Organizational Views and Philosophies: Accepting Employer-Employee relations are not a commercial one, Respecting Competition and facing it through internal improvement policies, Establishing conflict resolution strategies to seek solutions to ethically compromising issues, Believing in right bonding over a mere loyalty, Right Controlling of the activities like Industrial Spying, Mis-treatment and Mis-use of powers, Enhanced self-respect, dignity and individuality through Improved employee commitment.

- Promise Keeping, Mutual Understanding, Living up to the terms of the agreement and positively coining the moral obligations of an employee include loyalty, candor, caring and respect; are going beyond economic relations are essentials for the existence of ethical bonding among employer-employee relations.

- Observations clearly show that Mutual Trust, Good Governance and Organizational Politics are efficiently managed through ethical bonding; because these are the key impediments influencing employee commitment.

- Assessment provoked the need for devising a Proactive Ethical code of conduct / Managing Ethical Bonding is required to ensure Employee Commitment.

**Strategic Imperatives**

The following Strategic Imperatives are suggested to enhance employee commitment through managing the ethical bonding, and attaining a Sustainable Human Resource Competitive Advantage:

- Ethical Bonding is a continuous process and not merely saying that you (employee) are recognized and important to us,

- Realizing the relation with employees are not simply commercial,

- Establishing Proactive Ethical Code of Conduct, this is designed exclusively to meet the present and future organizational HR needs,
Devising HR Strategies on ethical lines,

Effectively using the most precious time (Induction, Socialization) of employees to induce ethical thinking behavior; which organization is following and expected to follow by the employees,

Considering Ethics in all HR related Issues like, Recruitment and Selection, Performance Appraisal, Promotions, Controlling organizational politics in a do no harm ethical policy,

Strictly sticking to the ethical policies which are exhibited in front of the stakeholders; by this the organization may become role model to the viewers,

Protecting the interests and rights of the employees at critical moments like adopting Organizational Pruning, Economizing, Downsizing & Resizing strategies,

Always addressing the superiors (Managers) in the organization to consider ethics in all issues. It refers to the controlling the mis-use of power & Disparity of power,

Giving an opportunity to the employees to raise voice against unethical activities happening in the organization may be called as Whistle Blowing,

Clearly specifying ethical bonding is highly sought than a mere loyalty,

The organization should not indulge in any sort of Act of Betrayal like conducting secret recruitments, pay hikes, and promotions through backdoor etc.,

Organizational Conflicts, Agitations should be solved on ethical defenses,

Employer-Employee should stick to the highest moral obligations like loyalty, candor, caring and respect,

Rightly establishing the concept ethical bonding as a mutually-benefit tool through which organization become stronger through improves sales, profits and reputation; employee will enjoy a better career path, with greater opportunities for promotions, and for being paid better salaries (specifying the possibility through establishing oneself as an ethical employer and employee),

To gain unique and sustainable competitive advantage, the organizations make sure concerning employee commitment i.e. through right bonding called ethical bonding.

CONCLUSIONS

Ethical Bonding is truly a transformation from conventional employer-employee relationship to a sustainable HR paradigm shift. Employee Commitment is the most imperative facet in today’s business scenario; it helps the firms in attaining a unique competitive gain. Ethical Bonding is a rightly designed concept to ensure employee commitment and many more, purely a new-fangled and moral dimension in employer-employee relations. In simple ethical bonding is all about Absolute honesty through Building a corporate culture that values straight talk and rewarding integrity.

REFERENCES


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(Mobile): +91-09419216270 – 71.
EFFECTIVENESS OF PERFORMANCE APPRAISAL PRACTICES: A COMPARATIVE STUDY OF HERO CYCLES LTD AND AVON CYCLES LTD

Sarita Arora

ABSTRACT

A dynamic and growing organization needs to continually review its structure and systems, creating new roles and responsibilities for their workforce. People differ in their abilities and their aptitudes. Performance appraisals of Employees are necessary to understand each employee’s abilities, competencies and relative merit and worth for the organization. The identification of employee potential to ensure the availability of people to do different jobs helps to motivate employees in addition to serving organizational needs. A critical factor related to an organization’s long-term success, is its ability to measure how well employees perform and to use that information to ensure that performance meets present standards. An appraisal system can have major and long-term implications for effective functioning of an organization. Each organization develops its own system to suit its own requirements, since each organization has its own unique characteristics, its own tradition and climate and its own objectives, needs and problems.

This paper endeavors to identify the effectiveness of performance appraisal practices and perception of employees regarding the effectiveness of appraisal practices. The investigation was carried out by taking Hero Cycles Ltd. and Avon Cycles Ltd. as sample organizations.

KEYWORDS

Performance Appraisal, Placement & Transfer, Promotion, Increments, Training, Hero Cycles, Avon Cycles etc.

INTRODUCTION

Almost every organization in one way or another goes through a periodic ritual, formally or informally, known as performance appraisal. The formal performance appraisal is a tool of management, a control process, an activity and a critical element in human resources allocation. Primarily performance appraisal has considered an overall system for controlling an organization. The performance appraisal has defined as any personnel decision that affects the status of employees regarding retention, termination, promotion, demotion, transfer, salary increases or decreases, or admission into a training program.

Denhardt defines performance appraisal as a specific evaluation with respect to an individual’s progress in completing specified tasks. (1991). The key all employees have identified thrust of an effective PA process as the ability to understand and reinforce the desired work behavior. Performance Appraisal is one of the most crucial and productive aspects of performance management for various decisions with regard to promotion, transfers, increments, training and development are based on it. It is a periodic process of evaluating or assessing the efficiency and performance of an employee in terms of job requirements.

Appraisal should serve a useful career planning purpose by providing the opportunity to review the employee’s career plans in the light of his/her exhibited strength and weakness. A comprehensive, balanced and effective development oriented appraisal system is an essential requirement for achieving a high level of motivation and satisfaction among the members of the organization. Thus, performance appraisal assists the organization in the achievements of its goals and objectives.

REVIEW OF LITERATURE

Heyel observes, “It is the process of evaluating the performance and qualifications of the employees in terms of the requirements of the job for which he is employed, for the purpose of administration including placements, selection for promotion, providing financial rewards and other actions which requires differential treatment among the members of a group as distinguished from actions affecting all the members equally” (1973).

According to Roland Benjamin, “Performance appraisal determines who shall receive merit increases; counsels employees on their improvement; determines training needs; determines promotability; identifies those who should be transferred. Moreover, it improves employee’s job performance; encourages employees to express their views to seek classification on job duties; broadens their outlook, capacity and potential; promotes a more effective utilization of manpower and improves placement; facilitates selection, reward and promotion of the best-qualified employee, prevents grievances and increases the analytical abilities of supervisors.

According to Cunning & Cascio also appraisal information can used for salary reviews, promotions, transfers, training and development of individuals.

22Assistant Professor, Sri Aurobindo College of Commerce and Management, Punjab, India, sarita.arora@smude.edu.in
Tznier, suggest that organizations generally use performance appraisal for two broad purposes. First performance appraisals are used in administrative decisions such as promotions, salary allocations, and assignments. Second, performance appraisals are used as a tool for employee development processes such as offering feedback, critiquing performance, and setting goals for improvement. With these broad purposes, organizations establish their own often-unique performance appraisal systems to evaluate and develop their employees. However, it is often difficult for organizations to evaluate whether their performance appraisal system is accomplishing their desired outcomes. (2000)

T. V. Rao states, “there is a great degree of dissatisfaction all around with performance appraisals. Rarely does one come across managers who are satisfied with appraisal systems in their organizations. When such a great degree of unhappiness exists about the system then why should we continue to have the same? However, the managers also find it difficult to do without these because in the absence of an appraisal mechanism, however weak it may be, it is difficult to get work out of people. It is in fact a good mechanism to have control over the employees. Employees want promotions, salary increments and good working conditions. Therefore, if the employees achieve what they desire, they should also satisfy the expectations of their bosses. Thus the bosses at every level strive for better ratings of their own performance by assessing the performance of their subordinates and thus controlling their behavior”.

After researches in many companies, Rao found that if performance appraisal system designed properly, it could help each employee to understand more and more about his role, strengths and weaknesses. It can also increase the mutuality and communication between each employee and his supervising officer and can help in identifying the development needs of each employee and prepare them for higher-level jobs. In addition, it can assist in a variety of personnel decision by generating data about each employee periodically.

According to Beatty and Schneier, “Performance Appraisal is one of the most problematic areas in personnel administration. No matter whether the organization is large or small, business, government or educational, the performance of its members must be evaluated in order to take decisions on wage and salary levels, promotions, terminations, training needs and many other important programmes.” (1977)

OBJECTIVES OF STUDY

Survey of literature on various aspects of the subject, reveals that there still exists a need to highlight some of the aspects of performance appraisal. Not much research has done in the Cycles Industry with regard to performance appraisal of employees. That precisely is the reason for selecting Cycle Industry for this study.

Following are the objective of the study:

- To study how far the various personnel decisions are based on performance appraisal.
- To study the effectiveness of performance appraisal practices.

HYPOTHESIS OF STUDY

Keeping in the mind the survey of literature and objectives of the study, following hypothesis emerge:

- There is significant difference in the frequency of decisions taken on basis of performance appraisal results by both Hero Cycles Ltd. and Avon Cycles Ltd.
- There is significant difference in the effectiveness of performance appraisal practices adopted by Hero Cycles Ltd. and Avon Cycles Ltd.

RESEARCH METHODOLOGY

Primary data was used to carry out this study. A preliminary survey had made in both the companies. Information had obtained from the managerial staff, through informal interviews. On basis of information thus obtained, a structured questionnaire was prepared. Questions were framed: (1) To know how far the decisions taken based on performance appraisal results, (2) To know the effectiveness of the system. In this study, the entire managerial staff of Avon Cycles Ltd and Hero Cycles Ltd. had surveyed. The 80 employees comprising departmental heads, supervisors and section heads of Avon Cycles Ltd. and 60 employees of Hero Cycles Ltd., had surveyed. Data is analyzed using t-test, F-test, Z-test and Chi square at *** = 1% Level of Significance, ** = 5% Level of Significance, * = 10% Level of Significance.

FINDINGS OF STUDY

An appraisal system can have major and long-term implications for the effective functioning of an organization. Thus, the introduction of an appraisal system in an organization calls for careful planning of a strategy and considerable preparation. The effectiveness of a system depends largely on the process through which the system is developed and introduced.
Each organization develops its own system to suit its own requirements, since each organization has its own unique characteristics, its own tradition and climate and its own objectives, needs and problems. Beatty has said, “Decisions for management is not whether to appraise performance but rather how to do so? The first and perhaps the most important decision in performance appraisal is when management decides what to measure what it will base the performance appraisal on?

Several techniques of appraisal have developed to measure the performance of an employee.

**Rock and Lewis** have classified the methods into two broad categories viz. narrow interpretation and broad interpretation of appraisal. His superior considers the former as a post mortem of a subordinate’s performance during a predetermined period often the preceding year. It involves assessment of performance viz-a-vis specified criteria or in terms of a particular method of rating. Methods such as the traits or characteristics rating scale, the ranking method, the employee comparison method and performance standard method are included in this category. The latter also known as accountability management by end-result, involves a broad purview, and aims at improving the entire managing process and the individual managers on a year round basis.

The methods and scales differ in the sources of traits and qualities to appraise. The stress in the appraisal report has traditionally been on certain aspects of personality such as integrity, loyalty, reliability, honesty, judgment, initiative, cooperation and resourcefulness. However, recent developments in management and research in personnel administration have led the stress to shift from “appraisal of personality” to “analysis of performance”.

The rating scales used by different organization differ widely in the number of traits or factors to be rated and the particular factors uses. The most frequently used evaluation parameters are perception, creativity, salesmanship, listening skill, risk taking, management control, use of delegation, problem analysis, leadership, communication skills, decision making, attitude towards peers and subordinates.

Various traits, parameters and techniques like confidential reporting, appraisal by the immediate supervisors, MBO, critical incidents, 360-degree appraisal system are adopted by Hero Cycles Ltd. and Avon Cycles Ltd. to assess the performance of managerial staff.

In appraising the performance various parameters like work knowledge, experience, method laid out, relation with superior & subordinates etc. are used. Hero Cycles Ltd. uses performance appraisal that aims at helping the staff to improve their performances and for assessing training needs; Avon Cycles Ltd. uses performance appraisal that aims at designing a system of introducing increment, recognition and identifying training needs.

**Effectiveness of Performance Appraisal Practices**

The effectiveness of performance appraisal system depends to a great degree on how well the data generated for a variety of purposes. Appraisal data can be utilized for development decisions as well as for personal management purposes. The following categories of development decisions can be taken on the basis of appraisal data: (i) Organizing company training programmes (ii) Job rotation (iii) Career development (iv) Potential development; and (v) Delegation- The following personal decision can also be made on the basis of appraisal data; (i) Performance rewards (ii) Placements and transfers (iii) Promotion (iv) Change of duties.

The above-mentioned views of different scholars suggest a variety of objectives and purposes, which an appraisal system is likely to accomplish, ranging from the measurement of performance to total employee development. Thus, it can be said that performance appraisal results can be used for number of purpose i.e. from personal decisions to the development of employees.

**Decisions Based on Performance Appraisal Result**

**Table 1: Frequency of Offers on Different Aspects of Job by Appraisal System**

<table>
<thead>
<tr>
<th>Aspects of Job</th>
<th>(Mean Frequency)</th>
<th>t-value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Avon Industry</td>
<td>Hero Industry</td>
</tr>
<tr>
<td></td>
<td>Mean</td>
<td>SD</td>
</tr>
<tr>
<td>Promotion</td>
<td>1.35</td>
<td>0.48</td>
</tr>
<tr>
<td>Placement &amp; Transfer</td>
<td>1.25</td>
<td>0.46</td>
</tr>
<tr>
<td>Increments</td>
<td>1.61</td>
<td>0.49</td>
</tr>
<tr>
<td>Recognition</td>
<td>1.59</td>
<td>0.52</td>
</tr>
<tr>
<td>Identifying training needs</td>
<td>1.60</td>
<td>0.49</td>
</tr>
<tr>
<td>Career planning</td>
<td>1.16</td>
<td>0.51</td>
</tr>
<tr>
<td>F-ratio</td>
<td>12.94***</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
Promotion

Promotion, which constitutes upgrading of the employees status and salary, plays a significant role in motivating the employees. In some companies, promotion treated as a reward for good performance but in some organizations, promotion is generally done based on set criteria i.e. when it becomes due. The results revealed in table 1 show that there is no difference (t=0.55) among the opinions of the respondents of both the companies with regard to promotion based on appraisal results. Appraisal results mostly considered for deciding about promotion decisions.

Placement and Transfer

In companies placement and transfer largely depends upon the availability of the vacancy and the quantum of workload involved. The aptitude and the capacity of the concerned employee is also considered while making transfer and posting. While making transfer of the employees his past performance, loyalties towards the organization kept in view. Results revealed in table 1 there is no significant difference (t=1.32) between the opinion of the respondents of both the companies. The appraisal results do not contribute much towards the placement & transfer decision. It is a policy decision and decided by the top level. The mean value in case of Avon Cycles Ltd. is 1.25 whereas in case of Hero Cycles Ltd. it is 1.13, which reveals that placements and transfers are to some extent based on appraisal results.

Increment

In most of the organization salary grades are associated with the positions held by the officials in an organization. Annually the salary of every employee increases by a fixed amount associated with that grade. Increments sometimes based on the appraisal reports. The table 1 shows that in Avon Cycles Ltd. appraisal results are the true deciders in increasing the salary of employees. It has the highest mean value of 1.61 among the other decisions. In Hero Cycles Ltd. employees are of the view those salaries increments based on appraisal results largely as compared to Avon Cycles Ltd. as the mean value is 1.27. There is significant difference (t= 3.16***) among the opinions of employees of both the companies. The t value is highly significant at 1% level of significance.

Recognition

Results revealed in table 1 show that decisions of recognition are largely depends upon the performance results. In comparison of both the companies, the mean value is higher in case of Avon Cycles Ltd. i.e. 1.59 whereas in Hero Cycles Ltd. the mean value is 1.15. There is significant difference (t=4.34***) in the opinion of respondents regarding this aspect between the significant at 1% level of significance. Some organization reward their employees by giving them special assignments and higher level responsibilities, More power and authority is delegated to high performing employees. Appreciation letters can hand over to the outstanding performers. Such rewards highly motivate the employees to perform better.

Identifying Training Needs

Not every employee may have all the capabilities required to perform each function associated with his role. Performance appraisal should be able to indicate the capabilities a person has and the capability he lacks to perform each of the functions associated with his role. Identification of capabilities gap calls for providing adequate training to the employees. Results revealed in table 1 show that performance results are the major source for deciding about the training requirements. In both the companies, this aspect is having the highest mean value among all other decision variables. The mean values are 1.60 and 1.40 for Avon Cycles Ltd. and Hero Cycles Ltd. respectively. There is significant difference (t=2.09**) among the opinions of the respondents of both the companies with regard to identification of training needs.

Career Planning

It is the deliberate process through which someone becomes aware of personal skills, interests, knowledge, motivations and other characteristics; acquires information about opportunities and choices; identifies career related goals; and establishes action plans to attain specific goals. Results revealed in table 1 show that performance results used lesser for career planning. In Avon Cycles Ltd., it has the least mean value of 1.16. In Hero Cycles Ltd., it has second least mean value of 1.18. There is no difference (t=.21) among the opinion of respondents of both the companies.

Perception of Respondents Regarding Effectiveness of Present Performance Appraisal System

Table-2: Effectiveness of Appraisal System

<table>
<thead>
<tr>
<th>Effectiveness</th>
<th>Avon Industry</th>
<th>Hero Industry</th>
<th>Z-value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>%age</td>
<td>Number</td>
</tr>
<tr>
<td>Competence at present job</td>
<td>79</td>
<td>98.75</td>
<td>55</td>
</tr>
<tr>
<td>Potential for future</td>
<td>77</td>
<td>96.25</td>
<td>50</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
Competence at Present Job

Results revealed in table 2 show that in case of Avon Cycles Ltd. 98.75% of respondents believe that performance appraisal system in their organization is effective in estimating a person’s competence at his present job. In case of Hero Cycles Ltd. 91.67%, respondents are of the same view. Z test in table 2 shows that there is significant difference (Z=2.05**) in the responses given by the respondents of both the organizations with regard to effectiveness of performance appraisal system in estimating a person’s competence at present job.

