A STUDY ON EMPLOYEE PRODUCTIVITY
IN KARUR VYSYA BANK LIMITED AND LAKSHMI VILAS BANK LIMITED

Dr. V. Aravamudhan

ABSTRACT

The fast moving environment unleashed by government policy of liberalization, privatization and globalization has brought about significant changes in Indian banking industry. These challenging changes can be effectively implemented with the wholehearted support of employees of banks. Therefore, every bank must ensure that the performances of its employees are always meets the prescribed standards. To gauge the performance of bank employees, banks are generally adopting certain yardsticks to measure the productivity of employees. In this connection, the present paper aimed at to measure the employee productivity of two major old generation private sector banks.

KEYWORDS

Employee Productivity, LVB, KVB etc.

INTRODUCTION

Productivity is a vital indicator of performance of an economic system. Productivity is not an end in itself. In fact, it is a mechanism for improving the material quality of life. Productivity is fundamental to progress throughout the world. The concept of productivity as applied in manufacturing industries cannot be applied as such in banking industry, because it is primarily a service focused. In the field of banking, the various products are accounts, drafts, exchange remittances, cheques, traveler cheques, credit cards, debit cards, services for guarantees, various kinds of loans like housing loan, education loan, car loan etc. Identification and Measurement of output in banking is very difficult exercise as it is not possible to bring various services to measure output.

Banking being an important economic activity cannot afford to lose sight of the concept of productivity. Application of the concept of productivity in the Indian banking industry becomes all the more difficult, as it gets associated with such diverse aspects like operational cost effectiveness, profitability, customer services, priority sector lending, mobilization of deposits, deployment of credit in rural and backward regions. As banks are the barometers of an economic development, better functioning of banking sector may lead to the overall improvement of the economy. In fact, banks act as a link between those who want to save and those who want to invest. Therefore, improvement in the productivity of the banking sector is very much needed.

STATEMENT OF PROBLEM

The source of any organization depends on its performance in all spheres. The performance, in turn, depends on how its employees are working efficiently. The efficiency of employees can be inferred by measuring their productivity. In this sense, productivity plays a pivotal role for the success of the organization. True in the case of bank also.

Banks, being the part of the financial system are responsible for economic development of any nation. Therefore, to achieve rapid economic development, a country should have well-performing banks. Employees are responsible to ensure the better performance of banks. Hence, every bank measures the productivity of its employees periodically. In this background, the researcher is interested in measuring the productivity of employees in selected banks.

IMPORTANCE OF STUDY

The efficiency of any bank is directly linked to the productivity of employees. Thus, productivity and efficiency are positively correlated. Hence, productivity measurement is an integral part of any bank’s performance evaluation system. This study is all about measuring the employee productivity in traditional age old and sound banks such as Karur Vysya Bank and Lakshmi Vilas Bank to conclude which bank has high employee productivity. The result will help various stakeholders of these banks and the public to evaluate the performance of these banks in terms of employee productivity. This will help the stakeholders to form a rational judgment to have association with these banks or otherwise.

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OBJECTIVES OF STUDY

The prime objective of this study is to analyze the employee productivity in Karur Vysya Bank Ltd (KVB) and Lakshmi Vilas Bank Ltd (LVB).

HYPOTHESIS

- There is no significant difference in employee productivity indicators in the Karur Vysya Bank Ltd and Lakshmi Vilas Bank Ltd.

RESEARCH METHODOLOGY

This study is based on secondary data. The data were collected from published and unpublished sources such as annual reports of KVB and LVB, RBI periodicals, circulars and related bulletin, journals, magazines and web portals. The researcher has chosen to study the employee productivity in old generation two reputed private sector banks that have been registered and operating in Tamilnadu i.e., Karur Vysya Bank Ltd (KVB) and Lakshmi Vilas Bank Ltd (LVB). To analyses the employee productivity, ratio analysis and ‘t’ test are used.

Employee Productivity in Kvb and Lvb

Employee productivity measurement is vital, particularly in banking sector. The Indian banking industry is going through a tough phase of late because of mounting non-performing assets. Therefore, every bank is now trying to clean its balance sheet in order to have performing assets. While said so, the success of this process squarely lies on the performance of employees. Hence, it is necessary for every bank to monitor the performance of its employees on regular basis. Here comes employee productivity measurement. Further, the two chosen banks for this study have been in the industry for decades. The results of the analysis of employee productivity of the two chosen banks have been presented in a crystal manner as follows (Table 1 &2).

Total assets per employee ratio of KVB is more (6.17 Crore) whereas total assets per employee of LVB is of only (4.64 crore). The results of ‘t’ test reveal that there is no significant difference between KVB and LVB with regard to the total assets per employee ratio.

Total liabilities per employee ratio of KVB is less (2.17 Crore) whereas total liabilities per employee of LVB is of only (1.47 crore). The results of ‘t’ test reveal that there is no significant difference between KVB and LVB with regard to the total liabilities per employee ratio.

Working fund per employee ratio of KVB is more (4.25 Crore) whereas working fund per employee of LVB is of only (3.15 crore). The results of ‘t’ test reveal that there is no significant difference between KVB and LVB with regard to the working fund per employee ratio.

Deposits per employee ratio of KVB is more (5.40 Crore) whereas deposits per employee of LVB is of only (3.87 crore). The results of ‘t’ test reveal that there is no significant difference between KVB and LVB with regard to the deposits per employee ratio.

Borrowings per employee ratio of KVB is (0.11 Crore) whereas LVB borrowings per employee of is (0.25 crore). The results of ‘t’ test reveal that there is no significant difference between KVB and LVB with regard to the Borrowings per employee ratio.

Total debt per employee ratio of KVB is more (5.52 Crore) whereas total debt per employee of LVB is of only (4.12 crore). The results of ‘t’ test reveal that there is no significant difference between KVB and LVB with regard to the total debt per employee ratio.

Loans and advances per employee ratio of KVB is more (3.89 Crore) whereas Loans and advances per employee of LVB is of only (2.81 crore). The results of ‘t’ test reveal that there is no significant difference between KVB and LVB with regard to the Loans and advances per employee ratio.

Return on assets ratio of KVB is more (0.20%) whereas LVB Return on assets is of only (0.18%). The results of ‘t’ test reveal that there is significant difference between KVB and LVB with regard to the Return on assets ratio.

Return on equity ratio of KVB is more (2.27%) whereas LVB Return on equity is of only (1.07%). The results of ‘t’ test reveal that there is no significant difference between KVB and LVB with regard to the Return on equity ratio.
Net profit per employee ratio of KVB is more (0.90 Crore) whereas Net profit per employee of LVB is of only (0.03 crore). The results of ‘t’ test reveal that there is significant difference between KVB and LVB with regard to the Net profit per employee ratio.

Operating profit per employee ratio of KVB is more (0.38 Crore) whereas operating profit per employee of LVB is of only (0.23 crore). The results of ‘t’ test reveal that there is no significant difference between KVB and LVB.

Total income per employee ratio of KVB is more (0.54 Crore) whereas total income per employee of LVB is of only (0.41 crore). The results of ‘t’ test reveal that there is no significant difference between KVB and LVB with regard to the total income per employee ratio.

Other income per employee ratio of KVB is more (0.06 Crore) whereas other income per employee of LVB is of only (0.04 crore). The results of ‘t’ test reveal that there is no significant difference between KVB and LVB with regard to other income per employee ratio.

Total Expenses per employee ratio of KVB is more (0.45 Crore) whereas total Expenses per employee of LVB is of only (0.38 crore). The results of ‘t’ test reveal that there is no significant difference between KVB and LVB with regard to the total Expenses per employee ratio.

Operating expenses of both the banks is maintaining the average operating expenses at (0.9 Crores). The results of ‘t’ test reveal that there is no significant difference between KVB and LVB with regard to the operating expenses per employee ratio.

Interest on loan per employee ratio of KVB is more (0.16 Crore) whereas interest on loan per employee of LVB is of only (0.12 crore). The results of ‘t’ test reveal that there is no significant difference between KVB and LVB with regard to the interest on loan per employee ratio.

Employee cost per employee ratio of KVB is more (0.05 Crore) whereas employee cost per employee of LVB is of only (0.04 crore). The results of ‘t’ test reveal that there is no significant difference between KVB and LVB with regard to the employee cost per employee ratio.

**CONCLUSION**

Banks play very important role in the economic life of the nation. The health of the economy is closely related to the soundness of its banking system. Employees are the most important resource for banks. Their performance/productivity must be measured timely. Their performance contributes in achieving higher profitability, business, competitive advantage and goodwill of the banks. Management of banks should treat them as business partners. The mindset of past is not going to work out in present scenario. They should be discussed, consulted, motivated and participated to accomplish tasks and meet performance standards. Finally, it is manpower that makes the difference in performance for all organisations, especially in banking sector. The impact of employees is very good on performance, profitability, progress and goodwill of banks. In future, it can be improved further because there is a scope for further improvement. With higher productivity and performance of employees, the future of banks is going to be bright definitely.

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CROSS-VALIDITY OF META-ANALYTIC TECHNIQUES: A STUDY OF RELATIONSHIP BETWEEN JOB SATISFACTION AND JOB PERFORMANCE

Dr. S. C. Davar¹ Ranju Bala²

ABSTRACT

Hunter, Schmidt and Jackson (1982), Hedges & Olkin (1985) and Davar (2004) are the three main approaches, which have been implemented in the meta-analytic studies to synthesize the results of different studies. All three approaches have different conceptual & analytic foundations. Meta-analysis of present data set proves that each method generates results that indicate a significant variability. Further even mean estimates are similar i.e. 0.35571, 0.37481, & 0.39951 computed with Hunter et al. (1982), Hedges et al. (1985) & Davar (2004) approach respectively. Alternative χ²-test of homogeneity is also helpful in defining the variation among different studies in case of large sample sizes of each study.

INTRODUCTION

Glass and colleagues (e.g., Glass, 1976; 1977; Smith & Glass, 1977; McGaw & Glass, 1980; and Smith, Glass & Miller, 1980) coined the term meta-analysis & introduced the procedures of meta-analysis. Meta-analysis is a statistical procedure designed to accumulate experimental and correlational results across independent studies. It is being conducted in a variety of disciplines, including medicine, psychology, environmental science, and education.

Field (2001, 2003a, 2003b.) reports a remarkable increase in its usage since Glass (1976). Several authors including Hedges et al. (1985); Rosenthal and Hunter (1978); Schmidt and Hunter (1977); Hunter et al. (1982, 1990a) and Davar (2004, 2006) have contributed to the methodology and formulas of meta-analysis.

In meta-analysis, the basic principle is to calculate effect sizes for individual studies, convert them to a common metric, and then combine them to obtain an average effect size. To check the significance of mean effect size, confidence intervals can be constructed around the mean effect size or Z test may be conducted. Johnson, Mullen and Salas (1995) stated that meta-analysis is typically used to address three general issues: Central tendency, Variability and Prediction. Central tendency can be determined through mean effect size, variation on the mean effect size and the significance of this mean effect size. Variability is the difference between effect sizes across studies & can be ascertained by using the test of homogeneity of effect sizes. Prediction means there is need to explain the variability in effect sizes across studies in terms of moderator variables. The variability in effect sizes could be moderated by different facts like studies may be conducted on different age group samples or in different countries etc.

There are many different metrics that can be used to measure effect size: the Pearson product-moment correlation coefficient, r; the effect-size index, d; as well as odds ratios, risk differences. Of these, the correlation coefficient is used most often (Law et al. 1994) and so is the focus of this study. We took correlation coefficients between job satisfaction and job performance from different studies and analyzed the relationship between these two constructs through different Meta-analytic techniques. In 1985’s, it was proved that there is a correlation between job satisfaction and job performance and the value of correlation was about 0.17 (Iaffaldano M. T., 1985). Petty et al. (1984) reported a mean corrected correlation of 0.31 between the constructs. Another study shows the correlation between job satisfaction and job performance is positive and significant. It is hard for complex jobs, but generally moderate (0.30) (Judge et al. 2001). Nathan A. Bowling (2007) analyzed Meta analytic data that was obtained from both previously published meta-analysis and suggested that the satisfaction-performance relationship is largely spurious.