Estimating Potential for Future

Figures given in table 2 revealed that 96.25% respondents of Avon Cycles Ltd. and 83.33% respondents of Hero Cycles Ltd. agree that performance appraisal system is effective in estimating a person’s potential for the future. Z test shows in table 2 shows that there is significant difference (Z=2.61***) among the opinions of respondents of both the companies with regard to effectiveness of performance appraisal system in estimating a person’s potential for the future.

Role of Performance Appraisal System

Table-3: Performance Appraisal Helps in Improving Performance

<table>
<thead>
<tr>
<th>Appraisal Mechanism Helps</th>
<th>Avon Industry</th>
<th>Hero Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>%age</td>
<td>Number</td>
</tr>
<tr>
<td>Yes</td>
<td>80</td>
<td>100.00</td>
</tr>
<tr>
<td>No</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>Chi-Square</td>
<td>9.82***</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Performance appraisal system plays a significant role in helping subordinates to improve their performance. 100% respondents of Avon Cycles Ltd. believe that present performance appraisal system helps in improving their performance. In contrast to it, 88.33% respondents of Hero Cycles Ltd. also believe that present appraisal mechanism helps in improving their performance as shown in table 3.

Improvement in Different Aspects of Performance

Results revealed in table 4 show that performance appraisal system plays a significant role in improving their performance, their communication, their decision-making ability and various other work related areas. Figures show that performance appraisal mechanism is more effective in improving performance, building confidence, morale, training needs with mean value of 1.89, 1.86, and 1.85 respectively. The present appraisal mechanism also act as a motivator with mean \( \bar{X} = 1.81 \) to perform better and better. It helps in self-development and self-evaluation with mean values of 1.81 & 1.78 respectively.

Table-4: Frequency of Improvement in Different Aspects of Performance by Appraisal System

<table>
<thead>
<tr>
<th>Aspects of Performance</th>
<th>(Mean Frequency)</th>
<th>t-value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Avon Industry</td>
<td>Hero Industry</td>
</tr>
<tr>
<td></td>
<td>Mean</td>
<td>SD</td>
</tr>
<tr>
<td>Performance</td>
<td>1.89</td>
<td>0.32</td>
</tr>
<tr>
<td>Communication</td>
<td>1.26</td>
<td>0.72</td>
</tr>
<tr>
<td>Relations</td>
<td>1.45</td>
<td>0.53</td>
</tr>
<tr>
<td>Decision-making ability</td>
<td>1.74</td>
<td>0.44</td>
</tr>
<tr>
<td>Training needs</td>
<td>1.83</td>
<td>0.38</td>
</tr>
<tr>
<td>Self development</td>
<td>1.81</td>
<td>0.39</td>
</tr>
<tr>
<td>Career planning</td>
<td>1.58</td>
<td>0.55</td>
</tr>
<tr>
<td>Building confidence</td>
<td>1.86</td>
<td>0.38</td>
</tr>
<tr>
<td>Morale</td>
<td>1.85</td>
<td>0.36</td>
</tr>
<tr>
<td>Act as a motivator</td>
<td>1.81</td>
<td>0.39</td>
</tr>
<tr>
<td>Self evaluation</td>
<td>1.78</td>
<td>0.42</td>
</tr>
<tr>
<td>F-ratio</td>
<td>15.27***</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Results revealed in table 4 show that performance appraisal system plays a significant role in improving their performance, their communication, their decision-making ability and various other work related areas. Figures show that performance appraisal mechanism is more effective in improving performance, building confidence, morale, training needs with mean value of 1.89, 1.86, and 1.85 respectively. The present appraisal mechanism also act as a motivator with mean \( \bar{X} = 1.81 \) to perform better and
better. It helps in self-development and self-evaluation with mean values of 1.81 & 1.78 respectively. To conclude, it is observed that performance appraisal helps in improving more or less all the related work areas. In Hero Cycles Ltd., results reveal that performance appraisal largely helps in improving performance (X̄ =1.48), career planning (X̄ =1.32) building confidence (X̄ =1.30), training needs (X̄ =1.28), building morale (X̄ =1.27). It acts as a motivator (X̄ =1.25). It also helps in improving relations (X̄ =1.18) self-evaluation (X̄ =1.18), improving decision ability (X̄ =1.18). To sum up performance appraisal system, more or less helps in improving various related areas of work.

**Effect of Performance Appraisal on Future Performance**

<table>
<thead>
<tr>
<th>Extent of Effect</th>
<th>Avon Industry</th>
<th>Hero Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>%age</td>
</tr>
<tr>
<td>High</td>
<td>38</td>
<td>47.50</td>
</tr>
<tr>
<td>Moderate</td>
<td>38</td>
<td>47.50</td>
</tr>
<tr>
<td>Low</td>
<td>4</td>
<td>5.00</td>
</tr>
<tr>
<td>Nil</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>Mean</td>
<td>2.43</td>
<td></td>
</tr>
<tr>
<td>SD</td>
<td>0.59</td>
<td></td>
</tr>
<tr>
<td>t-value</td>
<td></td>
<td>2.55**</td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation

Future performance is largely linked with the performance appraisal. If employees are satisfied with the appraisal mechanism, they will be definitely motivated to perform better in future. Percentage results in table 5 show that in case of Avon Cycles Ltd., 47.5% of respondents are of the view that performance appraisal highly influences their future performance, 47.5% of respondents are of the view that it moderately affects their future performance and only 4% of employees say that there is low effect of performance appraisal on future performance. In case of Hero Cycles Ltd. 35% of the respondents say, that performance appraisal highly affects their future performance. 48.33% employees are of the view that future performance moderately affect by the performance appraisal, 10% of respondents are of the view that there is low effect of performance appraisal on future performance. 6.67% of respondents are also of the view that performance appraisal has no effect on future performance. T-test applied to compare the views of the respondents of both the companies. The results shows that there is significant difference (t=2.55**) in the opinion of employees of both the companies. The t-value is highly significant at 5% level of significance.

**CONCLUSIONS**

**Decisions Based On Performance Appraisal**

Performance appraisal can use for taking various decisions like promotion, training, increments, recognitions, career planning etc. Some companies use appraisal results in deciding about promotion, transfers and increments but in some companies, fixed norms are there. Results revealed that increments, training needs, recognitions decisions are usually associated with appraisal results with mean values of 1.61, 1.60 and 1.59 respectively in Avon Cycles Ltd.; whereas, scene is different in Hero Cycles Ltd. where training needs, promotion and increments are usually based on appraisal results with mean values of 1.40, 1.30 and 1.27 respectively. There is significant difference (t = 3.16**, t = 4.34**, t = 2.09***) among the opinions of respondents of both the companies with regard to increments, recognitions and training needs respectively. There is no difference (t = 0.55, t = 1.32, t = 0.21) among the opinions of respondents of both companies with respect to promotion, placement & transfer and career planning.

**Effectiveness of Performance Appraisal**

The effectiveness of performance appraisal depends to a great degree on how well the data generated by the system, utilized for a variety of purposes. Appraisal data can utilize for development purposes as well as for personnel management decisions. With regard to estimating an appraisal system in estimating a person’s competence at present job, 98.75% respondents of Avon Cycles Ltd. and 91.67% responded that present appraisal system is surely effective in estimating a person’s competence at present job. Moreover present appraisal system is also effective in estimating a person is potential for future as shown in the results i.e. 96.25% respondents of Avon Cycles Ltd. and 83.33% respondents of Hero Cycles Ltd. the view that present appraisal system is effective in estimating a person’s potential for future. There is significant difference (Z= 2.61***) in the opinions of respondents of both the companies as regard to their views on effectiveness of present appraisal system estimating a person’s potential for future.

Performance appraisal system prevalent in Avon Cycles Ltd. and Hero Cycles Ltd. helps in improving the different aspects of performance like communication, decision making ability, training needs, career planning, building confidence etc. The results revealed that present appraisal system helps in improving the performance with mean value of 1.89 and 1.48 for Avon Cycles Ltd. and Hero Cycles Ltd. It also helps in building confidence with mean value of 1.86 and 1.30 in Avon Cycles Ltd. and Hero Cycles Ltd. respectively. The present appraisal system of Avon Cycles Ltd. and Hero Cycles Ltd. largely helps in improving morale.
needs self development, whereas communication, relations, decision making ability, career planning are less influenced by the performance appraisal.

To conclude performance appraisal system plays an active role in taking a variety of decisions that may contributes to organizational health and productivity. It is found that in Avon Cycles Ltd. appraisal is taken into consideration mainly while deciding about training requirement, recognition and increments whereas in Hero Cycles Ltd. training needs, promotion decisions are largely based on performance appraisal. Also present performance appraisal system helps in improving the competence and performance as well as communication, decision-making ability of the managerial staff of both the companies.

REFERENCES


*****

FOR ANY CLARIFICATION OR SUGGESTION, WRITE US:

Editor-In-Chief
Pezzottaite Journals,
24, Saraswati Lane, Bohri, Near Modern Dewan Beverages,
(Mobile): +91-09419216270 – 71
editorinchief@pezzottaitejournals.net
contactus@pezzottaitejournals.net
GENDER IMBALANCE: A DESCRIPTIVE RESEARCH ON GENDER INEQUALITIES IN INDIA WITH SPECIAL REFERENCE TO MADHYA PRADESH

Amit Kumar23 Gunjan Anand24

ABSTRACT

The gap between male and female child ratio in various parts of globe including India has become a serious problem to the nations. Specifically, Asian countries like India, China, and many parts of Middle East countries facing such a severe problem.

The ever-increasing gap in India is bringing serious cause of socially imbalanced economy, which may affect the sustainable growth of nation as one of the fastest growing economy in the world. Gender balance in any economy play a vital role for overall development of the nation.

With this view, the current study has been taken to understand the reason of such gaps in the society and learn about the serious cause and effect of imbalance. The study is conducted in central India, Madhya Pradesh (M.P.) that is determined by its multi facets business blogs, diversified demographics, multiple ethnicities and socially shared destination.

A great combination of these qualities will provide an insight into the cause of gender imbalance on the ground of different characteristics of people belong to Indore.

KEYWORDS

Gender Imbalance, Economy, Madhya Pradesh, Inequalities etc.

INTRODUCTION

India that recognized by its valuable, long established great culture at one hand and on the other is a great emerging economy at the global platform has no social respect for women. Many socio-economic and demographic factors indicated the social biasness against women and girl child that cause into a great disparity in gender. A century old Indian demographic history records that in the matter of sheer numbers, the female ratio in total population had always remained unfavorable. In this regard, the 2001 census reveals that a decline in the child sex ratio (CSR) for the age group 0-6 has crossed all limits and has remained alarmingly at its lowest. The issue of the survival of the girl child is a critical one, and needs systematic effort in mobilizing the community.1

Imbalance in sex ratios represents an inequality within a population. In India, this inequality is discrimination against females. The parents carrying feeling of discrimination previously disposed of unwanted female child. However, with new technology allowing pre-natal sexual determination the majority of unwanted female Childs are aborted through sex selective abortion. This is becoming a serious problem to most of the nations including India. Post independence this trend is continued. Amritsar, India, Fri Apr 15, 2011 (LifeSiteNews.com) - As per study conducted, 2011 census in India has revealed that the gender imbalance is at its highest level since records began being kept at the country’s independence in 1947. Through the comparative analysis between 1991 census and 2001 census it was found that the age 0-6 sex ratio was 934 girls to 1,000 boys, which decline to 927 in the 2001 census.2

According to Dr. Gursharan Singh Kainth, director of the Guru Arjan Dev Institute of Development Studies in Amritsar, remarked in an article in Eurasia Review: “A cultural preference for sons and the increasing availability of prenatal screening to determine a baby’s sex have helped contribute to a worsening in the ratio, which has been deteriorating rapidly even as the ratio for the population as a whole has improved.”3

Sex selections are now invading parts of the country that used not to practice it. Indeed, as the average family size drops in India, the preference for sons only intensifies. Sons inherit land, pass on the family name, financially provide for parents in old age and perform rituals for deceased parents. While the number of women per 1,000 men in India has touched its highest figure, 940, since 1971 when it was just 930, the corresponding number for girls below six is just the opposite the lowest since Independence. Provisional Census data show that the child sex ratio, or the number of girls for every 1,000 boys in the age group 0-6 years, stands at 914, down from 927 in 2001. The child sex ratio has been in free fall since 1961, when it stood at 976.

23 Assistant Professor, Institute of Business Management and Research, IPS Academy, Madhya Pradesh, India, amitkumariccs@gmail.com
24 Assistant Professor, Institute of Business Management and Research, IPS Academy, Madhya Pradesh, India, gunjan0029@gmail.com
Sex ratio in Madhya Pradesh as compared to India

While going through the data available on sex ratio in MP as compared to India right from 1901 to 2001 it was found that MP stood equal at gender ratio with whole India but kept on declining considerably. Census declined from almost 1% to 5.76% approx i.e. from 972 to 919. The situation went to worst ever in the year 1991 when only 912 females were recorded on every 1000 males. It was the awakening dawn for Indian government for understands the depth of the problem in humanity ground. Then from 1991, various initiatives have been taken in the form of multiple ‘Yojna’ carried out on nationwide by the government to save girl child. Some of the yojna were: ‘Savitribai Phule Sukanya Yojna (SPSY), Balika Samridhi Yojana, Ladli Laxmi Yojna and many more to save the girl child and their interest. As an outcome of these initiatives, we succeeded somehow to stop declining trend in female sex ratio. According to the census 2011 the female ratio has risen from 919 to 940 from the year 2001 to 2011. Sex ratio imbalance is being found in almost every state in India where some are at the worst condition with almost 50% of male ratio. States like Haryana (861), Daman and Diu (591) are of some examples where some states are in excess like Kerala, Pondicherry etc. MP still needs to find better way to fill the gap of 60 women on every 1000 men.

Table-1

<table>
<thead>
<tr>
<th>Year</th>
<th>India</th>
<th>M.P</th>
</tr>
</thead>
<tbody>
<tr>
<td>1901</td>
<td>972</td>
<td>972</td>
</tr>
<tr>
<td>1911</td>
<td>964</td>
<td>967</td>
</tr>
<tr>
<td>1921</td>
<td>955</td>
<td>949</td>
</tr>
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<td>1931</td>
<td>950</td>
<td>947</td>
</tr>
<tr>
<td>1941</td>
<td>945</td>
<td>946</td>
</tr>
<tr>
<td>1951</td>
<td>946</td>
<td>945</td>
</tr>
<tr>
<td>1961</td>
<td>941</td>
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<tr>
<td>1971</td>
<td>930</td>
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<td>1981</td>
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<td>1991</td>
<td>927</td>
<td>912</td>
</tr>
<tr>
<td>2001</td>
<td>933</td>
<td>919</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

LITERATURE REVIEW

Arindam Nandi & Anil B. Deolalikar (2013) in their study found that the national initiative taken by the government in the form of laws and public policies has significantly controlled the gender inequality. They discussed the positive effect of national pre-conception and pre-natal diagnostics technique act 1994, which banned sex-selective abortions in India. In addition, proven the success of law to prevent gender imbalance and control the situation for further worsening.

Shatanjaya Dasgupta (2011) propounded that ‘Sex-Selective Abortion’ trend has diffused in the society rapidly and is more popular to wealthier family. It was also observed that sex-elective abortion and postnatal discrimination are practiced by most of the socio-economic groups in the country. This is one among the significant cause of gender imbalance in the society where
female child is being exploited during its inception and postnatal also. According to the national family and health survey wealthy urban households exhibits the largest sex ratio imbalance.

Madan Mohan L. (2007) founded a very strong reason of gender imbalance apart from the well discussed causes like foeticide, infanticides, high maternal and female mortality is the ‘Patriarchal’ belief. The mindset constructed by patriarchal values where too much importance has been given to the son in the family is forcing people for having a great wish for male child. Such tradition and customs becoming one of the main causes of female fetus killing, thus resulting in imbalance in the society.

**IMPLICIT REASONS FOR GENDER IMBALANCE IN MP**

While going through the study on gender imbalance in India some unexpected facts have come before. Many authors have come across the facts, which are dominantly, partially or somehow responsible for such gap among the ratio. Some of the reasons do not acceptable in this globalized, civilized and modernized world because they are based on culture, tradition and heritage or more on unethical practices. With the help of available literatures, the study found that there are various factors contributing in gender imbalance in India and particularly in MP. Cultural bondage to have a son in the family, modernized family structure where people like to have nuclear family, technological advancement which facilitates the technology for prenatal sex determination which is a big cause of sex discrimination (Bagga, C. 2005), traditional belief about a male child that can only transmitted the name of the family to the next generation or can secure the existence of a particular group in the society for generation to generation, another fact is that the people belongs to the middle or lower middle class thought that male child would give them protection in the old age when they will be good for nothing and taking care of them all through the life, many groups think like at the time of death they need male child to complete their custom, traditional and social obligation which cannot imagine from a girl child.

**Chart-1**

<table>
<thead>
<tr>
<th>Implicit Reasons</th>
<th>Socio-Cultural Factors</th>
<th>Modern Trends</th>
<th>Technological Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social security</td>
<td>Social security</td>
<td>Nuclear Family Concept</td>
<td>Prenatal Sex Determination</td>
</tr>
<tr>
<td>Social Status</td>
<td>Social Status</td>
<td>Small Family Concept</td>
<td>Abortion Facilities</td>
</tr>
<tr>
<td>Cultural Bondage</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**IMPLICIT REASONS**

**Socio-Cultural Factors**

**Social Security**

In Indian society a boy is always considered as an asset where as a girl is a liability. It is very simple if a person were asked to have one of them majority would go with an asset i.e. a boy. This myth is continued in the society though we are living in modernized era. Majority of people still believe that a boy would be the lamp when they will walk on the dark street. People still frightened from the old age when they will not have resources to consume, no or almost small income, social security and physically weakness or diseased. By considering all points, it would become very difficult to convince the parents that a girl child can also be an asset to the family and can equally play a vital role whenever it is required. Still, society assumes a son is a lifetime protection against insecurity. It is obvious that if somebody asked to choose one between asset and liability the majority shall go with an asset i.e. a son. This Hippocratic thinking is the biggest cause of sex discrimination in India.