REVIEW OF META-ANALYTIC TECHNIQUES

There are different techniques of meta-analysis, which are used to compute the true mean effect size namely Rosenthal, 1978; Rosenthal and Rubin, 1991; Hunter et al. (1982); Hedges et al. (1985); and Davar (2004). Out of these techniques, Hunter et al. (1982) and Hedges et al. (1985) approaches do the researchers use most frequently? Johnson et al. (1995) compared the major meta-analytic approaches of Rosenthal et al. (1978; 1988; & 1999), Hunter et al. (1982), & Hedges et al. (1985) A comparison of their statistical formulas suggested that they should yield different answers to the meta-analytic questions of central tendency, variability, and prediction by moderators. These frameworks were used to analyze systematically differing databases and showed that although the techniques of Hedges et al. (1985) and of Rosenthal et al. (1978; 1988; & 1991) tended to produce reasonable and convergent results, the results of Hunter et al. (1982; 1990) often diverged from the other 2 frameworks. For example,

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consistent with the law of large numbers, finding more studies with the same result is less likely to occur because of chance alone; the Hedges et al. and the Rosenthal et al. approaches confirmed this prediction, but the Hunter et al. approach did not. The distinct tendency of the Hunter et al. framework to produce results that violate conventional expectations suggests that it should be used with caution. Field (2005) conducted a Monte Carlo study, which compared the efficacy of Hedges et al. (1985; 1998) random effects methods of meta-analysis with Hunter et al. (1982), over a wide range of conditions, as the variability in population correlations increases. (a) The Hunter et al. (1982; 1990) method produced estimates of the average correlation with the least error, although estimates from both methods were very accurate; (b) confidence intervals from Hunter et al. (2004) method were always slightly too narrow but became more accurate than those from Hedges et al. (1985; 1998) method as the number of studies included in the meta-analysis, the size of the true correlation, and the variability of correlations increased ; and (c) the study weights did not explain the differences between the methods. Davar (2004) analyzed Hunter et al. 1982; framework and criticized the weighing based formulae of Hunter et al. (1982). He examined zero-true variance hypothesis developed by Hunter et al. (1982) and the results of his study suggest that to obtain a valid estimate of true variance, we must use non-weighing meta-analytic formulas. The observed correlation coefficients must be corrected for measurement error before computation of the sampling error variance and observed variance. Moreover, non-weighed formulas appear to produce correct estimates of various meta-analytic statistics. Davar (2006) cross-examined the meta-analytic hypotheses and results of meta-analytic formulas found by Johnson et al. (1995) for each of three frameworks namely, Hedges et al. (1985), Rosenthal et al. framework (1978; 1991) and Hunter et al. (1982). He explained that the Johnson et al. (1995) hypotheses are structurally poor and hence, their findings are questionable. He found that meta-analytic formulas of \( \chi^2 \)-statistics and mean correlation developed by Hunter et al. (1982) do not produce the valid estimates of \( \chi^2 \)-statistic and mean correlation. Apart from the need for use of valid formulas, the study indicates that the given dataset must satisfy the assumptions of the meta-analytic formula.


**OBJECTIVES OF STUDY**

The study examines two key issues. One, whether we can dispense with weighing (sample-size weighing) proposed by Hunter et al. (1982) or it yields incorrect estimate of mean-effect size. Is the mean correlation same when computed with the help of all the three meta-analytic techniques, i.e., Hunter et al. (1982), Hedges et al. (1985) and Davar (2004). Two, whether \( \chi^2 \)-formula of Hunter et al. (1982), Hedges et al. (1985) & Davar (2004) provide us with a similar result.

The Data Set

The studies have been traced by using online libraries like JSTOR, QUESTA, and The Free Online Library, which have been visited through the digital libraries of Kurukshetra University, Kurukshetra, Punjab University, and Chandigarh. Correlation Coefficients between job satisfaction and job performance have been collected from 10 different studies conducted from 1989 to 2010.


Hedges et al. (1985; 1998) have developed both fixed and random effects models for combining effect sizes whereas, Hunter et al.(1982; 1990) have labeled their method a random effect model and have used weighing based procedure to calculate the different meta analytic results. Davar (2004 & 2006) examined zero-true variance hypothesis developed by Hunter et al. (1982) and identified substantive weaknesses in terms of assumptions of procedure and formulas for computation of meta-analytic statistics. Davar (2004 & 2006) modified the procedure and meta-analytic formulae of Hunter et al. (1982).

**Hedges & Olkin (1985; Hedges & Vevea, 1998)**

*Fixed-Effects Model*

In this method, correlations are first converted into a standard normal metric (using Fisher’s r-to-Z transformation) before calculating a weighted average of these transformed scores. Fisher’s r-to-Z transformation (and the conversion back to r) is described in equation (1&2) in which r, is the correlation coefficient from study i.
\[ z_{ri} = \frac{1}{2} \log_e \left( \frac{1 + r_i}{1 - r_i} \right) \] (1)

The transformation back to \( r_i \) is simply
\[ r_i = \frac{e^{(2z_{ri})} - 1}{e^{(2z_{ri})} + 1} \] (2)

The transformed effect sizes are then used to calculate the initial average in which each correlation is weighted by the inverse of the within-study variance of the study from which it came. For correlation coefficients the individual variance is the inverse of the sample size minus three (see Hedges & Olkin, 1985, p. 227 and p. 231).

\[ w_i = \frac{1}{v_i} \]  \( v_i = \frac{1}{n_i - 3} \)  So,  \( w_i = n_i - 3 \)

\[ z = \frac{\sum w_i z_{ri}}{\sum w_i} \] (3)

This average is then used to calculate a test of the homogeneity of correlations: The squared difference between each study’s observed transformed \( r \) and the mean transformed \( r \) (from equation 3), weighted by the within-study variance, is used. This gives us the statistic \( Q \) in Equation (4), which has a chi-square distribution with \( k-1 \) degrees of freedom under the null hypothesis of homogenous effect sizes (Hedges & Olkin (1985), Equation 16, p. 235):

\[ Q = \sum (n_i - 3) (z_{ri} - z)^2 \] (4)

**Random-Effect Model**

To calculate the random-effects average correlation, the weights use a variance component that incorporates both between-studies variance and within-study variance used in fixed-effect model. The weighted average in the \( z \) metric is (based on Hedges & Vevea, 1998, Equation 12)

\[ z^* = \frac{\sum w^*_i z_{ri}}{\sum w^*_i} \] (5)

The between-studies variance is denoted by:

\[ \nu^2 \]  and is simply added to the within-study variance. As such the weights for the random-effects model \( (w^*_i) \) are (see Hedges & Vevea, 1998, equation 13):

\[ w^*_i = \frac{1}{v_i + \nu^2} \]  \( v_i = \frac{1}{n_i - 3} \)  So,  \( w_i = \left( \frac{1}{n_i - 3} + \nu^2 \right)^{-1} \)

Hedges and Vevea (1998) provide equations for estimating the between-study variance based on the weighted sum of squared errors, \( Q \) (see equation 4), the number of studies in the meta-analysis, \( k \), and a constant, \( c \) (see equation 7).

\[ \nu^2 = \frac{Q - (k - 1)}{c} \] (6)

The constant, \( c \), is calculated using the weights from the fixed effects model:

\[ c = \sum w_i - \frac{\sum (w^*_i)^2}{\sum w^*_i} \] (7)