**Social Status**

People are still believed that a boy provides them a social status in terms of being a representative of his father at various socio-cultural events and happenings. He meets all the social obligations and cultural responsibilities on behalf of the family. Still majority of the society feels proud and honored to have sons in their family in comparison with daughter. India is known because of its culture and these cultures prevail in the society, hence, the importance given to social recognition is very high specifically in rural and semi urban areas. Thus, social status is another significant factor for gender imbalance in Madhya Pradesh.

**Cultural Bondage**

Indian societies are still having cultural bondage to have a son in the family to be completed. This feeling is being faded due to modernization but still has a significant impact over human psychology. People are attached with their culture and tradition where they have taught for balanced family and without son family cannot be completed, therefore they always expect male child instead
of female child. On the other hand, historical belief of old aged people always put psychological pressure on new generation to follow the long established tradition. For the people culture and society still has significant place in their life and that cannot be neglected, hence, they are having cultural bondage to fulfill the socio-cultural needs.

**Modern Trends**

**Nuclear Family Concept**

Up gradation in the education and lifestyle, people are more tend to become independent. Generation ‘Y’ is more interested in living in a nuclear family rather than in a join family. This concept also has become a major factor for imbalance in gender ratio in MP. Every nuclear family prefers son as primary against a daughter. This feeling brought social injustice to female child and become a severe cause of gender discrimination. Nuclear family concept is good as economic aspect of the family but it is completely bad as social point view.

**Small Family Concept**

The study identified various factors that have an impact on people’s psychology to have small family size, such as: people migration for job hunting, ever increasing inflation, government policy for small family, awareness about family planning, increased educational level of parents. With all these factors parents’ choice for small family concept is increasing. Because small family concept is more in trend now a day’s gender biasness has increased because of strong son preference in the family.

**Technological Factors**

**Prenatal Sex Determination**

Scientific methods and technological advancement is one among the potential factor for gender imbalance. With the help of technology, people determine the sex prior to the delivery and if they found it is female child it is aborted. Such issues are very shameful and inhuman for the human being. With this ever-increasing gap among the sex ratio government has taken a strategic step by bonding prenatal sex determination with the law where agencies/ institutes are strictly advised not to identify the sex prior to their delivery. With this step, government tried to fight against such social evil that can become a major threat to the very fabric of the society.

**Abortion Facility**

Technological advancement in the field of ‘Obstetrics’, determination and termination of child fetus have become very easy and within the reach of a common man. It has become a major factor for gender imbalance. People get facilities readily available for termination of female fetus, which was not possible in early days because of the lack of technological advancement. The unethical use of medical facilities should be discouraged in the interest of humanity. On the other hand, doctors must understand their social responsibility to avoid such practices until it is very much required and educate the parents about importance of girl child in the family as well as in the society.

**CONCLUSIONS**

The study in its findings reveal that in spite of modernization and higher education level people in Madhya Pradesh are still attached with their cultural beliefs and bonded of strong son preference. During the study it was analyzed that most of the districts in MP are underdeveloped where educational level is poor, people are of long established traditional beliefs, following old aged customs and practices and the most unpredictable factor i.e. following ‘Patriarchal’ belief which was found a deep rooted cause of gender imbalance in MP. Factors founded that have significant impact on such issues are socio-economic factors in which study found that people in MP are more emotionally involved in societal beliefs, social status and worried for social security.

Another factor was technology, which enabled people to have what they want to have. Out of technological innovations gender imbalance problem has fueled considerably in MP also, in which prenatal sex determination and sex selective abortions are very much responsible. Further, ongoing trends of small family concept or nuclear family trend because of people migration for job hunting is somehow responsible for gender imbalance. Educated family would like to have one kid and that to a boy such belief contributed a considerable part to increase the gap. The gap between male and female is continuously increasing from 1901 to 2001. It may cause many of the problems in the society. Due to gender imbalance in the nation there is a great deficit of females and at marriageable ages a shortage of brides.

During the research, it was observed that the wealthier part of the society is more affected with this problem because of the heavy dowry system and cultural bondages. Another aspect of gender imbalance is studied in terms of economic interest of the nation. If there is a gap among the human species, there may be a slow growth of real per capital income of the nation. Available literatures estimated that if the percentage of imbalance were continuous then the ratio of unmatched, low skilled, poor males of reproductive age would reach approx four in every one female. This would also fuel the problem of internal competition and more savings in the society to meet the expectation of the bride.
REFERENCES


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(s/d/-)

(Editor-In-Chief)
A STUDY ON BALANCE OF WORK AND FAMILY LIFE OF WOMEN EMPLOYEES IN SAGO INDUSTRY: SALEM DISTRICT

M. Sankar25 R. Mohan Raj26

ABSTRACT

In this modern era, large numbers of women are working in many fields. In fact, between 1991 and 2001 female employment in India overall, have increased by 3.6% per annum. We select Sago industry for doing the topic of Balance of work and family life of women employees. The main objective of the study is the major factors influencing work life balance and to know the cause and effect for misbalancing work life of the employees. For this purpose of analysis, we used percentage analysis, ranking method, composite index, and chi-square. In this study researcher has covered the workload, job design, discrimination, maintaining good relation with male workers, and ways to reducing the imbalance of work and family life.

Finally we give recommendation for improve the balance of work and family life. We conclude in a single word “Work to live. Don’t live to work”. Self– management is more important to balance work and life; employees need to control their own behavior and expectations regarding work –life balance.

KEYWORDS


INTRODUCTION

Now-a-days employee has to play an important role in inside and outside of the organization. The world is changing every day, so the employees should be capable to accept the changes and should be able to balance her work and family life. Sometimes employees have faced with the dilemma of an economic need to work and the obligation to take care of their family. The imbalance in work and life occurs mainly due to the role overload and inference. These are the major factors affects the employers, employees, family and society as a whole. Work life imbalance can reduce the performance of employees in all activities. Satisfied employees contribute to greater benefits for the employer; their experience would help to increase the productivity and profitability. Sometimes employees may resign their job due to imbalance of the work and life. This can lead to high labour turnover. Within the professional world, which reflects India's small but growing middle class more than the country as a whole, the phenomenon of Indian women "breaking through the glass ceiling" is perhaps more muted. Even, despite legal provisions made by acts like those of the Equal Remuneration Act of 1976 (which promulgates equal payment for equal work, regardless of gender & prohibits gender discrimination in hiring practices), the so-called "glass ceiling" is perhaps still vary.

ABOUT THE INDUSTRY

Sago/starch manufacturers formed “The Salem Starch and Sago Manufacturers’ Service Industrial Co-operative Society Ltd.” Salem in 1981 under the Tamil Nadu Co-operative Societies Act 1961. The society popularly known as “Sago Serve” Throughout the world is functioning under the administrative control of Director of Industries and Commerce, Government of Tamil Nadu. After the emergence of Sago Serve on the horizon of Tapioca industry, the bargaining power of manufacturers has substantially increased in the field of marketing and the menace of intermediaries in this trade has been completely eliminated. Due to sustained efforts of the society, sago/starch industry has now become the backbone of this region’s Rural Economy, Providing employment to more than 5 Lakh persons in both field as well as factories

PRODUCT PROFILE

Tapioca Sago production is one of the major food industries in East Asia. The sago industry is an agro based seasonal industry using tapioca root/tubers as the basis raw material Tapioca is one of the richest sources of starch the tuberous root’s confirm up to 30% of starch and are low in proteins. It is an important staple food cum industrial crop of the tropics, more than two third of the total production of tapioca in the world is used as staple food. 5-7% as industrial raw material and the rest as animal feed out of 16 million tonnes of starch produced in the world, maize starch account for 77% tapioca starch about 8% and the rest from other sources. The sago industry is seasonal in nature, operating for only six months of the calendar year from September to February. The water requirement in a small-scale sago industry has been estimated to be in the range of 20 –25m3 tone of product, which is mainly used for washing roots and separation of free starch from fibrous pulp. The wastewater arising out of the washing of the tubers and the supernatant from the settling tank where the starch is settled constitutes the trade effluent from the starch industry on an average. The sago industry generates wastewater in the range of 16.22 mm tone of sago produced and the effluent discharge of is intermittent.

25Research Scholar, Maha Barathi Engineering College, Tamil Nadu, India, sankarobu@yahoo.co.in
26Associate Professor in MBA, AMS Engineering College, Tamil Nadu, India, rajmba_ams2012@yahoo.com

SALEM – A LAND OF SAGO

In Tamil Nadu the sago/Starch industry has expanded very fast particularly after World War II when the imports of starch began to increase from foreign countries. The phenomenal growth of this industry can be attributed to the several advantages being offered by this land such as: favorable weather conditions for the manufacturing of starch and sago; good sunshine and weather for a longer period of the year; availability of raw material of reasonable good quality; and the fairly cheap labour besides the incentive offered by the state.

USES OF SAGO

Sago is used to prepare various food items – pudding, pappad, khichadi, paisam (Khir), vermically, uppuma, laddu, chiwadce and so many other bakery items.

USES OF STARCH

Starch is used in various industrial ventures, for example, Textile, Pulp, Alcohol, Paper, Glucose, Medicine, Confectionery, Laundry, Adhesive Pharmaceuticals and Explosives.

PROFILE OF PRODUCT

However, tapioca is neglected crop in the Indian cropping system, its production and processing into starch and sago has become a major commercial activity into Tamil Nadu and a few other states of the country. Besides India, tapioca is consumed, as staple food in South American, African and Asian countries through the demand of tapioca starch is an increase for various industrial users. In European countries, tapioca chips and pellets are most sought for animal feed. In India Tapioca is grown over an area of about 2.90 lakhs hectares mostly in Kerala. Tamil Nadu, Andhra Pradesh, Karnataka and a few North Eastern states with production of about 58 to 60 lakhs tones. However, Kerala ranks first in cultivation and production Tamil Nadu stands first in processing of tapioca in the starch and sago making 80% demand at the national level in food, non-food areas, Salem. South Arcot, Dharmapuri, Periyar and Trichy are the feed districts of Tamil Nadu where tapioca processing has made great strides by establishing about 750 small-scale sago, starch industrial units with the production of about 2.50 lakhs tones of tapioca-finished products. Starch was used as a food ingredient and as a footstock by a number of non-food industries like Textiles, Pharmaceuticals, glue, paper and plywood. Sago otherwise known as saboodhana was used as a food consumed by the peoples living in northern states and in other Tropical countries.

Product Varieties of Sago

1) Super Fine Sago,
2) Milk white Sago,
3) Saboodhana,
4) Pearl (Nylon Sago).

REVIEW OF LITERATURE

In may 22 2008, MS. LAKSHMI PRIYA and MS. NEENA.S management studies students conducting research in the topic of work life balance of women employees. In this research, they discuss about the work life balance. Frame work for successful work life balance in organizations, 5 strategies to strike a balance. The researcher concludes that research to implement various facilities for the women employees. According to a 2007 study by Duxbury and Higgins, women are more likely than men to report high levels of role overload and caregiver strain. This is because women devote more hours per week then men to non-work activities such as childcare, elder care and more likely to have primary responsibility for unpaid labour such as domestic work. Furthermore, other studies show that women also experience less spousal support for their careers than their male counterparts. Although women report higher levels of work family conflict then do men, the numbers of work life conflict reported by men is increasing. Work life conflict has negative implications on family life. According to a 2007 study by Duxbury and Higgins, 1 in 4 Canadians report that their work responsibilities interfere with their ability to fulfill their responsibilities at home.

OBJECTIVES OF STUDY

- To identify the major factors influencing work life imbalance of the women employees.
- To find out the cause and effect for imbalance working life of the women employees.

STATEMENT OF PROBLEM

- In these days, each person will have particular amount of imbalance, which restricts from doing his or her work, but if the imbalance increased above the limit, it will work negatively of the employer’s performance.
• The profit of the organization purely depends on employee’s involvement in their work. If the employees work with free mind that may helps to achieving organization goals.

**RESEARCH METHODOLOGY**

• Primary data: The survey methods was taken to collect the data’s from employees.
• Secondary data: Administered by the Sago industry from annual report.

**Research Design**

In this research, the researcher has used descriptive research design. The descriptive research is help to fact finding of the study. This type of study can properly present the statistical information and facts.

**Sampling Method**

Simple random sampling was used. As every element in the group, population has a known and equal chance of being selected as a subject.

**Sampling Size**

A simple is a subset of population. Samples of 150 respondents were taken and questionnaire was distributed to them.

**Data Collection**

The data comprise both primary and secondary data. Primary data was collected through questionnaire and secondary data was collected through web and data available from previous case studies.

**DATA ANALYSIS AND INTERPRETATION**

Null hypothesis (Ho): The attributes are independent.
Alternative hypothesis (H1): The attributes are dependent.

<table>
<thead>
<tr>
<th>Opinion</th>
<th>S.A</th>
<th>Agree</th>
<th>D.A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work load</td>
<td>65.93</td>
<td>35.6</td>
<td>48.88</td>
</tr>
<tr>
<td>Shift based work</td>
<td>79.25</td>
<td>42.79</td>
<td>58.76</td>
</tr>
<tr>
<td>Family members expectations</td>
<td>61.02</td>
<td>32.94</td>
<td>45.24</td>
</tr>
<tr>
<td>Personal health problem</td>
<td>56.81</td>
<td>30.67</td>
<td>42.12</td>
</tr>
</tbody>
</table>

**Table-1: Chi – Square test**
(Expected Frequency Table)

<table>
<thead>
<tr>
<th>Observed</th>
<th>Expected</th>
<th>(O – E)</th>
<th>(O - E)^2</th>
<th>(O – E)^2/E</th>
</tr>
</thead>
<tbody>
<tr>
<td>72</td>
<td>65.93</td>
<td>6.07</td>
<td>36.85</td>
<td>0.56</td>
</tr>
<tr>
<td>95</td>
<td>79.25</td>
<td>15.75</td>
<td>248.06</td>
<td>3.13</td>
</tr>
<tr>
<td>29</td>
<td>61.02</td>
<td>-32.02</td>
<td>1025.28</td>
<td>16.80</td>
</tr>
<tr>
<td>67</td>
<td>56.81</td>
<td>10.19</td>
<td>103.84</td>
<td>1.63</td>
</tr>
<tr>
<td>21</td>
<td>35.6</td>
<td>-14.6</td>
<td>213.16</td>
<td>5.99</td>
</tr>
<tr>
<td>40</td>
<td>42.79</td>
<td>-2.79</td>
<td>7.78</td>
<td>0.18</td>
</tr>
<tr>
<td>32</td>
<td>32.94</td>
<td>0.94</td>
<td>0.88</td>
<td>0.03</td>
</tr>
<tr>
<td>49</td>
<td>30.67</td>
<td>18.33</td>
<td>335.99</td>
<td>10.95</td>
</tr>
<tr>
<td>57</td>
<td>48.88</td>
<td>8.12</td>
<td>65.93</td>
<td>1.49</td>
</tr>
<tr>
<td>15</td>
<td>58.76</td>
<td>-43.76</td>
<td>1862.79</td>
<td>31.70</td>
</tr>
<tr>
<td>89</td>
<td>45.24</td>
<td>43.76</td>
<td>1914.94</td>
<td>42.33</td>
</tr>
<tr>
<td>34</td>
<td>42.12</td>
<td>-8.12</td>
<td>65.93</td>
<td>1.57</td>
</tr>
</tbody>
</table>

Total   | 116.56   |

**Sources:** Primary Data

<table>
<thead>
<tr>
<th>Observed</th>
<th>Expected</th>
<th>(O – E)</th>
<th>(O - E)^2</th>
<th>(O – E)^2/E</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sources: Authors Compilation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Note: E = Row total x Column total / Grand total</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Degree of freedom = (R – 1) X (C – 1) = (3 – 1) X (4 – 1) = 2 X 3 = 6
Table value of chi square test value at 5% level of significance for degree of freedom 6 is 12.592.

Table value 12.592 is less than the Calculation value 116.56. H<sub>1</sub> is accepted, H<sub>0</sub> is rejected. Hence, we conclude that factors affecting work performance is dependent variables.

**Table-3: Composite Index**

*(Ranking the factors misbalancing the family and work life)*

<table>
<thead>
<tr>
<th>Opinion</th>
<th>7</th>
<th>6</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improper Work Balance</td>
<td>112</td>
<td>84</td>
<td>140</td>
<td>32</td>
<td>66</td>
<td>72</td>
<td>26</td>
<td>532</td>
</tr>
<tr>
<td>Work Time</td>
<td>70</td>
<td>96</td>
<td>60</td>
<td>128</td>
<td>84</td>
<td>68</td>
<td>18</td>
<td>524</td>
</tr>
<tr>
<td>Job Design</td>
<td>168</td>
<td>168</td>
<td>170</td>
<td>40</td>
<td>66</td>
<td>12</td>
<td>26</td>
<td>650</td>
</tr>
<tr>
<td>Holidays</td>
<td>84</td>
<td>192</td>
<td>120</td>
<td>80</td>
<td>54</td>
<td>52</td>
<td>18</td>
<td>600</td>
</tr>
<tr>
<td>Distance Between Work Place and Office</td>
<td>126</td>
<td>144</td>
<td>110</td>
<td>96</td>
<td>96</td>
<td>32</td>
<td>14</td>
<td>618</td>
</tr>
<tr>
<td>Health Problem</td>
<td>266</td>
<td>96</td>
<td>70</td>
<td>144</td>
<td>48</td>
<td>36</td>
<td>12</td>
<td>672</td>
</tr>
<tr>
<td>Family Problem</td>
<td>224</td>
<td>120</td>
<td>80</td>
<td>80</td>
<td>36</td>
<td>28</td>
<td>36</td>
<td>604</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1050</strong></td>
<td><strong>900</strong></td>
<td><strong>750</strong></td>
<td><strong>600</strong></td>
<td><strong>450</strong></td>
<td><strong>150</strong></td>
<td><strong>150</strong></td>
<td><strong>4200</strong></td>
</tr>
</tbody>
</table>

Sources: Primary Data

**Interpretation**

The ranking table shows the women employee give 1st rank to the health problem, 2nd rank gives to the job design, 3rd ranks to the distance between work place and office, 4th rank to the family problem, 5th rank to the holidays, 6th rank goes to the improper work balance and 7th rank gives to the work time.