When combining correlation coefficients the weights are just \( n_i - 3 \) and the constant, therefore, becomes:

\[ c = \sum (n_i - 3) - \frac{\sum (n_i - 3)^2}{\sum (n_i - 3)} \] (8)

If, however, the estimate of between-study variance, \( \nu^2 \), yields a negative value then it is set at zero (because the variance between-studies cannot be negative). In addition, the estimate of homogeneity of study effect sizes is calculated in the same way as for the fixed-effect model. Finally, the average correlation is then converted back to the \( r \) metric (using equation 2) before being reported (in both fixed and random effect model).
The sampling variance of the transformed average correlation is the reciprocal of the sum of weights and the standard error of this average correlation is the square root of this sampling variance (see Hedges & Vevea, 1998, p. 493).

\[
SE(\widehat{r}^*) = \sqrt{\frac{1}{\sum w_i}}.
\]  

(9)

Hedges and Olkin (1985) recommended constructing a confidence interval around the average effect size, which is easily done using the standard error and \( z_{a/2} \) the two-tailed critical value of the normal distribution (which is 1.96 for the most commonly used 95% confidence interval). The upper and lower bounds are calculated by taking the average effect size from equation 5 and adding or subtracting its standard error multiplied by 1.96:

\[
CL_{\text{Upper}} = \widehat{r}^* + 1.96SE(\widehat{r}^*)
\]

\[
CL_{\text{Lower}} = \widehat{r}^* - 1.96SE(\widehat{r}^*)
\]

(10)

These values are again transformed back to the \( r \) metric using equation 2 before being reported.

**Hunter, Schmidt & Jackson (1982; 1990)**

Hunter and Schmidt’s method is thoroughly described by Hunter et al. (1982; 1990). Hunter and Schmidt advocate a single method (a random-effect method) based on their belief that fixed-effects models are inappropriate for real-world data and the type of inferences that researchers usually want to make. The main difference between Hedges et al. (1985; 1998) & Hunter et al. (1982; 1990) is in the use of untransformed effect-size estimates in calculating the weighted mean effect size and the weight used is simply the sample size, \( n_i \) (see Hunter and Schmidt, 1990, p. 100).

\[
\bar{r} = \frac{\sum n_i r_i}{\sum n_i}
\]

(11)

Hunter et al. (1982; 1990) argue that the variance across sample correlations will be made up of the variance of correlations in the population and the sampling error; therefore, to estimate the variance in population correlations we have to correct the variance in sample correlations by the sampling error. The variance of sample correlations is the frequency weighted average squared error (see Hunter and Schmidt, 1990, p. 100).

\[
s^2_r = \frac{\sum n_i (r_i - \bar{r})^2}{\sum n_i}
\]

(12)

The sampling error variance is calculated using the average correlation, \( \bar{r} \), and the average sample size (see Hunter and Schmidt 1990, p. 108):

\[
s^2_e = \frac{(1-\bar{r}^2)}{k}
\]

(13)

Hunter et al. (1982, pp.42-43) propose that the true variance in population correlations across studies can be obtained by deducting the sampling error variance from the observed variance of various correlations:

\[
s^2_p = s^2_r - s^2_e
\]

(14)

Alternatively, Hunter et al. have also recommended \( \chi^2 \) test to test the homogeneity of effect sizes (Hunter and Schmidt, 1990, p. 110-112).

\[
\chi^2 = \frac{\sum(n_i-1)(r_i-\bar{r})^2}{(1-\bar{r}^2)}
\]

(15)

To obtain the standard error of mean correlation, simply divide the variance of sample correlations by the number of studies in the meta-analysis, \( k \), and take the square root (see Schmidt & Hunter, 1999):

\[
SE(\bar{r}) = \sqrt{\frac{s^2_p}{k}}
\]

(16)

Confidence intervals can be obtained by using the standard error of mean correlation (see Hunter & Schmidt, 2004).

\[
CL_{\text{Upper}} = \bar{r} + 1.96SE(\bar{r})
\]

\[
CL_{\text{Lower}} = \bar{r} - 1.96SE(\bar{r})
\]
\[ C_{L_{\text{Lower}}} = \bar{r} - 1.96SE(\bar{r}) \]  

(17)

Davar (2004; 2006)

As per Davar (2004; 2006), Hunter et al. (1982) procedure has various limitations such as the use of weighing based formulae and improper procedure for the removal of effects of measurement error. Their examples end up with a zero true variance. To obtain a correct estimate of true variance, Davar (2004) suggest major amendments in their procedure and formulas.

Hunter et al. (1982) argue that we can estimate and remove the effect of measurement error on observed variance \((\sigma^2)\) and sampling variance \((\sigma_p^2)\). However, Davar (2004) state that measurement error on \(\sigma^2\) and \(\sigma_p^2\) cannot be removed with mathematical formulas. As per Davar (2004), the measurement corrected correlation coefficients must be used for a valid estimate of the sampling error variance as well as observed variance. The individual (observed) correlations could be corrected for measurement error by the classic formula (Hunter et al., 1982, p. 55).

\[ r_i = \frac{r_{xy}}{\sqrt{r_{xx} \cdot r_{yy}}} \]  

(18)

Davar (2004) does not recommend a weighing of correlation values with the sample-sizes for the computation of common correlation \((\rho)\) for a set of studies. As per Davar (2004), an estimate of \(\rho\) could be made by simply dividing the sum of individual measurement corrected correlations \((\sum r_i)\) by number of studies \((k)\):

\[ \rho = \frac{\sum r_i}{k} \]  

(19)

Davar (2004) stated that Hunter et al. (1982) procedure of the computation of the observed variance results in cumulative weighing. As per Davar (2004) weighing of sample statistics (the correlation coefficient) can produce either magnified or an underestimate of \(\sigma^2\). Therefore, we must utilize the non-weighted formula for the computation of observed variance. To obtain observed variance, the sum of squared difference of individual measurement corrected correlations from common correlation must be divided by number of studies:

\[ \sigma_r^2 = \frac{\sum (r_i - \rho)^2}{k} \]  

(20)

Davar (2004) recommends two modifications in Hunter et al. (1982) formula for the computation of the sampling error. One, we should compute the sampling error variance per study. Two, we must utilize mean correlation \((\rho)\) computed with the help of the measurement- corrected individual correlations coefficients.