**SUMMARY**

- In the table shows, 52 percent of the women employees are belong to the age group of 26 to 35 years. It clearly shows they all are married.
- Through this research, we found 81 percent of respondents are accept that, their family commitment affect their work performance.
- We found that 48 percent of the respondents are having moderate level of satisfaction with their family expectation.
- Out of 150 respondents, 63 percent of respondents are having medium level of tension affects family welfare.
- 9% of the respondents are having high level of work tension affects family welfare.
- Out of 150 women employees, 49 percent of respondents are showing their work disappointment to their family members.
- In the end of the study the researcher, find that, 29 percent of the respondents are not ready to neglect their children welfare.
- On the base of the above shown table 72 percent of women, employees are having medium level of workload in their work.
- The ranking table shows the women employee give 1st rank to the health problem, on the base of family and work life.
- Finally, we found, health problem is the major factor, that affecting balancing of work and family life.

**SUGGESTIONS**

- Women employees are not preferred to work in the shift basis. So we give morning shift to the women employees is easy to remove the inconvenience of work.
- We recommend to implementing work sharing methods for help to removing the work burden.
- We convert the wages yield employee in to salary getting employee, for correctly doing their job in an efficiency manner.
We recommend for explore the availability of flex–time–research flextime options within your organization. If available, it may be a helpful unexpected salutation

CONCLUSIONS

Conclusion for working women, being caught in the work/life balance trap will continue to be an ongoing challenge. Careful planning and personal effort is the advice from those who have found balance in both career and home life. As one respondent summarized, "Plan, prioritize and schedule as efficiently as possible. And don’t be afraid of hard work". Work-life balance is a person's control over the conditions in their workplace. It is accomplished when an individual feels dually satisfied about their personal life and their paid occupation. The work-life balance strategy offers varieties to reduce stress levels and increase job satisfaction of the employee while enhancing business benefits for the employer. In our increasingly hectic world, the work-life strategy seeks to find a balance between work and play. A sentence that brings the idea of work life balance to the point is: "Work to live, don’t live to work".

REFERENCES


*****
SEXUAL HARASSMENT AT WORKPLACE AND COPING-UP STRATEGIES ADOPTED BY CORPORATE WORKING WOMEN EXECUTIVES

H. L. Nagaraja Murthy

ABSTRACT

The present research investigates women’s first-hand experiences of sexual harassments at the workplace, public places, and malls. Also through this study attempt is made to know the gravity of its bitter traumatic experiences victim undergoes during harassment and its aftermath. This study was engineered and conceptualized sequel to the December 16 episode wherein a medicos: 23-year-old physiotherapy student was subjected to cold blooded and barbaric sexual assault followed by gang rape and ended with her untimely sad demise due to intestinal injuries.

This barbaric incidence shooked the entire nation as well as vehement condemnation from different parts of globe that opened the eyes of country’s legislature, executives, and judiciary for taking appropriate steps to prevent such incidences in future while protecting women and their life.

This study carried out comparatively on limited sample because many women executives prefers to be neutral and refrain from divulging details as it will hamper the official relations with her colleagues- fellow beings- subordinates and supervisory staff. Effects of sexual harassments on harassed female corporate women executives at workplace.

This study throws some light on extent of sexual harassment in workplaces and evaluates the impact of victim’s official relation with her boss (bosses) in the level of her day-to-day interaction with senior officials, appearance, personality traits, and types of behavior. This study was taken in NCR Delhi in various business organizations. The sample was selected randomly with requesting 110 women executives to respond positively while assured them their response will be treated in confidence. They were administered with self-developed questionnaire comprising of 35 statements applicable to Indian context and were assessed statistically tested. The study heralds severe impact on sexual harassment. Based on the findings, a model for early identification and effective management of sexual harassment by adopting cope-up strategies in the workplace was generated.

KEYWORDS

Sexual Harassment, Quid Pro Quo, Hostile Working Environment, Unacceptable Sexual Behavior, Victim-Bosses Relations, Indifferent Personality Traits, Effective Management, Workplace etc.

INTRODUCTION

This study investigates the nature of sexual harassments and assesses the impact of official relations, mode of interaction, appearance, personality traits and overall behavioral pattern. The data was collected using self-developed questionnaire, which was statistically tested and analyzed using descriptive and inferential statistics. The results indicate that the sub-dimension of the study impact significantly on sexual harassment. Based on the findings model for early identification and effective management of sexual harassment in the workplace was generated.

The purpose of any organization is accomplishment of vision, mission and goals set forth by the top brasses of the company towards motivating employees to strive for organizational growth. Achieving these goals depend on four factors of production, land, labor, capital and organization. Human resource is a vital resource and constitutes integral part for attaining organizational effectiveness with inter-personal relations. These relationships are, however, compromised by the most controversial complex and widespread HR problem. To elaborate this statement I argue sexual harassment is serious infringement on the rights of employees within an organization and victims are forced to deal with unpleasant and humiliating experiences, which often result in emotional and psychological trauma. In addition, sexual harassment creates an offensive, intimidating and hostile working environment for the victim, which ultimately impedes productivity and social interactions within the organization.

Women’s rights and well-being are under threat all the time, either within the family or outside the family. Despite the extensive work done by the civil society organizations, NGOs, to create safe places for women in the society and communities at large Sexual harassment is an unwanted or unwelcome sexual behavior which makes any woman feels offended, humiliated or intimidated. Many women managers and executives at reputed corporate, MNCs, TNCs, are subjected to vulgar comments, unabashed leering and inappropriate touching. Sexual interaction, filtration or friendship, which is mutual or consensual. Sexual harassment is a type of sex discrimination. In accordance to Sex Discrimination Act 1884, this act is unlawful in some circumstances. Despite being unwanted behavioral trait, sexual harassment remains a problem and social cancer in India. It disproportionately affects women with one in five women are experiencing sexual harassment in the workplaces and one in twenty women experiencing sexual harassment in the workplace in Delhi alone.

27Research Scholar, CMJ University, Meghalaya, India, nagaraja.hln2002@gmail.com
Sexual harassment is a serious problem in the world of work. Despite the spread of good practice that has seen progressive employers taking steps to protect the dignity of their workers. In recent years, many employers have taken steps to protect the dignity of their workers. However, sexual harassment still represents one of the largest areas of complaints to the Equal Opportunities. From our contact with hundreds of organizations and individuals, we know that sexual harassment has serious potential to undermine and destroy working relationships. “sexual harassment pollutes the working environment and can have a devastating effect upon the health, confidence, morale and performance of those affected by it”. If complaints of harassment are not resolved internally, costly litigation and damage to an organization’s reputation may follow.

Conversely, the benefits for business of tackling harassment can be substantial. Sickness absence, stress and conflict in the workplace are reduced. Staff retention, efficiency, morale and profitability are increased. However, Indian women in spite of all these difficulties are coming out of the confines of their homes and join the workforce with large number of women to eke out their livelihood. Be in the need for financial stability or independence, the o/women have made it a point to be part of the structure.

With the increasing workforce the vulnerability of women have also increased. They are now not only facing the harassment within the confines of their homes but also on roads and in workplace. However, to their dismay the male population considers the working women who already have to fight the patriarchal system of our society. As sexual harassment is all about power play, the very act puts the women in an inferior position and continues to hold her there.

Existing myths, beliefs and stereotype beliefs also makes it difficult for the victim to define or classify sexual overtures as a form of harassment. While sexual harassment at the workplace is widespread and often subtle, it has or it was not considered as a problem or given much importance to be dealt with methodically. It was only in 1997 when the Supreme Court, for the first time acknowledged Sexual Harassment as an unwanted act, which cannot be justified in guise of a normal relationship. With an increase in the number of women in the workforce and closeness between the genders, it is important to lay down specific guidelines for their behavior.

The moot point for debate is sexual harassment tries to determine which specific behaviors constitute sexual harassment. Much research to date, has actually been removed from the issue of sexual harassment by focusing more on the entire spectrum of socio-sexual behavior at the workplace (Studd & Gattiker, 1991, cited in Buss & Neil 1996).

In other words, grievended person should indicate he or she do not wish or motivate sexual conduct in which the alleged victim willingly participated and hence it is not amount to sexual harassment. Another thing is contention occurs in the fact that when the courts consider whether sexual conduct was unwarranted or unacceptable they look at all circumstances and concentrate on the alleged victim, not the alleged offender’s wicked intention. Reid (2004) broadly describes sexual harassment as a form of unlawful sex discrimination and a spectrum of behavioral patterns may signify sexual harassment (See Table below):

**Table-1: Sexual Harassment – A Spectrum of Behavioral**

<table>
<thead>
<tr>
<th>Visual</th>
<th>Verbal</th>
<th>Written</th>
<th>Touching</th>
<th>Power</th>
<th>Threats</th>
<th>Force</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ogling</td>
<td>Request to dates</td>
<td>Love poems</td>
<td>Violating Space</td>
<td>Relation Shaips</td>
<td>Quid Pro Quo</td>
<td>Rape</td>
<td></td>
</tr>
<tr>
<td>Staring</td>
<td>Questions About Personal Life</td>
<td>Love letters</td>
<td>Patting</td>
<td>Using position To request Dates and Sex.</td>
<td>Demands</td>
<td>Physical assault</td>
<td></td>
</tr>
<tr>
<td>Posters</td>
<td>Lewd comments</td>
<td>Obscene poems</td>
<td>Grabbing</td>
<td>-</td>
<td>Loss of Job</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Magazines</td>
<td>Dirty/sexy jokes</td>
<td>Obscene Letters</td>
<td>Pinching</td>
<td>-</td>
<td>Selection Process</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Flyers</td>
<td>Whistling</td>
<td>Cards</td>
<td>Caressing</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation

--- **Offensive Conduct** (May be illegal)

- Individual perception and reactions determine harassment
- Behaviors may not be intended to harass, but that is often the result. Illegal if the result is perceived as harassment.

**Demands** (Illegal in all cases)

- Behaviors are intentional - goal is to intimidate, harass or hurt another person.

**Courtesy:** Carrell, M.R Elbert NF Hatfield RB Grobler- Mgt in South Africa.
Sexual harassment can be of two categories- Quid Pro Quo, and hostile environment sexual harassment- with quid pro quo sexual harassment, a supervisor or a manager, requests or demands, sexual harassments, if supervisor or a manager, requests or demand sexual favors in exchange for some employment benefit. Bravo and Cassedy (1992) states that Quid Pro Quo cases are the most clear-cut. Quid Prof Quo harassment operates at a form of on the job blackmail (Renezetti, Edieson & Bergen (2001). However, determining a link between unwanted improper sexual conduct and employer's action is imperative to proving quid pro quo sexual harassment.

Sexual harassment is not only directed to women or even limited to behavior between members of the opposite sex. Female employees are, however, far more exposed to harassment than their male colleagues. Horizontal segregation which refers to the clustering of working women in small m'number of job categories that are traditionally associated with women such as nurses, call centre executives, Account Executives of PR Companies, and secretaries.

Vertical stratification means women tend to be employed in low making positions and are dependent on the approval and goodwill of males for hiring retention and advancement.

With highly patriarchal institutions women who break into new occupations and work settings or who challenge the superiority of men responsible for social, economic or organizational power over them, are visible targets for sexualized hostility. However, cross gender contact only predicted amounts of sexual harassment for women in ‘blue collar’ jobs where physical intimation culture pervaded as compared to ‘white collar’ managerial occupations. When routinely practiced, sexual harassment does more than gratify the few individuals who perpetrate it and it also serves to enforce the patriarchal status quo.

Most sexual harassment cases involve women in traditional occupations, with lower incomes Further Skaine (1996) indicates that sexual harassment victims held lower positions in the occupational hierarchy. He found that of women victims reporting sexual harassment 51% were trainees and 47% earned a low income. In addition, 79% of these victims named their co-workers and other employees as the harasser, while 40% named a supervisor. The amount of risk a woman assumes varies according to the type of environment in which she performs her work. Women who work in highly sexualized environments experience more harassment than those who do not.

Evidently, management of sexual harassment in the workplace necessitates nurturing a value system and advocating norms of behavior, developing a culture of mutual respect, ensuring a safe and healthy work environment emphasizing ethical behavior and standard code of conduct. These will serve as preventive measures to sexual harassment, reactive measures to sexual harassment may include having effective complaint and reporting channels, observing workplaces activities and behaviors monitoring the occurrence of gender hostility and discrimination and ensuring punishment for sexual harassment offenders.

Undoubtedly, sexual harassment in the workplace is detrimental to both the employee and the organization, and has to be combated with urgency. One strategy to do so is to implement an effective sexual harassment policy, which elucidates clear procedures for the prevention, and management of sexual harassment. However, a sexual harassment policy is insufficient to prevent its occurrence. Strategies and remedies for dealing with sexual harassment become imperative in the workplace. The organization has to ensure everyone in the workplace has the right tools and awareness to deal with sexual harassment properly. (McElroy 1996) This study aims to generate model for the early identification and effective management of sexual harassment by studying four key dimensions, which have the potential to impact on the prevalence and nature of sexual harassment in the workplace, namely supervisory relations, levels of interaction, appearance and personality and types of behavior.

**OBJECTIVES OF STUDY**

The study aims to assess the extent or threshold of trauma of sexual harassment in the organization. In addition, to evaluate extent to which dimensions of the study (supervisory relations, levels of interactions, appearance and personality, types of behavior) determine the gravity and nature of sexual harassment. Further, assess the biographical profiles of the employees (age, marital status, tenure, race, education, job status, gender) in terms of dimension affecting sexual harassment. Also to assess perceived impact of dimension of the study on the gravity and nature of sexual harassment. Finally, to generate a model based on the findings of this study for early identification of trauma of sexual harassment and effective management thereof.

**RESEARCH METHODOLOGY**

Participants - Respondents

The population for the study consisted of 150 academic and non-academic staff from few private educational institutes at NCR of Delhi. The data was collected at a time when the offences related traumatic experience of sexual harassments, molestations and attempted to rape and rape instances. The reason for including academic staff in this study is that many harassers were found to be well educated and of sound mind. The study was undertaken on a sample of 74 subjects drawn using quota sampling to ensure an almost balanced representation of both males and females (41 males- 33 females) The subjects were then drawn using simple random sampling technique. The sample size was considered sufficient to get sense of the perceived impact of the key dimensions of the study on traumatic experience of sexual harassments.
Measuring Instrument

Data was collected through use of self-developed personality administered questionnaires to give subjects adequate time to think before responding to statements that were given in two sections. The first section comprised of biographical information measured on nominal scale relating to gender, age, marital status, tenure and level of education, and was selected based on target characteristics known to have potential to influence trauma of sexual harassment. The second section comprised of series of closed-ended questions measured on 5 point Likert Scale ranging from strongly disagree (1) to strongly agree (5) based on four key dimensions that have potential to impact the trauma and occurrence of sexual harassment.

Supervisors Relations

Supervisors and managers may pose as prime harassers. This study aims to determine whether rank and file and current patriarchal institutions which can still largely be described as having horizontal and vertical segregation, increases occurrence and magnitude of trauma of sexual harassment.

Levels of Interaction

The amount of time spent between genders could be a key factor affecting occurrence and nature of traumatic experience of sexual harassment. With women building careers in traditionally male-dominated workplaces and professions, the nature of interaction needs to be explored. In the survey five items were used to assess whether individuals present themselves in sexually seductive or suggestive ways to the opposite sex, whether verbal and physical incidences and request for sexual relationships were noted and whether there is social pressure for men/women to flirt with each other at work.

Appearance and Personality

The study aims to assess whether subjects believe that appearance and personality of individuals plays a key role in increasing the occurrence of traumatic sexual harassment. Thus, three items were used to determine whether attractiveness enhances the potential for sexual harassment, whether sex role stereotyping exists and whether sexual advances are made to physically attractive individuals.

Types of Behavior

Fourteen items were included in the study to determine which of the entire spectrum of socio sexual behavior exists in the academic institutions. These behaviors include gender-related insults, complimentary sexual books, gestures and a spectrum of behavioral patterns ranging from staring, verbal comments, dirty/sexual jokes, touching, sexual propositioning, placing demands to physical assault.

Procedure of Data Collection

The questionnaire was designed after the previous studies done in this direction were seen to ensure the correct identification of the key dimensions of the study and to ensure that the items in the questionnaire were relevant. This ensured information with its content validity. Thereafter an in-house pre-testing process was undertaken, by circulating the questionnaire to colleagues in the field of work, to obtain feedback on the suitability of the items. A pilot study of the questionnaire was conducted on 10 subjects as a trial run to see if any weakness in the design and instrumentation existed, using the same protocols and procedures as that designated for the actual data collection process. The questionnaire was easily understood and no changes were required. The questionnaire was personally administered to each respondent and a detailed explanation of instructions was given. A total of 74 correctly completed questionnaires were received.

Statistical Analysis

The validity of the questionnaire was assessed using Factor Analysis. A principal component analysis was used to extract initial factors and an iterated principal factor analysis was performed using SPSS with an Orthogonal Varimax Rotation. Four factors with latent roots greater than unity were extracted from the factor-loading matrix and only items with loadings > 0.5 were considered significant. The four factors identified confirm the four dimensions used in this study to determine the occurrence and nature of traumatic sexual harassment. The reliability of the questionnaire was determined using Cronbach’s Co-efficient Alpha (Alpha = 0.9633) which indicated a very high-level degree of internal consistency of the items and hence very high degree of reliability. It also reflects that the dimensions reliably determine the occurrence of traumatic sexual harassment.

Descriptive statistics using frequency analyses, percentages mean analyses and Standard Deviation (SD) were utilized to assess perceptions of the four dimensions affecting traumatic sexual harassment. Inferential statistics used to test the hypotheses included correlation, analysis of variance (ANOVA), t-test and multiple regressions.
RESULTS

The occurrence of sexual harassment was assessed by asking subjects to respond to items relating to the key dimensions using a 5 point Likert Scale and descriptive statistics were thereby generated.

The following Table indicates staff perceptions of the nature of supervisory subordinate relations, the levels of interactions amongst staff, and influence of appearance and personality and types of behavior in terms of the traumatic sexual harassment. The results reflect that the aforesaid occur in the workplace in varying degrees, which in descending level of occurrence are:

- Sexual advances made to attractive and seductive individuals (appearance and personality).
- Interaction incorporating verbal and physical harassment (levels of interaction).
- The occurrence of sexually suggestive behavior and sexual behavior patterns (Types of behavior).
- Supervisors using their power to demand sexual favors and to make unwanted sexual advances (supervisory relations).

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Range</th>
<th>Minimum</th>
<th>Max Attainable Score</th>
<th>Mean</th>
<th>SD</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisory Relations</td>
<td>74</td>
<td>14</td>
<td>8</td>
<td>40</td>
<td>9.68</td>
<td>3.197</td>
<td>10.222</td>
</tr>
<tr>
<td>Levels of Interaction</td>
<td>74</td>
<td>16</td>
<td>5</td>
<td>25</td>
<td>8.50</td>
<td>3.826</td>
<td>14.637</td>
</tr>
<tr>
<td>Appearance And personality</td>
<td>74</td>
<td>12</td>
<td>3</td>
<td>15</td>
<td>5.20</td>
<td>2.914</td>
<td>8.493</td>
</tr>
<tr>
<td>Types of Behavior</td>
<td>74</td>
<td>35</td>
<td>14</td>
<td>20</td>
<td>23.31</td>
<td>10.121</td>
<td>102.436</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Hypothesis–1

There exists significant inter-correlations among the key dimensions of the study (supervisory relations, levels of interaction, appearance and personality, types of behaviors) used to determine occurrence and nature of traumatic sexual harassment.

<table>
<thead>
<tr>
<th>Variable</th>
<th>t/p</th>
<th>Supervisory Relations</th>
<th>Levels of Interaction</th>
<th>Appearance and personality</th>
<th>Types of Behaviors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisory Relations</td>
<td>t</td>
<td>1.000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Level of Interaction</td>
<td>t</td>
<td>0.422</td>
<td>0.000*</td>
<td>1.000</td>
<td></td>
</tr>
<tr>
<td>Appearance and personality</td>
<td>t</td>
<td>0.342</td>
<td>0/893</td>
<td>1.000</td>
<td></td>
</tr>
<tr>
<td>Types of Behavior</td>
<td>t</td>
<td>0.411</td>
<td>0/912</td>
<td>0.857</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Note: P = 0.01

The above Table indicates that there exist significant inter-correlations amongst all the dimensions of the study used to determine the occurrence and nature of sexual harassment in the workplace at the 1% level of significance. Hence, hypothesis1 may not be rejected. Significant inter-correlations amongst the dimensions indicate inter-related nature of the behaviors occurring in the work environment, which have the potential to snowball and have a larger influence on the occurrence of sexual harassment at work.
Impact of Biographical Variables

The biographical profiles of subjects were assessed in terms of their perceptions of the occurrence of the key dimensions used to determine sexual harassment in the workplace.

Hypothesis-2

There is significant difference in the perception of employees varying in biographical data (age, marital status, tenure, race, gender and education) regarding the key dimensions used to determine the occurrence and nature of sexual harassment in the workplace.

Table-3: ANOVA - Bibliographical Data and Dimensions of Study used to Determine Occurrence and Nature of Sexual Harassment.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Age</th>
<th>Marital Status</th>
<th>Tenure</th>
<th>Race</th>
<th>Education</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>F, p</td>
<td>F, p</td>
<td>F, p</td>
<td>F, p</td>
<td>F, p</td>
</tr>
<tr>
<td>Supervisory Relations</td>
<td>0.662, 0.621</td>
<td>1.889, 0.122</td>
<td>2.241, 0.073</td>
<td>0.902, 0.410</td>
<td>2.128, 0.104</td>
</tr>
<tr>
<td>Levels of Interactions</td>
<td>2.656, 0.040*</td>
<td>1.513, 0.208</td>
<td>1.263, 0.293</td>
<td>3.789, 0.027*</td>
<td>1.048, 0.377</td>
</tr>
<tr>
<td>Appearances &amp; personality</td>
<td>2.656, 0.031*</td>
<td>1.308, 0.276</td>
<td>0.939, 0.447</td>
<td>3.512, 0.035*</td>
<td>0.091, 0.965</td>
</tr>
<tr>
<td>Types of Behavior</td>
<td>2.306, 0.067</td>
<td>1.332, 0.267</td>
<td>1.689, 0.163</td>
<td>3.612, 0.032*</td>
<td>1.129, 0.343</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
Note: *p<0.05

The above table indicates there is significant difference in the perception of employers varying in age and race regarding the occurrence of levels of interaction and appearance and personality in determining the occurrence of trauma-filled sexual harassment. Marital status, tenure and education do not influence perceptions of the key dimensions determining the prevalence and nature of sexual harassment. The implication is that employees varying in marital status, tenure and education have the same perception of the dimension used to determine the prevalence and nature of sexual harassment. Hence, Hypothesis 2 may only be partially accepted.

Today government is studying suggestions given by people, intellectuals to strengthen the law and companies are required to take preventive measures.

The following Table (T-Test) Biographical Data and Dimensions of the Study used to determine nature of Traumatic Sexual Harassment.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Job Status</th>
<th>Gender</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>T, p</td>
<td>t, p</td>
</tr>
<tr>
<td>Supervisory Relations</td>
<td>9.302, 0.000*</td>
<td>0.147, 0.702</td>
</tr>
<tr>
<td>Levels of Interaction</td>
<td>6.178, 0.000*</td>
<td>2.401, 0.126</td>
</tr>
<tr>
<td>Appearances &amp; Personality</td>
<td>6.609, 0.002*</td>
<td>0.532, 0.468</td>
</tr>
<tr>
<td>Types of Behavior</td>
<td>3.507, 0.035**</td>
<td>2.723, 0.103</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
*p<0.05  **p<0.06

The above Table indicates significant difference in the perceptions of employees varying in job status regarding all four key dimensions used to determine the occurrence of sexual harassment wherein sometimes victims will experience traumatic disorder during sexual harassment and its aftermath. Gender, however, does not influence perceptions of the key dimensions determining
sexual harassment. The implication is that males and females have the same perception of the dimensions used to determine the prevalence and nature of sexual harassment. Hence, hypothesis 2 may only be partially accepted.

**Hypothesis-3**

The key dimensions of the study supervisory relations, levels of interaction, appearance and personality, types of behavior significantly account for the variance in determining the prevalence of traumatic sexual harassment in the workplace. The following Table indicates that the four dimensions of the study significantly account for 90.5% of the variance in determining the occurrence and traumatic sexual harassment in the workplace. The remaining 9.5% could be attributed to factors that are beyond the jurisdiction of this study.

Table-5: Multiple Dimensions – Impact of Key Dimensions of Study on Onset of Traumatic Experience Sexual Harassment.

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std Error of Estimate</th>
<th>R Square change</th>
<th>F Change</th>
<th>Df1</th>
<th>df2</th>
<th>Sig F Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>0.954</td>
<td>0.910</td>
<td>0.905</td>
<td>0.671</td>
<td>0.910</td>
<td>177.664</td>
<td>4</td>
<td>71</td>
<td>0.000</td>
</tr>
</tbody>
</table>

**Coefficients**

<table>
<thead>
<tr>
<th>Model</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisory Relations</td>
<td>-0.252</td>
<td>2.620</td>
<td>0.011</td>
</tr>
<tr>
<td>Levels of Interaction</td>
<td>0.561</td>
<td>1.985</td>
<td>0.000</td>
</tr>
<tr>
<td>Appearance &amp; personality</td>
<td>-0.408</td>
<td>-2.467</td>
<td>0.016</td>
</tr>
<tr>
<td>Types of behavior</td>
<td>1.029</td>
<td>4.094</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

The above said Table reflects the although the four dimensions of the study significantly impact on the occurrence and nature of sexual harassment, they influence the dependent variable in varying degrees as indicated below in descending level; of impact (based on Beta values).

- **Types of behavior** (Beta loading = 1.019),
- **Levels of interaction** (Beta loading = 0.561),
- **Appearance and personality** (Beta loading = 0.408),
- **Supervisory relations** (Beta loading = 0.252).

**DISCUSSIONS**

Subjects perceived supervisory relations in ranking fourth (out of the four dimensions) in its occurrence in determining the prevalence and nature of traumatic sexual harassment. This means that only a few individuals, as using their power to demand sexual favors and to make unwanted sexual advances in the workplaces, perceive supervisors. The results of this study indicates that the majority of the subjects (that is over 90% in each case) disagreed that their supervisors use their power and control to demand sexual favors, to engage in sexually charged comments/ gender related insults/ sexual teasing or unwanted touching to request sexual favors in exchange for benefits and to make sexual advances. Furthermore, staff perceived supervisory relations as having the lowest level of impact on the prevalence and nature of sexual harassment. However, although this form of sexual harassment is perceived with the least degree of occurrence, the 24.2% perceived occurrence. (As reflected in the frequency analyses based on means) is a significant degree in terms of sexual harassment, the infringes on employee rights, creates a hostile environment and affects productivity.

**Levels of Interaction and Sexual Harassment**

Respondents perceived the levels of interaction as ranking second (out of the four dimensions) in its occurrence in determining the prevalence and nature of sexual harassment. This means interaction incorporating verbal and physical harassment occur to a significant degree in the workplace. In this study whilst 70.3% of respondents strongly disagreed and further 18% disagreed that, men/women in their work environment present themselves in sexually seductive ways to people of the opposite sex. Moreover,
4.9% agreed strongly with this statement. This study also reflects whilst 75.7% respondents disagreed that the behaviors and actions that individuals engage in are clearly suggestive to the opposite sex, 14.9% remained neutral in their response and 9.5% agreed.

**Appearance and Personality & Sexual Harassment**

Women executives in this study perceived appearance and personality as ranking first (out of four dimensions) in its occurrence in determining the occurrence of traumatic experience of sexual harassments. This means that there are subjects who believe that sexual advances are made to attractive and seductive individuals in the workplace to a significant degree. Further managerial executives perceived appearance and personality in having the third highest level of impact on the occurrence of sexual harassment. This form of sexual harassment is perceived as having a 34.67% occurrence rate, which reflects significant degree in terms of the sexual harassment. Interpretation of sexual harassment is said to be supported by empirical data on the profile of the typical victims including features such as their age marital status and physical attractiveness. Target Characteristics such as gender, age, and marital status have also been found to be associated with sexual harassment reports.

**Types of Behavior and Sexual Harassment**

Subjects perceived types of behavior as ranking third (out of the four dimensions) in its occurrence in determining the prevalence and nature of traumatic sexual harassment. This means that some subjects believe that the occurrence of sexually suggestive behavior and sexual behavior takes place in the workplace. Although not frequent in its occurrence the following types of behaviors have been reported to occur furnished below in descending level of perceived experience of sexual harassment.

Sexually charged jokes (Mean=1.93) - Lewd comments (Mean = 1.89) - Gender-related insults (Mean=1.84) Unwanted sexual attention (Mean= 1.76) Leering (Mean= 1.70) Physical assault (Mean=1.53) Touching of private body (Mean=1.46) Sexual favors (Mean=1.43) Rape- attempted to rape (Mean=1.39) Sexual Assault (Mean=1.38)

These mean scores may seem negligible against a maximum value of 5, its very occurrence calls for concern. Furthermore, all the behaviors contribute to a hostile working environment and some of them are clearly illegal. Further 8.2% of respondents reflected incidents of unwanted behaviors. In addition, another 10.9% respondents reported occurrences of sexual compliments and an equal number reported incidents of comments across genders that were meant to be insulting. According to Buss and Neil (1996), sexual harassment is viewed as a behavioral consequence of evolved mechanisms that differ in the minds of men and women. Studd (cited in Buss and Neil, 1996) conducted a study and identified the type of harassment behavior and % of cases falling into each class.

**RECOMMENDATIONS & CONCLUSIONS**

The results of the study reflect occurrence and prevalence of sexual harassment is influenced by supervisory relations levels of interaction appearance and personality and types of behavior although in varying degrees and in descending level of impacts. Furthermore, incidences of sexual harassment range, across the spectrum of behavioral patterns from visual, verbal, written, touching power, threats to force. Undoubtedly, these experiences can have negative and serious repercussions for the victims and the organization. Sexual harassment exerts a significant negative impact on psychological well-being, job attitudes and work behaviors. This study identified threefold categorization of the consequences of sexual harassment to the individual, namely psychological, health related (headaches-sleep disturbance) and job related (reduced job satisfaction, organization withdrawal). Furthermore, sexual harassment has the potential to lead to reduction in the ability to perform the job, resignation, transfer, demotion, los of job, decreased job satisfaction, depressed morale, damage to interpersonal relations at work and various economic losses. The consequences emphasize the need to curb the occurrence of sexual harassment, which may lead to undergoing traumatic experience. One way to accomplish this goal is to adopt strategies for the early identification and effective management of sexual harassment.

Types of negative behavior, which affects the occurrence, and magnitude of sexual harassment can be monitored by reporting sexual harassment behavior immediately through formal channels and by encouraging employees to emphatically express the particular behaviors/ actions are unwanted.

Certain levels of employees’ interaction can contribute to the occurrence of sexual harassment. Hence, the organizational culture should emphasize and impress upon employees adherence of societal and organizational values and to enforce norms of behavior.

Whilst appearance and personality has been found to impact on the occurrence – prevalence of sexual harassment, this can be minimized by ensuring appropriate dress code and by nurturing culture of self and mutual respect demonstrated in language and behavior.

Supervisors can use power position to other subordinates privileges in various forms in exchange for sexual favors. This can be curbed by ensuring a safe and healthy work environment, by encouraging effective complaint channels beyond the supervisor.
Whilst prevention of sexual harassment in workplace is imperative, human behavior is such that occurrences of improper behavior may exist. Therefore, constant monitoring of workplace aesthetics and behavior is imperative and in addition developing an organizational culture of integrity, opposition in gender hostility and discrimination as well as chauvinism will ensure positive workplace dynamics and will curb the occurrence or prevalence of sexual harassment. Enforcing standard code of conduct whilst providing training, coaching and empowering employees to combat sexual harassment is essential to its effective management. Implementing an effective sexual harassment policy will certainly emphasize organization’s non-tolerance for sexually related misconduct. More reactive and punitive measures would be to ensure counseling an effective grievance procedure and severe punishment for sexual harassment offenders.

On a macro level, effective management of sexual harassment certainly demands more tightened definition of sexual harassment as the current one is open to tremendous controversy. Taking cognizance of and adopting the strategies that are appropriate will enable organizations to reduce if not eliminated the prevalence or occurrence of sexual harassment in the work environment can be a more pleasant, safe, collegial, idea generating professional and hence productive one.

REFERENCES


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IMPACT OF RESISTANCE TO CHANGE ON IMPLEMENTATION OF FUNCTIONAL ELECTRONIC GOVERNANCE SYSTEM IN INDIA

Owais Charag, M. S. Mufeed Ahmad

ABSTRACT

The governments across the world are changing and trying to be more responsive and cohesive in delivering services to their citizens, business enterprises and stakeholders. The changes adopted are well defined with the present functional domain of the functional system of governance. The new facet of service delivery has come which is called e-governance, delivers electronic services straightly to the citizens homes, community centers and far off locations. The mobility and responsiveness with improved information sharing and service delivery mechanism has given dynamic flow to the government functions and abilities. The present chapter focuses on evaluation of impact of e-governance on good governance and assessment of present scenario of e-governance within the public institutions in India. The biggest obstacle to implement fully functional e-governance system is resistance to change, which requires better orientation, skill based training and development to stakeholders for overcoming the hurdle. Therefore as fully efficient platform of information exchange is created between government and citizens.

KEYWORDS

Change Management, Resistance, Capacity Building, Electronic Governance, Functional Governance etc.

INTRODUCTION

Interest in e-Governance is growing with the increasing use of information and communication technology (ICT) by governments to improve the quality of governance and service delivery mechanism. Governments all over the world have been using ICT’s such as internet, websites, computers and mobile phones to provide various government services in an efficient, equitable and transparent manner with less corruption. Notwithstanding these advantages, there are certain problems like poor coverage of the e-governance infrastructure, inadequate human resources, mismanagement, technical inexperience and inequitable access (digital divide), lack of public awareness and ineffective civil society participation. This research mainly reviews the experiences of e-governance reforms and the impact of e-governance in delivering good governance to the common citizens.

Immanuel Kant says in his Grundlegung Zur Metaphysik de Sitten, “So act as to treat humanity, whether in their own person or in that of any other, in every case as an end withal, never as means only”. Kant’s observation is even more valid today. The citizens are ends in themselves, rather than as means to other ends. The colonial view of the government used to be as a ‘controller’ and ‘ruled’. It is now that of a coordinator and provider. Government is responsible for providing certain services to the citizens, just as if an organization is responsible for managing a value chain that leads to output. Business corporations have discovered over the last few decades that information technology can make the value chain more efficient and lead to quality improvements and cost savings. Similarly, Governments have discovered that information technology can make the provision of services to the citizen more efficient and transparent, can save costs and lead to a higher level of efficiency. The idea of e-governance has changed the way in which governments communicate with one another and with their citizens. In the past communication used to be via public meetings, printed media, radio and television. Today communication is also done via the modern information and communication technologies e.g. the internet and satellite (Kroukamp, 2005).

E-Governance involves new styles of leadership, new ways of debating and deciding policy and investment, new ways of accessing education, new ways of listening to citizens and new ways of organizing and delivering information and services (Tlagadi, 2007). Electronic governance is using information and communication technologies (ICT’s) at various levels of the government and the public sector and beyond, for enhancing governance (Bedi, Singh and Srivastava, 2001; Holmes, 2001; Okot-Uma, 2000).

According to Keohane and Nye (2000), “Governance implies the processes and institutions, both formal and informal, that guide and restrain the collective activities of a group. Government is the subset that acts with authority and creates formal obligations. Exclusively governments need not necessarily conduct governance. Private firms, associations of firms, non-governmental organizations (NGO’s), and associations of NGO’s all engage in it, often in association with governmental bodies, to create governance; sometimes without governmental authority.” Clearly, this definition suggests that e-Governance need not be limited to the public sector. It implies managing and administering policies and procedures in the private sector as well. Citizen’s access to the government has been a key issue in the field of public administration. A number of hurdles impede citizens’ access to policy processes, such as red tape, high transaction costs, and insufficient knowledge and information (Cooper, 1979; Kellogg and Mathur, 2003).