The sampling error variance is calculated using mean of the measurement corrected correlations \((\rho)\), and the number of studies \((k)\).

\[ \sigma_e^2 = \frac{(1-\rho^2)^2}{k} \]  

(21)

Davar (2004) has recommended that the true variance in population correlations across study \((\sigma_p^2)\) can be computed as given by Hunter et al. (1982) procedure.

\[ \sigma_p^2 = \sigma_r^2 - \sigma_e^2 \]  

(22)

If the value of true variance is zero (or close to zero), Davar (2004) conclude that the variation in population correlation coefficients across studies is not significant. However, a substantial value of true variance indicates that one or more moderator variables do exist. Davar (2006) find that meta-analytic formulas of \(\chi^2\) statistic and mean correlation developed by Hunter et al. (1982) do not produce the valid estimates of \(\chi^2\)-statistic and mean correlation. Davar (2006) suggests that the dataset must satisfy certain assumptions before the application of \(\chi^2\)-test of variability. For example, the assumption of large sample-size should be met by each study included in the dataset.


Out of the three approaches, two approaches i.e. Hunter et al. (1982) & Hedges et al. (1985) usually weight each effect size by its sample size to find the mean effect size. However, Davar (2004) does not recommend a weighing of each effect size with sample size for the computation of mean effect size. According to Davar (2004), an estimate of mean effect size could be made by simple average formula. Ronco (1987) also finds that weighing of individual effect size (in their case, d-statistics) with sample sizes
enlarge the study's effect-size in large samples and reduce it in studies with small samples. It means that weighting of sample correlations may distort the mean value.


**DESIGN OF STUDY**

The proposed formulas for a Meta analysis have been used to calculate desired meta-analytic statistics. The empirical dataset used for computation is reliable (see reliability coefficients) and thus rules out construct bias largely. This should help us in computing the correct size of sampling error. Especially large Vs. Small samples issue can be tackled. A large sample approximation rules out effects of measurement error on meta-analytic estimates.


Meta-analyses were carried out for both uncorrected correlations and corrected correlations for reliability estimates of variable X and variable Y reported by the respective studies. Wherever, reliability estimates of the concern study are not given, we computed an average of reported reliabilities for variable X (and variable Y) and used it for the correction of the observed correlation coefficients of various studies. The mean correlation; observed variance; sampling error variance and true variance computed with the help of the revised meta-analysis procedure Davar (2004) vis-à-vis Hunter et al. (1982) procedure are shown in Table-1 & discussed below:

<table>
<thead>
<tr>
<th>Source</th>
<th>Mean Correlation (Nonweighted)</th>
<th>Mean Correlation (Weighted)</th>
<th>Observed Variance</th>
<th>Sampling Error Variance</th>
<th>True Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Uncorrected For Measurement Error</td>
<td>0.34560</td>
<td>0.30637</td>
<td>0.06931</td>
<td>0.07754</td>
<td>-0.0166</td>
</tr>
<tr>
<td>Corrected For Measurement Error</td>
<td>0.39951</td>
<td>0.35571</td>
<td>0.08052</td>
<td>0.07063</td>
<td>0.00989</td>
</tr>
</tbody>
</table>

Note: Total number of studies (k) is 10 and total sample size (n) is 2353 employees.

**Measurement Error and Mean Correlation, Observed Variance, Sampling Error Variance, True Variance**

The correction of the individual correlation coefficients for the measurement error improves the mean correlation coefficient. Mean correlation rises to the level of 0.39951 vis-à-vis 0.34560 as per Davar (2004) and to the level of 0.35571 vis-à-vis 0.30637 as per Hunter et al. (1982) (see Table-1). These results suggest that in order to obtain a correct picture of the mean correlation, we must use the measurement- corrected correlation coefficients.

Davar (2004) suggests that the measurement error deflates the observed variance substantially. In present study, when the observed correlation coefficients are corrected for measurement error, the observed variance rises to the level of 0.08052 vis-à-vis 0.06931 as per Davar (2004) and to the level of 0.09015 vis-à-vis 0.06931 as per Hunter et al. (1982) (see Table-1). These results prove that we must use the measurement- corrected correlation coefficients for computing the observed variance.

Davar (2004) suggests that non-correction of correlation coefficients for measurement error aggravates the sampling error variance across studies substantially. In the present study, a meta-analysis of uncorrected correlations results in a higher estimate of sampling error variance 0.07754 vis-à-vis 0.0706 as per Davar (2004) and results in higher estimates of 0.00349 vis-à-vis 0.00324 as per Hunter et al. (1982) (see Table 1). In the present study, it can be seen that measurement correction of individual correlations improves the value of true variance 0.00989 vis-à-vis -0.0166 as per Davar (2004) and improves the value of true variance 0.08691 vis-à-vis 0.06582 as per Hunter et
al. (1982) (see Table 1). A substantial value of true variance indicates that the correlation coefficients do vary across various populations (studies). Therefore, we should look for moderator variables that influence the magnitude of correlation coefficient across studies.

**Effect of Weighing on Mean Correlation, Observed Variance and Sampling Error Variance**

The results in Table-1 show that Hunter et al. (1982) weighing procedure has major effect on the mean correlation, observed variance and sampling error variance. Mean correlation (r = 0.30637) computed with Hunter et al. (1982) method is lower than the mean correlation (r = 0.34560) computed with Davar (2004) procedure when r is not corrected for measurement error and mean correlation (r = 0.35571) is also lower as per Hunter et al. (1982) method compared to mean correlation (r = 0.39951) as per Davar (2004) procedure when r is corrected for measurement error (see Table 1).

As per Davar (2004) weighing of the correlation coefficient can produce either magnified or an underestimate of observed variance. In present study, Hunter et al. (1982) weighing procedure produced a magnified value of observed variance (0.06931) vis-à-vis a lower estimate (0.06091) computed with revised procedure of Davar (2004) when r is not corrected and magnified value of observed variance (0.09015) vis-à-vis a lower estimate (0.08052) as per Davar (2004) method when r is corrected (see Table 1).

Weighing procedure of Hunter et al. (1982) produced a lower amount of the sampling error variance (0.00324) vis-à-vis a higher estimate (0.07063) under revised procedure of Davar (2004) when r is corrected and lower amount of sampling error variance (0.00349) vis-à-vis a higher value (0.07754) as per Davar (2004) method when r is not corrected for measurement error (see Table 1). Thus weighing procedure of Hunter et al., (1982) distort the value of mean correlation, observed variance & sampling error variance.