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28Research Scholar, The Business School, University Of Kashmir, Jammu & Kashmir, India, owaischarag@gmail.com
29Professor, The Business School & Director IT & DSS, In-Charge Director MERC, University of Kashmir, Jammu & Kashmir, India, mufeedku@yahoo.com
In this regard, recently emerging internet technologies have been expected to provide alternative ways for citizens to interact with public officials. A growing body of literature has focused on "e-Government initiatives," which refer to the use of the Internet or web technologies to foster public service delivery and citizen participation in policy processes (Coursey and Norris, 2008; Dunleavy, et al., 2006; Norris and Moon, 2005; Robbins, et al., 2008; Thomas and Streib, 2005; Tolbert, et al., 2008; United Nations, 2008; West, 2005). The rise of internet technologies, however, has sparked an intense debate on the democratic potential of information and communication technologies (ICTs) (Norris, 2001).

Reinforcement theory argues that web technologies add to the political resources of the powerful elite or activists, strengthening their influence on policy processes (Davis, 1999; Weare, et al., 1999). By contrast, mobilization theory points out that new ICT’s provide politically alienated citizens with alternative channels to represent their interests in policymaking processes (Scott, 2006; Stanley and Weare, 2004; Thomas and Streib, 2003). For instance, e-voting systems expand opportunities for citizens to make choices among policy options such that the systems empower them to be direct policy makers (Becker, 2001; Coleman and Gotze, 2001). In addition, online forums hosted by the government help engage geographically dispersed citizens in policy debates and suggest their ideas to public officials for consideration in decision-making (Shulman, et al., 2003; Stanley and Weare, 2004). However, despite their democratic potential, e-voting or online policy forums make citizens passively express their preferences regarding agendas predetermined by the government (OECD, 2003). One important issue in e-government studies is whether government Web technologies affect public sector performance. Although e-government initiatives have been credited as engines of governmental reform, empirical evidence is insufficient to determine their effects on public agency performance.

Some researchers have recently assessed how agency web sites may help improve public service delivery, citizen participation, and trust in government (La Porte, Demchak, and de Jong 2002; Scott 2006; Tolbert and Mossberger 2006; West 2005). Nevertheless, not only are studies on the impact of e-government web sites very limited, but many of them are based mostly on speculative reasoning, rather than empirical analysis with rigorous methodologies (Musso, Weare, and Hale 2000; Norris and Moon 2005). Thus, it remains unclear as to whether e-Government initiatives make a substantive contribution to public sector performance (Moon 2002).

Government web sites and other internet-based applications can provide the public with access to information on public policies and administrative services. They can also expedite responses to requests for specific services. Such web-based channels as e-mail list serves, e-bulletin boards, video conferencing systems, and e-forums can help citizens access policy information, engage in policy deliberation, and contact key decision makers (Brewer, Neubauer, and Ceiselhart 2006; Musso, Weare, and Hale 2000; Thomas and Streib 2005). Weare, Musso, and Hale (1999) find evidence that Web site adoption by municipalities is conditioned by their existing social and demographic conditions such as socioeconomic status, social elite concentration, and information infrastructure in the local community. In these ways, ICT’s may further empower the wealthy and the politically connected while further alienating the socially disadvantaged and indifferent citizens from policy-making processes (Norris 2001).

Every second year the UN conducts an e-government survey that aims to indicate which governments are progressive pioneers in relation to e-government technology. The resulting publication receives substantial attention, both as a representation of how governments are using ICT, and as a way of acknowledging the Member States that perform well and thus promote good practices (Goodwin et.al., 2011). “United Nations e-Government Survey 2008” is used to test the significance of the proposed model’s stages.

**REVIEW OF LITERATURE**

e-Government is a largely amorphous concept with different meanings for different people (Seifert and Relynea, 2004). Based on the fact that e-government is a multidimensional and multidisciplinary field and its scope is a concept that is in a constant state of development (Jaeger, 2003) and given the diversity of e-government implementations, it is becoming increasingly difficult to identify a workable definition of it (Roy, 2003). There exist a number of different definitions of e-government in the literature ranging from being too narrow and specific into extremely general and broad reflecting different meanings and definitions to different people. Some of these definitions are rather narrow focusing on using ICT particularly the Internet to enhance the access to and delivery of government services to citizens (e-Services), business partners and employees (Deloitte Consulting, 2000) while others view e-government more broadly as efforts to transform government’s internal functions (e-Administration) with reinforcement of participatory elements (e-Democracy) to achieve objectives of balanced e-Government (Bertelsmann Foundation, 2002).

Organization for Economic Cooperation and Development–OECD (2003a; 2003b) views e-Government as the use of ICT, particularly the Internet, as a tool to achieve better government, or smarter government (Netcaucus, 2001); whereas, The World Bank (2003) sees that ICT is used mainly to transform the relations with citizens, businesses, and other government entities. The European Commission’s Information Society describes e-Governance being “for people to be online, not in line” (Europa, 2001).

Reinermann (2001) sees it as “the transformation of public institutions into ‘cyberspace’ – an area without restrictions caused by space, time or hierarchies”, between the constituents and the government (Grönlund 2000; Heeks, 2001; Wyld, 2004; Dawes, 2002); the service dimension which comprises the delivery of all types of electronic services (Grönlund 2000; Turban et al, 2002; Heeks, 2001; Prins, 2001; Wyld, 2004; Dawes, 2002); and the administrative dimension including various types of management work and internal routines (Grönlund 2000; Heeks, 2001; Chadwick and May, 2003; Wimmer, 2002; Koh et al, 2006; Kearns and
Taylor, 2003; Dawes, 2002). E-government is defined as “the transformation of public-sector internal and external relationships through internet enabled operations and information and communication technology to optimize government services delivery, constituency participation and internal government processes” (Maio et al, 2002).

The analysis indicates that some e - Readiness tools, such as CIDCM, ITU, and WITSA do not include e – Governance in their assessments. The other tools (CID, KAM, NRI, and USAID) do not consider all internal factors affecting EGR; they only assess availability and number of online services, and promotion and usage of ICT by the public sector. This can be applied on additional tools included in e-Readiness literature such as, Asian Pacific Economic Cooperation – APEC (Luyt, 2006; Budhiraja and Sachdeva, 2002; Bui et al., 2003), The Computer System Policy Project – CSPP (Budhiraja and Sachdeva, 2002; Bui et al., 2003), Computer McConnell International-MI (Luyt, 2006; Bui et al., 2003), World Economic Forum WEF (Budhiraja and Sachdeva, 2002), Mosaic-MQ, Metric-Net-Economy Index-MN, Information Society Index-IDC, Economist Intelligence Unit-EIU, Crenshaw and Robinson-C&R, Center for International Development & Conflict Management- CIDCM, Country Development Gateway-CDG (Bridges.org, 2005).

E-Readiness assessment tools do not undertake in depth research concerning e-government; they ignore vital elements, such as culture and technology acceptance of public officials (Dada, 2006), quality of ICT in government, strategic alignment, etc. In addition, e readiness indicators are over-simplified measurements not reflecting a veritable e–government status, omitting more relevant dimensions difficult to be measured (Bannister, 2004).

Altman (2002) concludes that there is no direct relation between e - readiness and e-governance implementation in a country; this clarifies Jansen’s (2005) recommendation to focus on the most particular factors to e–governance when attempting to measure it. Based on the analysis presented, the study confirms the inadequacy of e-readiness tools for assessing EGR. E-governance has been a growing fact of life and an integral element of the digital environment since 1996 (Porter, 2003). The possibilities enabled by electronic commerce (e-Commerce) have raised the level of expectations of citizens (Nour et al., 2008) demanding faster, better and more access to government services (McGrath and O’Reilly, 2004).

Moreover, governments anticipate similar increases in efficiency, productivity improvements and cost savings similar to those experienced by the private sector (Clark, 2003). Around the world, there is a whole range of countries from highly developed to developing that have equally committed substantial resources to implementing e-Governance (Tassabehji, 2005). According to the United Nations Survey 2008 “From e-Governance to Connected Governance”, 189 out of 192 member countries (98%) operate government websites (UNDESA, 2008). e-Governance is predicated on leveraging the power of ICT to deliver services provided by governments; however, how these benefits will be reached is still a matter of controversy (Krishnaswamy, 2005).

E-Governance is still in an early stage (Leith and Morrison, 2004) and has not achieved many of the expected outcomes such as cost savings and downsizing amongst other issues (Moon, 2002). This is mainly due to the applications, which tend to reflect low levels of backstage reengineering and inter-department cooperation (UNDESA, 2003a). E-Governance is more than a technological phenomenon; it is transformative in nature (Dada, 2007), encompassing a broad spectrum of activities that are offered using ICT (Northrup and Thorson, 2003) affecting the management of human, technological, and organizational resources processes (Jansen, 2005; Pappa and Stergioulas, 2005).

Most implementations activities focus on service delivery concerns with little emphasis on real transformation of the services themselves or the processes associated with their delivery (Grant and Chau, 2005). Today, e-Governance is still rather immature in practice undergoing a development process; UNDESA (2003a) reports that the failure rate of e-Governance projects has been estimated somewhere between 60-80%. Given the amount of time and money being spent today on e-Government, the public sector needs to ensure accountability by spending more time in measuring the effects of such efforts. It becomes increasingly important for governments to define measures of success and regularly monitor and measure performance (Stowers, 2004).

Regular monitoring and evaluation of e-Governance readiness (EGR) is considered an important study to the success of e-Governance initiative where such assessment would raise awareness, and would describe the environment in which e-Governance development occurs confirming the viability of application of e-Governance approaches (UNDESA, 2003a). EGR Assessment would also help politicians, economists and other stakeholders to compare their initiatives with similar ones in others countries, to make sure that their efforts are moving the government in the right direction (Jansen, 2005). Benchmarking e–Governance initiatives has been developed and studied for around a few years now (Salem, 2007).

**NEED FOR PRESENT RESEARCH**

Electronic Governance is the integration of various information systems and hence the human component plays important role in the success and failure of any functional electronic governance system. As humans tend to hinder the implementation of system by resisting change in the system and therefore better resdressal is required for bridging the gap through orientation trainings, skill development and awareness about the new system.

The present research will study the impact of resistance of change on the overall functional governance system and how resistance to change can be best handled for optimizing organizational efficiency and effectiveness.
OBJECTIVES OF STUDY

The perspectives of e-governance and those of citizens are complimentary to each other. To reach the citizens with the desired deliverance has been designed number of e-services and are operational on countrywide basis in India. Developing countries, and India prominently among them, are investing heavily in e-governance and e-government systems, driven by the promise of efficiency and transparency in governance, and of using ICT to leapfrog the slow progress of development. In light of the domain for research identified, following objectives have been set for the present study:

- To study and estimate the role of resistance to change towards adopting a feasible e–Governance platform for dissemination of information and providing of services to the stakeholders.
- To figure out the intensity of resistance to change across different sectors and estimating the probable hindrances thereof.

RESEARCH METHODOLOGY

This section explains the research methodology used to develop basic framework of evaluation to measure the impact of electronic governance in delivering good governance from a variety of perspectives to the citizens. Due to the dispersed nature of literature about e-governance, several sources were used ingathering research material for this project. While standard academic books and journals were used in the course of the research, a lot of literature was gathered from other sources such as websites, both organizational and non-organizational sites, Internet news sites, magazine articles and a variety of other sources.

The rationale for using such a wide range of sources is primarily related to the concern to have access to up-to-date information. Because ICT is moving so fast, hard copy material becomes outdated very quickly. While the published literature is often still relevant, one of the challenges of doing research on ICT based applications is that one needs up-to-date information about what is happening now rather than what was happening last month or last year. Conducting research using the Internet presents challenges of its own. Because of the sheer volume of literature that is available and accessible on the Internet and in published form, the amount of material that needs to be read, processed and analyzed for a research purpose is voluminous. This in itself makes researching easier in the sense that there is more material available, but it is also a double-edged sword in terms of viewing all relevant material. Empirical research via a survey research method is considered an appropriate approach to examine the citizens' awareness and adoption of Government Gateway adopters (Choudrie and Dwivedi, 2005a).

Nationwide data on the impact of best practices of e–Governance on good governance was studied, which is already available with the institutions having a role in delivering electronic services to citizens. In order to collect random data from the target population, a self-administered questionnaire was considered the most appropriate primary survey instrument in this investigation. This was because it addressed the issue of reliability of information by reducing and eliminating differences in the way that the questions were asked (Cornford and Smithson, 1996) and facilitated the collection of data within a short period from the majority of respondents (Hall and Hall, 1996).

Overall, the questionnaire used in this research contained 25 questions. These questions were divided into two categories: (1) multiple choice questions addressing the social attributes (demographic variables) including age, gender, education, and income; and (2) Yes/No questions that asked whether the respondents were aware of the Government Gateway and if they had registered when accessing it. Close-ended multiple-choice questions were included in the questionnaire in order to obtain a high response rate. This was attributed to instances where respondents preferred to answer close-ended questions within the non-interactive, self-administered questionnaires (Fowler, 2002).

DATA ANALYSIS

The variable resistance to change depicts the respondent’s perceived importance of resistance to change as an obstacle in implementation of functional e–Governance System. The resistance to change poses a serious obstacle in the modern governance system, where the shift occurs from traditional to new technology. Whereas, the resistance to change is more likely to act as a hindrance in setting up environment for workable e–Governance services. However, the necessary change management is done on the part of Government institutions to make e–governance service delivery possible. Taking note of responses across 725 respondents following below mentioned statistic table depicts the distribution of respondents:

| State | Andhra Pradesh | Resistance to Change | |
|-------|---------------|----------------------|
| % of Total | 4.3% | 8.4% | 9.8% | 19.7% | 16.3% | 58.5% |
| % within State | 7.3% | 14.4% | 16.7% | 33.7% | 27.8% | 100.0% |
| Count | 31 | 61 | 71 | 143 | 118 | 424 |

Table-I: State Wise Cross tabulation of Variable Resistance to Change
The Table1 depicts the distribution of respondents across two states. 58.5% and 41.5% respondents are from State of Andhra Pradesh and Jammu & Kashmir. 33.7% of the state of Andhra Pradesh agrees that resistance to change, whereas 27.8% totally agree that resistance to change act as hindrance in delivering e-Governance services. Out of total 424 respondents of Andhra Pradesh 19.7% agrees and 16.3% totally agree with change management act as an obstacle. Taking note of Jammu & Kashmir state 20.3% agrees and 29.2% out of 301 respondents totally agree that e-Governance act as obstacle in delivering e-Governance services. Whereas, the disagreement in the state of Jammu & Kashmir is higher as compared to state of Andhra Pradesh.

The statistics in the state of Andhra Pradesh is at 14.4% disagreeing and 7.3% totally agreeing that change management act as an obstacle in delivering e-Governance services. Whereas, the figures in Jammu & Kashmir is on the higher side 17.9% disagree and 14.0% totally disagree that change management act as an obstacle in delivering e-Governance services in the State of Jammu & Kashmir. Out of 301 respondents of Jammu & Kashmir State the level of disagreement 7.4% agreeing and 5.8% totally disagreeing with change management acting as an obstacle in delivering e-Governance services.

Table2 depicts the distribution of respondents sector wise. Whereas, the number of respondents who agree that resistance to change is hindrance in implementation of functional e-Governance system. The percentage of respondents who agree that resistance to change as hindrance decreases with the sector concern. The agreement with the statement is 33.7% and total agreement is 27.8% for the 424 respondents from the government sector.
As per statistics given in Table 1.0.2, the disagreement is 14.4% and total disagreement is 6.2% of the total government sector respondents. Similarly, in correspondence to private sector, the 33.0% agree and 23.0% totally agree with the statement and 18.8% disagree and 10.6% totally disagree with the statement out of the total 282 respondents from the private sector. Coming to other sector 31.9% agree and 24.7% totally agree whereas the disagreement is on higher side, it is 13.7% disagree and 12.5% totally disagree with the statement. Therefore, the 56.6% agrees that resistance to change act as bottleneck in delivering of e-Governance services. Therefore, most of the respondents perceive resistance to change as an obstacle. Also taking mean into consideration Table 1.0.3 depicts that the overall mean of the variable resistance to change across 725 respondents stands at 3.12. Therefore, it is evident from the statistical table that most of the respondents perceive that resistance to change is the hurdle in implementation of the functional electronic governance system.
CONCLUSIONS

The overall study of e–Governance across the states and sectors is based on objectives to improve efficiency, transparency and accountability in provision of public services, make availability of citizen focused services at their doorstep, and enhance internal efficiencies within the public departments and offices. The summaries of statistics, which were, analyzed in later chapters reveals the impact of e-Governance system practices on good governance in the two states i.e. Andhra Pradesh and Jammu & Kashmir differ significantly with one another. Andhra Pradesh and Jammu & Kashmir differ significantly with one another. The status of impact of e-Governance in the state of Andhra Pradesh have been found to be significantly on higher side as that in State of Jammu & Kashmir. It is clear from the findings that State of Andhra Pradesh is leading in the overall e–Governance satisfaction, working and service delivery figures as compared to Jammu & Kashmir State.

The state of Andhra Pradesh is mobilizing its resources to enhance service delivery mechanism, which delivers services in far off places and is integrated with line departments. From understanding of aggregate perception of the respondents, it perceived that higher share of respondents from Private and Other Sectors of employment believe strongly that e–Governance can bring transitional change in the working of public offices and organizations. Taking note of respondent’s perceptions across state and sector, it was found that majority of respondents from Andhra Pradesh State are overall much informed and aware of the e–Governance services, projects and initiatives launched at national and state level.

The respondents from both Andhra Pradesh and Jammu & Kashmir have stronger feeling that resistance to change act as a hindrance in implementation of fully functional e–Governance system. While as higher percentage of respondents from government sector have stronger thought that resistance is an obstacle for implementation of e–governance system. Therefore an intensive effort is required to launch awareness campaigns about the various services delivered through e–Governance Portals and also adopting training / skill development skills for internal human resource pool, so that resistance to change is tackled in a proper way.