**Comparison of Meta-analytic Results**

Table-2 depicts about the central tendency and variability of the given data set, which is very helpful to understand the relationship between the two constructs.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Tendency</td>
<td>r² = 0.37481</td>
<td>95% CI = 0.175 &lt; r &lt; 0.545</td>
<td>r² * = 0.39951</td>
</tr>
<tr>
<td>Variability</td>
<td>Q = 363.3095</td>
<td>95% CI = 0.170 &lt; r &lt; 0.542</td>
<td>95% CI = 0.224 &lt; r &lt; 0.575</td>
</tr>
<tr>
<td>(When r is corrected)</td>
<td>(χ²10 = 14.68)</td>
<td>True Variance = 0.08691</td>
<td>True Variance = 0.00989</td>
</tr>
<tr>
<td>k = 10 &amp; N = 2353</td>
<td></td>
<td>Alternatively,</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>$\chi^2 = 27.694$</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(χ²10 = 14.68)</td>
<td></td>
</tr>
</tbody>
</table>

Note: *indicates that mean correlation is computed with corrected r (see equation-18)

Sources: Authors Compilation

Table-2 shows that the value of mean effect size computed with all the three approaches i.e. Hunter et al. (1982), Hedges et al. (1985) & Davar (2004) are somewhat similar to each other. The estimates of mean effect size computed with Hedges et al. (1985) & Davar (2004) are higher & very close to each other. As we have already discussed that the weighing procedure of Hunter et al.(1982) distorts the mean effect size, we may observe that the value of mean effect size computed with Hunter et al. (1982) is lower than the mean effect size computed with the help of Hedges et al. (1985) & Davar (2004) (see Table 2). In case of Hedges et al. (1985) the random effect formula of Hedges et al. (1985) is used to compute the mean effect size as random-effect model is considered more appropriate than fixed effect formula (Field, 2003a; Hunter & Schmidt, 2000).

Results show that there is moderate but significant correlation between the two constructs. Both Hedges et al. (1985) and Hunter et al. (1982) have given the formula for computing the confidence interval limits (see equation no. 10 & 17). While computing the meta-analytic results with Davar (2004) approach, formula of confidence interval given by Hunter et al. (1982) is used to determine the significance of the mean effect size. With the help of these confidence interval limits, it can be stated that whether, the mean effect size is significant or not at certain level of significance. Results show that the mean effect size is significant at 5% level of significance in all the three cases (see Table-2).
All the three approaches show that there is great variation among the different effect sizes of the studies. The value of $\chi^2$-statistic & Q-statistic is higher than the table value, which shows that there is variation among the effect sizes of different studies. True variance computed with Hunter et al. (1982) & Davar (2004) approach also revealed the variability among the effect sizes of different studies. Hunter et al. (1982) has given the formula of true variance & the alternative $\chi^2$-statistics to check the variation among the effect sizes of different studies (see equation no. 14 & 15). Hedges et al. (1985) has given the formula of Q-statistics to check the variation among the data set (see equation no. 4). Hedges et al. (1985) denotes $\chi^2$-statistic as Q-statistic (see Hedges et al., 1985:235). Davar (2004) has recommended true variance formula of Hunter et al. (1982) (see equation no. 22) and Davar (2006) has recommended Q-statistic of Hedges et al. (1985) (see equation no. 4) for computing the variability. Thus, we may see that the different techniques of meta-analysis in spite of different conceptual & analytic foundations yield similar results.

**Issue of Large Vs. Small Sample Sizes of the Studies**

Davar (2006) recommended the Q-statistic of Hedges et al. (1985) to the check the variability among the effect sizes of different studies, but this formula of Q-statistic could also not detect the variation in a data set with small sample sizes (see Davar, 2006). Davar (2006) assumed that Q-statistic of Hedges et al. (1985) could succeed in detecting variation among effect sizes of different studies in a data set with large sample sizes in comparison to small sample sizes of the studies. Table 3 reveals the comparative view of the variability test ($\chi^2$-statistic) of Hunter et al. (1982) and (Q-statistic) of Hedges et al. (1985) in large vs. small sample sizes of the studies.

<table>
<thead>
<tr>
<th>Study</th>
<th>Data-Set</th>
<th>Number of Studies (k)</th>
<th>Total Sample Sizes (N)</th>
<th>Average Sample Size (N/K)</th>
<th>$\chi^2$-value as per HSJ (1982) formula</th>
<th>Q-value as per HO (1985) formula</th>
<th>Table Value of $\chi^2$ at 1% level of significance, with the degree of freedom (v=k-1)</th>
<th>Variability Found</th>
</tr>
</thead>
</table>

**Sources:** Authors Compilation

Table 3: Shows a comparative view of variability tests i.e. $\chi^2$-statistics of Hunter et al. (1982) & Q-statistics of Hedges et al. (1985). Davar (2006) analyzed both Hunter et al. (1982) & Johnson et al. (1995) data set and found that the formula of $\chi^2$-statistics given by Hunter et al. (1982) is invalid, which could not detect variability in sample correlations. He recommended the transformation-based formula given by Hedges et al. (1985) to detect variability. He also stated that a statistically correct formula too fails to detect variability in both Johnson et al. (1995) and Hunter et al. (1982) data set. As per Davar (2006), certain assumptions must be satisfied before the application of $\chi^2$-test of variability. He stated that the assumption of “large sample-size” should be met by each study included in the data set. In case of Hunter et al. (1982) dataset, average sample size per study is 40.679 with 28 studies and in case of Johnson et al. (1995) dataset; average sample size per study is 79 with 10 studies. Present data set of 10 studies carries large samples and average sample size per study is 235.3. It can be seen that the average sample size of present data set is greater than the average sample size of other two data sets. Variability could not be found in both Hunter et al. (1982) and Johnson et al. (1995) data set because of small average sample size of the study. However, with the large average sample size of the present data set, $\chi^2$-test could succeed to explain the variability of the data-set (see Table-3). Hence, the assumption of Davar (2006) that a data set with large sample sizes could succeed in detecting variation among effect sizes of different studies is valid.

**CONCLUSION**

In the first part of the study, we analyzed the effect sizes of different studies on the relationship between job satisfaction and job performance with Hunter et al. (1982) and Davar (2004) procedure. In addition, the results confirm that uncorrected mean correlation and weighing procedure of Hunter et al. (1982) may distort the value of observed variance, sampling variance and true variance. Therefore, we should correct correlation coefficients of different studies with the reliability estimates of each construct and should use non-weighing formulae of Davar (2004) method.
In addition, in the second part of the study we compared the Meta analytic results of Hunter et al. (1982), Hedges et al. (1985) and Davar (2004). The results show that all the three approaches of meta-analysis yielded somewhat similar results regarding central tendency and the variability of the data set. Hedges et al. (1985) & Davar (2004) procedure produced higher & closer to each other estimate i.e. \( r^* = 0.37481 \) in case of Hedges et al. (1985) and \( r^* = 0.39951 \) in case of Davar (2004). Hedges and Vevea (1998) have argued that Hunter and Schmidt’s method assumes that the between-studies variance is small; therefore, when between-studies variance is not small, the practice of weighing studies by sample size of the study in Hunter et al. (1982) method should produce an inaccurate mean correlation. Unlike Hunter et al. (1982) method, Hedges et al. (1985) method uses the estimates of between-studies variance as part of the study weights. Consequently, the accuracy of the average correlation is biased in Hedges et al. method too-especially when the number of studies in the meta-analysis is small (see Hedges & Vevea 1998).