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THE DARK INDUSTRY: IMMIGRATION AND LEVEL OF JOB SATISFACTION
IN INDIAN PERSPECTIVE

Samik Santra30 Debasish Biswas31

ABSTRACT

Prostitution in India is the biggest social problem and its solution has been rendered very difficult due to the existence of massive poverty level in India. Prostitution is widely rampant in India and its main markets are found in the big cities. The statistics available on the number of prostitutes operating in the country is not exact because there is so much of clandestine prostitution, in spite of such undetected prostitution the situation is horrifying. A comprehensive picture of prostitution in India is not available since sexual exploitation and sale of women and children are mostly unreported crimes. In our present study, we have made a deliberate attempt to fall lights on the dark side of this old and shivering industry such as occupational health and safety issues facing by sex-workers and occupational hazards on the part of sex-workers. Another attempt has been made to evaluate the effect of the above issues on job-satisfaction of sex-workers. We have tried to discuss the issues relating to the legalization of this industry in brief and providing the sex-workers a social status so that they can have a healthy and happy life and get the same status and dignity as normal human beings in civilized society.

KEYWORDS

Prostitution, Sex-Worker, Sexual-Exploitation, Occupational Health, Occupational Hazard, Job-Satisfaction etc.

INTRODUCTION

Prostitution has positioned differently over the time and across the cultures, the predominant view that it constitutes a social problem. Prostitution has become a tangled issue for the feminist, sociologist and economist of India and the rest of the world. Feminists say it a nasty violence on the part of the women; sociologists say it a curse on the part of the society; economists say it a crime based on the market but we, the management-crates consider it as one of the oldest and enduring business of the world.

Prostitution can be defined, as the exchange of sexual favours between the partners within a relationship for money, is just one of the various ways of expressing and carrying out human sexuality. In India, according to an official estimate there are around 3.1 million prostitutes operating in 400 ‘red-light areas’. The biggest organized sex trade is in the big metros of Mumbai and Kolkata and in the states of West Bengal and Karnataka. The conditions in which prostitution is carried on is shocking. The sex workers are forced to service 10-15 clients per day who may coerce them to indulge in unnatural or perverse sexual acts and may even subject them to sexual violence. The brothels are overcrowded, and the inmates survive in inhuman conditions. In addition they are deprived of basic health care facilities, although they fall in a high-risk category as far as sexually transmitted diseases (STD) are concerned. In our present study, we have made a deliberate attempt to fall some lights on the dark side of this old and shivering industry such as occupational health and safety issue facing by sex-workers and occupational hazards on the part of sex-workers. Another attempt has been made to evaluate the effect of the above issues on job-satisfaction of sex-workers. We have tried to discuss the issues relating to the legalization of this industry in brief and providing the sex-workers a social status so that they can have a healthy and happy life.

OBJECTIVES OF STUDY

The primary objectives of our present study are as follows:

- To find out the reasons behind entering into sex-industry;
- To determine the level of job-satisfaction of sex-workers relating to their occupational health and safety and occupational hazards;
- To elucidate the pros or benefits relating to the legalization of the sex-industry in India.

RESEARCH METHODOLOGY

Data Collection

Primary data for this study was collected by means of questionnaire method in West Bengal, India in 2012. All the respondents were professionals from the sex-industry who are working in different sectors of sex-industry like brothels, massage parlour, street-prostitution, call girls, escort agency etc. The questionnaire consisted questions related to their demographic characteristics,
reason for entering into this industry, attitude towards their work, working condition and legal and social issues. The secondary data for study was collected from different sources such as articles, newspapers, magazines, internet, books and periodicals, etc.

Sampling Technique

A total of 110 questionnaire forms were given to respondents of which 74 were returned with a response rate of around 67.27 percent. Likert’s five point scales ranging from “Strongly Agree” to “Strongly disagree” were used as a basis for questions in order to achieve the above-mentioned objectives of study. Based on responses we have analyzed the data with the help of SPSS.

IMMIGRATION INTO DARK INDUSTRY

Notorious red light districts of India include GB Road in Delhi, Sonagachi in Kolkata, Kamathipura in Mumbai, Budhwar Peth in Pune and Reshampura in Gwalior. Most of the girls are brought from Nepal and Bangladesh. 160,000 Nepalese women are held in India's brothels. Approximately 50,000, or half of the women in prostitution in Bombay, are trafficked from Nepal. (Robert I. Freidman, “India’s Shame: Sexual Slavery and Political Corruption Are Leading To An AIDS Catastrophe,” The Nation, 8 April 1996). In Bombay, one brothel has only Nepalese women who are demanded by the clients because of their golden skin and docile personalities. About 5,000-7,000 Nepalese girls are trafficked to India every day. About 45,000 Nepalese girls are in the brothels of Bombay and 40,000 in Calcutta (Women’s groups in Nepal, Trafficking in Women and Children: The Cases of Bangladesh, pp.8 & 9, UBINIG, 1995). Calcutta is one of the important transit points for the traffickers for Bombay and to Pakistan. 99% women are trafficked out of Bangladesh through land routes along the border areas of Bangladesh and India, such as Jessore, Satkhira, and Rajshahi. (Trafficking in Women and Children: The Cases of Bangladesh, pp.18 & 19, UBINIG, 1995)

Of the 5,000-7,000 Nepalese girls trafficked into India yearly, the average age over the past decade has fallen from 14-16 years old to 10-14 years old (CATW - Asia Pacific, Trafficking in Women and Prostitution in the Asia Pacific).

Reasons for Entering into Dark Industry

The brothels of India hold between 100,000 and 160,000 Nepalese women and girls, 35 percent were taken on the false pretext of marriage or a good job. (Radhika Coomaraswamy, UN Special Report on Violence Against Women, Gustavo Capdevila, IPS, 2 April 1997). Young girls are trafficked from Nepal to brothels in Mumbai and Kolkata at an average age of twelve. They are trapped into the vicious cycle of prostitution, debt and slavery. By the time they are in their mid-twenties, they are at the dead end. Every hour, four women and girls in India enter prostitution, three of them against their will. The main causes to enter into the dark industry are as follows:

- Economic causes include economic distress and poverty,
- Psychological causes include desire for physical pleasure, greed, and dejection,
- Early marriage and desertion,
- Prior incest and rape,
- Bad Company,
- Family prostitution,
- Lack of recreational facilities, ignorance, and acceptance of prostitution,
- Ill-treatment by parents.

Based on the responses got from the respondents, we have shown the graphical representation showing the multifarious reasons to enter into the dark Industry.

Graph-1: Multifarious Reasons to enter into the Dark Industry

<table>
<thead>
<tr>
<th>Percentage of Respondents</th>
<th>Economic Causes</th>
<th>Psychological causes</th>
<th>Family prostitution</th>
<th>Early marriage and desertion</th>
<th>Prior incest and rape</th>
<th>Bad Company</th>
<th>Lack of recreational facilities, ignorance, and acceptance of prostitution</th>
<th>Ill-treatment by parents</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.41%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Economic Causes</td>
<td></td>
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<tr>
<td>8.11%</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>Psychological causes</td>
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<td>12.16%</td>
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<td></td>
<td></td>
<td></td>
<td>Family prostitution</td>
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<tr>
<td>10.81%</td>
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<td></td>
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<td>Early marriage and desertion</td>
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<td>14.86%</td>
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<td></td>
<td></td>
<td></td>
<td>Prior incest and rape</td>
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<tr>
<td>6.76%</td>
<td></td>
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<td></td>
<td></td>
<td>Bad Company</td>
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<tr>
<td>28.38%</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>Lack of recreational facilities, ignorance, and acceptance of prostitution</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
Job Satisfaction of Sex-Workers

We have considered mainly two factors to measure the level of job satisfaction among the sex workers. These two factors are internal and external factors. External factors mainly include occupational health, occupational safety and occupational hazard. On the other hand, internal factors mainly include mental distress and attitude towards the work. We have attempted to establish the relationship between external factors and job satisfaction and the relationship between internal factors and job satisfaction of the sex workers in India. For this purpose, we have developed certain hypotheses. The hypotheses are stated below one by one:

Null Hypotheses:

H01: There is no significant impact of Awareness of the Sexually Transmitted disease on the Occupational health of the sex-workers.
H02: There is no significant impact of Health Check-up on the Occupational health of the sex-workers.
H03: There is no significant impact of working condition on the Occupational health of the sex-workers.
H04: There is no significant impact of use of drugs and alcohol on the Occupational health of the sex-workers.
H05: There is no significant impact of implementation of law on the Occupational safety of the sex-workers.
H06: There is no significant impact of forcing to work for a longer time on the Occupational hazard of the sex-workers.
H07: There is no significant impact of workplace violence on the Occupational hazard of the sex-workers.
H08: There is no significant impact of occupational health on the job-satisfaction of the sex-workers.
H09: There is no significant impact of occupational safety on the job-satisfaction of the sex-workers.
H10: There is no significant impact of occupational hazard on the job-satisfaction of the sex-workers.
H11: There is no significant impact of social recognition on the mental distress of the sex-workers.
H12: There is no significant impact of insecurity of family life on the mental distress of the sex-workers.
H13: There is no significant impact of insecurity of future on the mental distress of the sex-workers.
H14: There is no significant impact of the mental distress on the job satisfaction of the sex-workers.
H15: There is no significant impact of the attitude towards the job on the job satisfaction of the sex-workers.

Figure-1: Model Showing the Relationship among the External Factors of Job Satisfaction for Sex-Workers

Sources: Authors Compilation
ANALYSIS & INTERPRETATION

Firstly, we have computed Correlation coefficient between Awareness of the Sexually Transmitted disease and occupational health, Health Check-up and occupational health, working condition and occupational health and use of drugs and alcohol and occupational health. The result is shown below:

Table-1
Correlations

<table>
<thead>
<tr>
<th></th>
<th>Occupational Health</th>
<th>Awareness of STIs</th>
<th>Condition of working place</th>
<th>Health Checkup</th>
<th>Use of alcohol and drugs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Occupational Health</td>
<td>Pearson Correlation</td>
<td>.915(***), .000</td>
<td>.916(***), .000</td>
<td>.918(***), .000</td>
<td>-.837(***), .000</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>74</td>
<td>74</td>
<td>74</td>
<td>74</td>
<td>74</td>
</tr>
<tr>
<td>Awareness of STIs</td>
<td>Pearson Correlation</td>
<td>.915(***), .000</td>
<td>.825(***), .000</td>
<td>.842(***), .000</td>
<td>-.766(***), .000</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>74</td>
<td>74</td>
<td>74</td>
<td>74</td>
<td>74</td>
</tr>
<tr>
<td>Condition of working place</td>
<td>Pearson Correlation</td>
<td>.916(***), .000</td>
<td>.825(***), .000</td>
<td>.826(***), .000</td>
<td>-.763(***), .000</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>74</td>
<td>74</td>
<td>74</td>
<td>74</td>
<td>74</td>
</tr>
<tr>
<td>Health Checkup</td>
<td>Pearson Correlation</td>
<td>.918(***), .000</td>
<td>.842(***), .000</td>
<td>.826(***), .000</td>
<td>- .811(***), .000</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>74</td>
<td>74</td>
<td>74</td>
<td>74</td>
<td>74</td>
</tr>
<tr>
<td>Use of alcohol and drugs</td>
<td>Pearson Correlation</td>
<td>-.837(<em><strong>), -.766(</strong></em>), -.763(<em><strong>), -.811(</strong></em>), .000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>74</td>
<td>74</td>
<td>74</td>
<td>74</td>
<td>74</td>
</tr>
</tbody>
</table>

**Correlation is significant at the 0.01 level (2-tailed).**

Sources: Authors Compilation
From the above result of Correlation coefficient, it is clearly observed that there is a highly positive correlation (.915) between Awareness of the Sexually Transmitted disease and occupational health. It implies that if we make more awareness campaign then health condition of the sex workers would become satisfactory and up to the work. It is also observed that there is a very high positive correlation (.916) between Health Check-up and occupational health. It signifies that if we organize more health check up camp then preventive and curative measures can be taken in advance facilitate to preserve and maintain the health of sex workers.

It is also noticed that there is a high positive correlation (.918) between working condition and occupational health. It ensures that if we provide better working condition then occupational health would be secured. It is finally observed that there is a high negative correlation (-.837) between the use of drugs and alcohol and occupational health. It implies that the use of drugs and alcohol will deteriorate the health and hygiene of sex workers.

Secondly, we have tried to know the relationship between Implementation of Law and Occupational Safety. The result is stated below:

**Table-2: Correlations**

<table>
<thead>
<tr>
<th>Occupational Safety</th>
<th>Occupational Safety</th>
<th>Implementation of Law</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>1</td>
<td>.845(**)</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>74</td>
<td>74</td>
</tr>
</tbody>
</table>

**Table-3: Correlations**

<table>
<thead>
<tr>
<th>Occupational Hazards</th>
<th>Force to Work for Longer Period</th>
<th>Workplace Violence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>1</td>
<td>.900(**)</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.908(**)</td>
</tr>
<tr>
<td>N</td>
<td>74</td>
<td>74</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Force to Work for Longer Period</th>
<th>Pearson Correlation</th>
<th>.900(**)</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>74</td>
</tr>
<tr>
<td>N</td>
<td>74</td>
<td>74</td>
<td>74</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Workplace Violence</th>
<th>Pearson Correlation</th>
<th>.908(**)</th>
<th>.824(**)</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.824</td>
<td>74</td>
</tr>
<tr>
<td>N</td>
<td>74</td>
<td>74</td>
<td>74</td>
<td>74</td>
</tr>
</tbody>
</table>

From the above results of Correlation coefficient, it is clearly observed that there is a highly positive correlation (.845) between Implementation of Law and Occupational Safety. It implies that if we implement statutory safety measures then occupational safety will be ensured. Thirdly, we have tried to know the relationship between force to work for longer period of time and occupational hazard and the relationship between workplace violence and occupational hazard. The results are given below:

Fourthly, we have also measured the relationships among occupational hazards, occupational safety and occupational health with Job satisfaction. The results are -.853, .829 and .849 respectively. It implies that if occupational safety and occupational health are maintained then the sex workers will be satisfied. On the other hand, there is high negative correlation between occupational hazards and job satisfaction.
Table-4: Correlations

<table>
<thead>
<tr>
<th></th>
<th>Job Satisfaction</th>
<th>Occupational Hazard</th>
<th>Occupational Safety</th>
<th>Occupational Health</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Satisfaction</td>
<td>Pearson Correlation</td>
<td>1</td>
<td>-.853***</td>
<td>.829(**)</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>74</td>
<td>74</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>74</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Occupational Hazards</td>
<td>Pearson Correlation</td>
<td>-.853***</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>74</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Occupational Safety</td>
<td>Pearson Correlation</td>
<td>.829(**)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>74</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Occupational Health</td>
<td>Pearson Correlation</td>
<td>.849(**)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>74</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
Note: Correlation is significant at the 0.01 level (2-tailed)

Fifthly, we measured the relationships among Social recognition; Security of family life and Security of future with mental distress. We have strong negative relationships in all cases. It implies that mental condition of sex workers is highly dependent on Social recognition, Security of family life and Security of future. The results are stated below:

Table-5: Correlations

<table>
<thead>
<tr>
<th></th>
<th>Social Recognition</th>
<th>Security of family life</th>
<th>Security of future</th>
<th>Mental Distress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social Recognition</td>
<td>Pearson Correlation</td>
<td>1</td>
<td>.869(**)</td>
<td>.820(**)</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>74</td>
<td>74</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>74</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Security of Family Life</td>
<td>Pearson Correlation</td>
<td>.869(**)</td>
<td>1</td>
<td>.752(**)</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>74</td>
<td>74</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>74</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Security of Future</td>
<td>Pearson Correlation</td>
<td>.820(**)</td>
<td>.752(**)</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>74</td>
<td>74</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>74</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mental Distress</td>
<td>Pearson Correlation</td>
<td>-.860(**)</td>
<td>-.762(**)</td>
<td>-.714(**)</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>74</td>
<td>74</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>74</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
Note: Correlation is significant at the 0.01 level (2-tailed)

Then we have measured the relationships between mental distress and job satisfaction of sex workers. We have seen that there is a strong negative correlation between mental distress and job satisfaction. The result is shown below:

Table-6: Correlations

<table>
<thead>
<tr>
<th></th>
<th>Mental Distress</th>
<th>Job satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mental Distress</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>74</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>Pearson Correlation</td>
<td>-.717(**)</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>74</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
Note: Correlation is significant at the 0.01 level (2-tailed)
Finally, we have measured the relationships between job satisfaction of sex workers and attitude towards job. We have seen that there is a strong positive correlation between job satisfaction of sex workers and attitude towards job. The result is shown below:

Table-7: Correlations

<table>
<thead>
<tr>
<th></th>
<th>Job Satisfaction</th>
<th>Attitude towards Job</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Satisfaction</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>1</td>
<td>.835(**)</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>74</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>74</td>
<td>74</td>
</tr>
<tr>
<td>Attitude towards Job</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>.835(**)</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>74</td>
<td>74</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation  
Note: Correlation is significant at the 0.01 level (2-tailed)

ISSUE OF LEGALIZATION

The benefit of legalizing prostitution in India will be that at least we will have a track record of Sex workers. Legalizing prostitution will see these women, who live life on the edge everywhere, gaining access to medical facilities, which can control the spread of AIDS. There is a very strong need to treat the sex industry as any other industry and empower it with legal safeguards. The practical implications of the profession being legal would bring nothing but benefits for sex workers and society as a whole. Keeping prostitution illegal also contributes to crime because many criminals view prostitutes and their customers as attractive targets for robbery, fraud, rape, or other criminal acts. The criminals realize that such people are unlikely to report the crimes to police, because the victims would have to admit they were involved in the illegal activity of prostitution when the attacks took place, now if it is legal then they will easily go and report this to police.

Benefits of Legalizing Prostitution are:

Legalization of prostitution and the sex industry will stop sex trafficking. Legalization of prostitution will control the sex industry. Legalization of prostitution will decrease clandestine, hidden, illegal and street prostitution. Legalization of prostitution will protect the women in prostitution, as they will have rights. Recognizing prostitution as an economic activity, thus enabling women in India to obtain working permits as "sex workers".

CONCLUSIONS

Poverty is the single biggest factor in turning women towards prostitution. This is so because there is an economic value attached to female sexuality. In our opinion, the issue of prostitution needs urgent attention and there can be no further delay in this regard. Sex workers are humans and they deserve an equal status in the society. Trafficking in human beings, especially children, is a form of modern day slavery and requires a holistic, multi-sectoral approach to address the complex dimension of the problem. A problem violates the rights and dignity of the victims and therefore requires essentially a child rights perspective while working on its eradication. Laws should not be such as to just remove the prostitutes but also to change the mentality of people who are interested in paid sex by punishing them in such a manner that people of same mentality will dare to indulge themselves in similar activities.

REFERENCES


*****

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TOTAL QUALITY MANAGEMENT IN EDUCATION: PERCEPTION OF SR. SECONDARY SCHOOL TEACHERS

B. L. Verma32 Mamta Shah33

ABSTRACT

Total quality management is a management philosophy that seeks to integrate all organizational functions to focus on customer needs and organizations objectives. In order to achieve excellence it is now required that organizations should adopt total quality management and the critical success factors. The effect and implementation of TQM in education industry will not only help in improving the performance of education institutes but will also empower the basic human resource required in all types of organizations.

The research involves the study of the critical success factors in the implementation of TQM in education industry especially in the schools of Udaipur. How is quality measured for schools?

KEYWORDS

Critical Success Factors, Corporate, Social, Udaipur, Organizational etc.

INTRODUCTION

This paper aims to present the awareness of Total Quality Management (TQM) among the Sr. Secondary school teachers of Udaipur. It is an attempt to study the status and importance given to quality in the production of very basic resource i.e. human resource of any organization. It is not required to mention the role of this resource in the performance of any manufacturing or trading or any service industry. It is in fact the building stone of any country and its economy. Despite of this the research done and the implementation of TQM in schools until now are not taken very seriously. In order to test this data were collected from 50 school teachers in Udaipur regarding their familiarity with the term Total Quality Management (TQM) and their opinion about quality in education sector.

Student achievement results have always been considered key indicators of educational quality, and student scores on large-scale assessments are the subject of public interest. However, test scores can be interpreted meaningfully only in the context of the system that produced them. Understanding and evaluating the quality of education requires not just numerical values or quantitative result measures such as achievement, but a more comprehensive picture of the unique and complex characters of schools, boards and the province.

Quality has no specific definition and stands different for different users. Broadly, it may be defined as a measure of the consistency of features and functions in a product, which a customer expects from it.

Quality lies in the perception of the consumer. What is “great” for one may not be good enough for another (Mukhopadhyay 2006, p.22). There are various well-known definitions of quality. Crosby (1979) defines quality as “conformance to requirement” while Juran and Gryna (1980) define quality as “fitness for use”.

Deming (1986) defines quality as “a predictable degree of uniformity and dependability at low cost and suited to the market”. It is more towards quality in operation. Many organizations found that the old definition of quality, “the degree of conformance to a standard”, was too narrow. Consequently, they used a new definition of quality in terms of “customer focus”. It is reported that many companies had initially concentrated all their efforts on improving internal processes with little or no regard for the relationships between those processes and the organization’s ultimate customers (Brigham 1993).

This failure to include the customer focus had resulted in companies struggling hard to survive. In the context of higher education, due to the intangible nature of its processes, there is a considerable discussion on the notions of educational quality (Green 1994 & Harvey 1995).

Fincher (1994) describes how quality perspectives have evolved in education over the years by going through a shift from experience to technique, style and finally to process. Harvey and Green (1993) in their seminal work point out that quality is a relative concept. Instead of having a single definition of quality, Harvey and Green provide five discrete but interrelated notions of quality. Quality has a variety of meanings and its range of meanings does cause confusion, as each individual’s perception of quality differs (Shields 1999).

32 Associate Professor, Department of Business Administration, College of Commerce and Management Studies, Mohan Lal Sukhadia University, Rajasthan, India, blvermaudaipur@gmail.com
33 Research Scholar, Department of Business Administration, College of Commerce and Management Studies, Mohan Lal Sukhadia University, Rajasthan, India, mam301979@gmail.com
QUALITY IMPROVEMENTS

There are a number of researchers who have formulated frameworks for quality improvements (Johnson 1993; Susan 1995). These frameworks are entitled as Continuous Quality Improvement (CQI), Strategic Quality Management (SQM) or Total Quality Management (TQM). Even though there might be some differences among these approaches, the term TQM is considered more general to capture the essence of quality improvements. TQM has been defined as a strategic architecture requiring evaluation and refinement of continuous improvement practices in all areas of usefulness.

Corrigan (1995) gives a definition with an emphasis on customer satisfaction: that “TQM is a management philosophy that builds a customer-driven, learning organization dedicated to total customer satisfaction through continuous improvement in the effectiveness and efficiency of the organization and its processes” (p. 61).

According to Kaufman (1992), total quality management provides what is required as judged by the client. It is accomplished through everyone in the organization being committed to achieve results, a passion for quality and decisions based on performance data. TQM emphasizes that it is important for all elements to fit together to turn raw materials into the products and deliverables that satisfy clients. Customer satisfaction is the result most addressed by TQM (Crosby 1979; Caplan 1990).

Neves and Nakhai (1993) describe the basic tenets of TQM, which are as follows: “long-term perspective, customer focus, and top management commitment, systems thinking, training and tools in quality, increased employee participation, development of a measurement and reporting system, improved communication between management and labor, and continuous improvement”. It can be seen from the above definitions that TQM describes two main notions: 1. Continuous improvement, and 2. The tools and techniques/methods used. In general, TQM encompasses many management and business philosophies and its focus is shifted, based on the scenario where TQM is applied. Whether it is in industry or higher education, TQM philosophy revolves around the customer.

Further, different researchers explain in different ways, which can discuss as:

TQM practices

Saraph et al. (1989) argue that there are eight critical success factors (CSFs) for TQM implementation such as: top management leadership, role of the quality department, training, product design, supplier quality management, process management, quality data reporting, and employee relations.

Meanwhile, Black and Porter (1996) revealed ten major TQM practices. They are people and customer management, supplier partnerships, communication of improvement information, customer satisfaction orientation, external interface management, and teamwork structures for improvement, operational quality planning, quality improvement measurement systems, and corporate quality culture.

Antony et al. (2002) described 11 TQM practices: management commitment, role of the quality department, training and education, employee involvement, continuous improvement, supplier partnership, product/service design, quality policies, quality data and reporting, communication to improve quality, and customer satisfaction orientation.

Sureshchandar et al. (2002) expanded the practices even further and came out with 12 major practices comprising of top management commitment and visionary leadership, human resource management, technical system, information and analysis system, benchmarking, continuous improvement, customer focus, employee satisfaction, union intervention, social responsibility, services capes, and service culture.

Brah et al. (2000) in their study on TQM and business performance in Singapore service sector has come out with 11 constructs of TQM implementation, which are top management support, customer focus, employee involvement, employee training, employee empowerment, supplier quality management, process improvement, service design, quality improvement rewards, benchmarking, and cleanliness and organization. Based on the literature above, the researchers have selected the following list of seven main practices of TQM implementation for this study. All practices are selected due to their usefulness and relevance to the service organization. Customer focus and continuous improvement are among the principles of quality that has been most written about (Dean and Bowen, 1994).

In fact, Brah et al. (2000) have identified that top management commitment; customer focus, employee empowerment, and employee involvement are among the critical aspects of TQM that can determine the success of TQM programs in the service environment. In addition, these seven practices are among 25 TQM practices listed to be the most common extracted across 76 studies on TQM (Sila and Ebrahimpour, 2002). They are:

- Management Support and Commitment,
- Employee Involvement,
- Employee Empowerment,
- Information and Communication,
Training and Education,
- Customer Focus,
- Continuous Improvement.

TQM in Service Industry

Concept of TQM in manufacturing industry is not new and has been successfully implemented by various manufacturing units especially those in Japan followed by US and other countries. In India TQM is so far limited only to the top management of the major renowned large scaled industries and is slowly gaining importance in the medium and small-scale industries. The slow adoption of it is due to its time-consuming implementation and profits in the end.

The benefits of TQM in the service industries are nowhere less than in the manufacturing industries. The only need is to realize the need of customers, which varies from industry to industry, and from customer to customer in the case of service industries like insurance industry, banking industry, communication industry, and education industry and travel and tourism industry. Since this concept is new but assures remarkable achievements in the performance, more and more organizations should come forward to implement it.

NEED OF RESEARCH

As discussed, the definition of quality changes with the type of industry in the service sector. For different industries, there are different sets of critical factors. Various researchers in determining the critical success factors of tourism industries, hotel industry, have done remarkable work but still there is a need of further research and findings particularly in the field of education sector. The main purpose behind writing this paper is to fulfill this need and to expose the discussed area of research.

RESEARCH OBJECTIVES

To study about the awareness and familiarity of total quality management among the teachers of Sr. Secondary schools of Udaipur and to determine the main critical factor of TQM when implemented in schools (education industry).

METHODOLOGY / APPROACH

For this purpose of study, a research was carried out in the top ten Sr. Secondary Schools of Udaipur and in-depth interviews with teaching and non-teaching staff was used as a data-collecting tool. Since this method reduces the distances between the interviewer and interviewee, it provides more qualitative, information, more depth, more representation, more efficiency and more value. In addition, such type of interviewing reflected the exploratory nature of the study by exploring awareness of specific aspects of TQM as well as giving explanations why this happened. The free and open discussion with the interviewees was beneficial in two ways. First, each interviewee had the opportunity to express his or her opinion in his or her way. Second, this discussion provided researchers a better understanding of the subject attitudes towards several issues.

For in-depth interviews a semi-structured questionnaire was designed which was reviewed by research guide and management professionals. It consisted of four parts. The first part consisted of the personal information and data is relating to the profile of the school. The third part was designed to test the familiarity with the word TQM and their perception regarding quality at school level. The questions of the fourth part were related to the respective critical factor and the tools and techniques used for achieving it. It also revealed the level of satisfaction among the teachers with the present system of education with respect to the desired aspect of quality Sample.

For carrying out the research the most popular and old schools were selected where the number of employees exceed 100. The data’s were collected by personal contact with the teaching and non teaching staffs of the schools. In all 50 questionnaires were filled. The priority was given to the teaching specially the old staff of the school. All the interviews were conducted on their work place and each interview lasted for 40 to 50 minutes. Hand written notes were made during the interviews to note the information provided by the interviewees.

DATA ANALYSIS

For the purpose of data analysis, open-ended answers were subject to content analysis and close-ended choice answers were straightforwardly tabulated. For these the responses were clustered in related and non-related with TQM. The unrelated were eliminated and the related ones were then used for drawing the inferences in the context of the objective of research.

FINDINGS / CONCLUSIONS

In order to present and analyze the findings that emerged from the collected qualitative data, a fourfold analytical framework was used. This framework consists of the four main areas of analytical interests. The first area is related to the level of awareness of TQM among the employees of the schools. The second area was related to their perceptions regarding quality in the organizations with respect to the present day world. The third area was for knowing the focused area or assessing the critical factor of TQM in
their view if TQM is implemented in their respective school. Finally, the fourth area is related to the level of satisfaction these employees have with the present system of education.

Employee’s Awareness of TQM in Service (Education) Organizations

Most of the respondents were not able to respond for the term total quality management and its implementation. Only a few were able to explain its meaning up to a certain extent. The answers were mostly based on classical notions of quality and on the basics concepts of management. Surprisingly, they were insisting on its need but were not so familiar with the term. 30% of the respondents defined as the process of taking care of quality from the beginning to the end i.e. up to the delivery of the product. Regarding after sales services and customer relationship they agreed on its requirement in manufacturing industry but were not able to give a consistent reply on the same in school education systems.

Quality in Eyes of School Staff

The respondents in explaining quality in their organizations gave a very thoughtful reaction. Almost 95% of the respondents defined quality as the level of the measure of the overall i.e. academic, ethical and professional development of the students. Only one or two respondents defined it as the measure of social fitness of the outgoing students, the percentage of marks in 12th boards, the number of selections in professional courses, image of the organizations etc.

Critical Factor of TQM as Suggested by Respondents

Almost all the respondents suggested customer focus as the critical success factor in the implementation of TQM in schools. They stressed on the improvement and satisfaction of the external customers, which are mainly the students, parents, society etc.

Conformation of Present System of Education

Not even a single employee (internal customer) is satisfied with the performance and contribution of the present system of education to achieve the desired level of Quality. They expect it to be more practical oriented, value based and more specialized. A few considered it as a costly affair and suggested the need of an updated curriculum, power point presentations physical education, computer orientations, conduct of workshops, extensive reading sessions, lectures of experts etc. as the tools and techniques of implementing a customer focused total Quality management.

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EMOTIONAL LABOUR AT WORK: A CASE STUDY

Aparna Marwah34 Lokesh Jindal35

KEYWORDS

Emotional Labour, Emotional dissonance, burnout, self-efficacy

CASE DISCUSSION

“Do you encounter situations on a rare or routine basis that personally affect you?” A team comprising of an HR Counselor Srinivasan and HR Psychologist Dr. Negi asked this question. Aastha replied in a pensive mood “The company expects me to only show positive emotions to customers”; “the requirement to hide negative emotions and never to show negative emotions (e.g., irritation) to customers” sometimes becomes emotionally cumbersome.

The requirement to empathize and place oneself in the situation of the customer (e.g., “The company expects me to imagine myself in the situation of customers”), and the requirement to be authentic in client contacts (e.g., “The company expects me to be sincere and authentic in the contact with customers”) tends to drain out my zeal to work and excel in my area.

“How often do you have to show feelings to customers that do not correspond with the way you feel at that moment?” Aastha told “Quite often and “How often do you have to show positive feelings to customers, while in fact you feel indifferent?” “Seeing my profession, I feel always”.

Dr. Negi and Srinivasan asked unanimously “Did you always feel the same when you joined this profession?”. “No, Aastha replied but today I feel like leaving the job. My colleagues work from 9 to 5. They leave at 5pm sharp, enjoy their life, do not take customers, their calls; sometimes grievances seriously but I from day one tend to handle everything as my own is the sufferer .I think I have developed psychological problems”

Dr. Negi and Mr. Srinivasan asked how you could say this. “I feel emotionally drained from my work” and “I feel tired when I get up in the morning and have to face another day on the job.”

Dr. Negi and Mr. Srinivasan replied, “You are suffering from emotional dissonance and emotional exhaustion. In people – oriented careers this happens quite often. All you need is to develop Emotion Work-related Self-Efficacy (e.g., “I am capable of successfully handling situations with demanding or difficult customers (e.g., drunk or aggressive”) and to emotional dissonance. (e.g., “I am capable of being cheerful and friendly with customers, even if I actually do not feel well because of, for example, problems at home”).

They continued, “Resolution of customer problems is your work – a part of your duty. You need to maintain an appropriate work-life balance.”

“During my work I feel full of energy” (vigor), “I am enthusiastic about my job” (dedication), and “When I am working very intensively, I feel happy” (absorption). Feelings rules make interpersonal interactions more manageable and predictable, and over employees a (sometimes much-needed) shield to protect their personal feelings.

Dr. Negi and Mr. Srinivasan suggested, “The relationship between emotionally charged interactions with recipients with both emotional exhaustion and work engagement is fully mediated by emotional dissonance. That is, because of emotionally charged interactions with customers, you experience a discrepancy between felt and displayed emotions, which, in turn, leads to emotional exhaustion, and reduced engagement.

Self-efficacy may help individuals in not experiencing a discrepancy between felt and expressed emotions in reaction to drunk, demanding, and aggressive customers. In addition, highly efficacious employees do not become emotionally dissonant from strict and severe display rules, while low-efficacious individuals clearly experience a discrepancy between displayed and authentic feeling when confronted with strict versus non-strict rules for display of emotions. This understanding will form a fruitful start for a further exploration of the role of personal resources in buffering the detrimental consequences of emotion work.

Self-efficacy not only buffers the detrimental effects of performing emotion work, but also plays a crucial role in maintaining and enhancing its positive effects. High levels of emotional dissonance do not affect the levels of work engagement of high (vs. low) efficacious cabin attendants. In contrast, low-efficacious individuals clearly lose their vigor, absorption, and dedication when they cannot express their true feelings. This shows that highly efficacious persons are better able to deal with emotional dissonance,

34Ph.D. Scholar (Management), Singhania University, Rajasthan, India, aparnamarwah@gmail.com
35Associate Professor, Maharaja Agrasen Institute of Technology, New Delhi, India, prof.lokeshjindal@gmail.com
which is often considered an intrinsic part of human service work, than individuals with low levels of efficacy since it does not affect their feelings of vigor, absorption, and dedication.

Self-efficacy can be considered as a personal resource that enables employees to deal with job demands (resources mainly predict motivational effects, while job demands rather evoke negative health effects (such as emotional exhaustion).

Self-efficacy proves to be promising in decreasing the negative consequences of performing emotion work, and in enhancing its positive effects on employee’s work engagement.

Highly efficacious persons are not only better equipped to cope with threats or demands in their working environment, but are also better able to generate available resources, such as social support, which, in turn, may lead to positive effects on health and well-being.

Just try to maintain an appropriate work-life balance, do not mix the two. Social interactions provide tremendous opportunities for us to deepen learning but not at the cost of personal growth. You will find kindred spirits who fuel joint explorations and productions, reinforce understandings, and provide divergent opinions and clarification of understandings as discussions ensue. In many cases, social interactions enable levels of learning that simply would not be possible for us to accomplish on their own. Successful leveraging of such opportunities requires some degree of social and emotional maturity on the part of the employee - especially when interactions occur outside the company environment.

QUESTIONS TO ANSWER

- Do you think emotional labour is prevalent in the service sector? If yes, How?
- According to the situation, is the client suffering from burnout?
- How can self-efficacious individuals be developed?
- What can be the remedial measures for the Aastha?

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editorinchief@pezzottaitejournals.net
contactus@pezzottaitejournals.net

Editor-In-Chief
Pezzottaite Journals,
24, Saraswati Lane, Bohri,
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