In the third part of the study comparative view of variability test is given. Davar (2006) analyzed Johnson et al. (1995) & Hunter et al. (1982) data set and found that the \( \chi^2 \)-formula of Hedges et al. (1985) and Hunter et al. (1982) did not detect variations in sample-correlations on account of small- sample sizes of the studies (see Table-3). Present data set includes total 10 studies with large average sample size per study i.e. 235.3. The assumption of large sample-sizes of Davar, 2006 is fulfilled by the present data set and \( \chi^2 \)-statistics could succeed in identifying the variability among the effect size of different studies (see Table-3). It seems that the sample-sizes of the studies are important in a meta-analysis. The random effects model conceptualizes the idea of large sample theory particularly in a situation of diverse set of studies. It seems sample-sizes of studies are very important especially when we have diverse populations and studies are based on survey data and not on experimental data. The random effect assumption (or super population theory) holds in case of survey research design.

At the end we may say that the mean correlation between job satisfaction and job performance generated by all three techniques i.e. Hunter et al. (1982), Hedges et al. (1985), & Davar (2004) shows that there is a moderated but a significant correlation between these two constructs. The study also confirms the results of meta-analysis conducted by Petty et al., 1984 (\( r = 0.31 \)) & Judge et al., 2001 (\( r = 0.30 \)) who have reported moderated correlation coefficient between job satisfaction and job performance. The study also revealed that there is great variation among effect sizes of different studies on the relationship of job satisfaction and job performance. The variability in effect sizes could be moderated by different variables like sample size, occupation of sample, citizenship of sample, sex of sample and many more.

**LIMITATION OF STUDY AND SCOPE OF FURTHER RESEARCH**

There is ample scope for many more research studies related to the present research. Present meta-analytic study includes less number of studies i.e. only 10 in numbers. To obtain more accurate comparative view of the Meta-analytic techniques, we should use more studies in the meta-analysis.

It is found that there is substantial variation among different studies included in meta-analysis. In addition, this variation suggests that one or more moderator variables may exist between relationship of job satisfaction and job performance. However, moderator analysis is not done in the present study. Moderator analysis will be helpful in finding the causes of the variation of mean effect size with individual correlation coefficients of the studies.

**Table-4: Correlations between Job Satisfaction and Job Performance**

<table>
<thead>
<tr>
<th>Study ID No.</th>
<th>Study</th>
<th>Sample Size (N)</th>
<th>Correlation Coefficients (r)</th>
<th>( r_{JS} ) for J.S.</th>
<th>( r_{JP} ) for J.P.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Theodore et al.(1989)</td>
<td>624</td>
<td>0.016</td>
<td>0.6</td>
<td>0.9</td>
</tr>
<tr>
<td>2</td>
<td>Yousef, Darwish A. (2000)</td>
<td>430</td>
<td>0.16</td>
<td>0.8</td>
<td>0.8</td>
</tr>
<tr>
<td>3</td>
<td>Hossain, Md. Mosharraf (2000)</td>
<td>440</td>
<td>0.64</td>
<td>0.87</td>
<td>0.9</td>
</tr>
<tr>
<td>4</td>
<td>Panda, Tapan k. (2001)</td>
<td>150</td>
<td>0.69</td>
<td>0.75</td>
<td>0.9</td>
</tr>
<tr>
<td>5</td>
<td>Moshavi, Dan et al. (2002)</td>
<td>136</td>
<td>0.29</td>
<td>0.78</td>
<td>0.93</td>
</tr>
<tr>
<td>6</td>
<td>Javan, C. (2006)</td>
<td>204</td>
<td>0.57</td>
<td>0.84</td>
<td>0.9</td>
</tr>
<tr>
<td>7</td>
<td>Ravindran, C. (2007)</td>
<td>75</td>
<td>0.03</td>
<td>0.80</td>
<td>0.9</td>
</tr>
<tr>
<td>8</td>
<td>Turner (2007)</td>
<td>115</td>
<td>0.2</td>
<td>0.8</td>
<td>0.9</td>
</tr>
<tr>
<td>9</td>
<td>Valentin, Sean et al. (2010)</td>
<td>92</td>
<td>0.24</td>
<td>0.88</td>
<td>0.93</td>
</tr>
<tr>
<td>10</td>
<td>Greory, Brain T. et.al.(2010)</td>
<td>87</td>
<td>0.62</td>
<td>0.89</td>
<td>0.94</td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation

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*****

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(sd/-)  
( Editor-In-Chief)
CORPORATE CULTURE AND ORGANIZATIONAL PERFORMANCE: 
A STUDY ON SINGARENI COLLIERIES COMPANY LIMITED, 
KOTHAGUDEM MINES IN TELANGANA

Dr. K. Krishna Reddy 4 D. Srinivasa Rao 5

ABSTRACT

The present article aims at assessing the culture of Singareni Collieries Company Limited (SCCL) in terms of values, beliefs and practices. After assessing the culture, it has been found that the values, beliefs and practices of the company are supportive to its culture and hence the performance of the company is quite commendable as evident from the increased production, productivity, sales and profits.

KEYWORDS
Beliefs, Center for Monitoring Indian Economy, Culture, Goals, Mission, Practices, RBI, SCCL, Stock Exchange Directory, Values etc.

INTRODUCTION

Today’s global economic environment is characterized by a series of changes, namely liberalization, deregulation, globalization and a powerful technological revolution. Nations are becoming borderless and the world has become a global electronic village. Corporates have to rise to the occasion and gear themselves to meeting the challenges of the changing world scenario. To meet the challenges, changes are needed not only in contextual factors such as structure, processes, strategies or technologies but also in job, environmental, behavioral and in particular cultural factors such as values, beliefs and practices. Since all these factors are interdependent, change in one area requires a corresponding change in all the other factors to make the change efforts successful 1.

THE STUDY

A study was conducted to identify the culture that prevails in Singareni Collieries Company Limited, Kothagudem mines, Telangana state. The study also examined the relationship between corporate culture and performance of the coal mining company. The literature review brought to light not only the variability in the usage of the term culture but also the perspectives from which it is used. Some researchers such as Schneinder have distinguished culture from climate, while others like Evans, Schein, Uday Pareek and Denison have used them interchangeably. Two broad perspectives of culture are identified by Linda Smirich 2. One perspective considers culture as a variable; the other perspective considers culture as a root metaphor. Culture as a variable is considered as something that organizations have and which works as a control mechanism to shape behavior. It is considered a physical reality, directed by actions of senior management. Culture as a metaphor is considered a process of enactment, not as something that already exists. It is considered a mental state, which is reproduced by all members through sharing of meanings. In the present study, culture is used as a variable. Taking the logic from research conducted by the above-mentioned researchers, researchers, culture and climate are considered as one and are used interchangeably. Culture is operationally defined as the prevalent values and beliefs in an organization, which represent the basic ideas of top leaders and provide the foundation for manifest practices and policies within the organization. Where the values are latent and difficult to change, practices and policies form a manifest part of the culture and are easier to mould according to the needs of internal and the external environment 3.

DATA COLLECTION AND SAMPLE SIZE

The data were collected both through primary and secondary sources. The culture component was collected through a questionnaire developed for the study. Further, published and unpublished material on the culture of organizations was collected wherever available. Organizational performance related data were mainly drawn from the annual reports of the organization and from other sources such as the Stock Exchange Directory, Reserve Bank of India (RBI) Center for Monitoring Indian Economy (CMIE). The sample size is 10 percent of the labor working in Kothagudem mines, Khammam district and it constitutes 70 executives and 480 non-executives.

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5 Research Scholar, Department of Commerce and Business Management, Kakatiya University, Telangana, India, dsrao1972@gmail.com
HYPOTHESES

- Scholars and researchers have considered it relevant to study the cultural dimensions of organizations to understand effectiveness, long-term economic and non-economic performance, and total quality management, impact on strategic management and the success or failure of organizations.

- Studies conducted on the subject show that there is correlation between corporate culture and organizational performance / effectiveness. The relevance of this hypothesis will be found out.

CULTURE PARAMETERS

Culture can be assessed in terms of perceptions of organizational members with respect to values, beliefs and practices. In this regard, a brief discussion is made hereunder.

Values

Values represent basic convictions that “a specific mode of conduct or end state of existence is personally or socially preferable to an opposite or converse mode of conduct or end state of existence”. They contain a judgmental element in that they carry an individual’s ideas as to what is right, good, or desirable. According to Rokeach, values are “abstract ideals, positive or negative, not tied to any specific object or situation, and represent a person’s beliefs about modes of conduct and ideal terminal modes”. Organizational values are defined as deep rooted, enduring, fundamental beliefs among organizational members about different aspects of organizational life. Values play a central role in the lives of human beings. Much of human behavior is based on the values they hold both individually and collectively. They provide a standard or act as a benchmark for fundamental norms of social process against which behavior is guided and evaluated. Research has emphasized the importance of values and beliefs, which are at the core of an organization’s social system. According to Denison, the values and beliefs of an organization give rise to a set of management practices – Concrete activities that are usually rooted in the values of the organization. These activities stem from and reinforce the dominant values and beliefs of the organization. Concrete policies and practices are often difficult to separate from the core values and beliefs and the system of shared meaning that support them. In the present context, values are judged on their ‘intensity’ and ‘desirability’. Intensity of value is the relevance of value for a person and the sharing of values i.e., the extent to which organizational members abide by them. Desirability of values is defined as the extent to which they are perceived as relevant for the organization. Values can be classified into three types such as mission and goals related values, organizational work related values and organizational style related values.

Mission and Goals Related Values

- Honest and fair dealings with all the stakeholders,
- Primacy of profits and growth,
- Network of meaningful goals,
- Importance of community welfare,
- High team spirit.

Organizational Work Related Values

- Promptness and time consciousness,
- Importance of work as compared to leisure,
- Perfection in work,
- Creativity and innovation as key to success,
- Following rules and procedures meticulously,
- Logical planning to attain success,
- Hard work by groups to attain success.

Organizational Style Related Values

- Individual initiative, innovations, freedom and uniqueness or teamwork, consensus and participation,
- Security of employees, longevity in position and predictability,
- Hard work, competition, and achievement orientation.
Table-1: Table showing the values of F-Test

<table>
<thead>
<tr>
<th>Table No.</th>
<th>Statement</th>
<th>Calculated value</th>
<th>Table value</th>
<th>Hypothesis at 5% level of significance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mission and Goal Related Values</td>
<td></td>
<td></td>
<td>Accepted / Rejected</td>
</tr>
<tr>
<td>1</td>
<td>SCCL is honest and fair in all its dealings with stakeholders.</td>
<td>7.18</td>
<td>9.28</td>
<td>Accepted</td>
</tr>
<tr>
<td>2</td>
<td>The company gives importance to profits and growth.</td>
<td>7.14</td>
<td>9.28</td>
<td>Accepted</td>
</tr>
<tr>
<td>3</td>
<td>The Company is community welfare oriented.</td>
<td>5.46</td>
<td>6.39</td>
<td>Accepted</td>
</tr>
<tr>
<td>4</td>
<td>Team spirit is high in this company.</td>
<td>4.74</td>
<td>6.39</td>
<td>Accepted</td>
</tr>
<tr>
<td></td>
<td>Work Related Values</td>
<td></td>
<td></td>
<td>Accepted / Rejected</td>
</tr>
<tr>
<td>5</td>
<td>Employees in this company are prompt to their duties.</td>
<td>10.26</td>
<td>9.28</td>
<td>Rejected</td>
</tr>
<tr>
<td>6</td>
<td>Employees in this company give importance to work as compared to leisure.</td>
<td>12.08</td>
<td>9.28</td>
<td>Rejected</td>
</tr>
<tr>
<td>7</td>
<td>The company lays emphasis on work completion with perfection.</td>
<td>8.62</td>
<td>9.28</td>
<td>Accepted</td>
</tr>
<tr>
<td>8</td>
<td>The company believes that creativity and innovation are the key success factors.</td>
<td>6.80</td>
<td>9.28</td>
<td>Accepted</td>
</tr>
<tr>
<td>9</td>
<td>The company expects employees to follow the rules and procedures meticulously.</td>
<td>2.21</td>
<td>9.28</td>
<td>Accepted</td>
</tr>
<tr>
<td>10</td>
<td>The company believes that logical planning helps in achieving success.</td>
<td>8.53</td>
<td>9.28</td>
<td>Accepted</td>
</tr>
<tr>
<td></td>
<td>Organizational Style Related Values</td>
<td></td>
<td></td>
<td>Accepted / Rejected</td>
</tr>
<tr>
<td>11</td>
<td>Employees take initiative in this company.</td>
<td>8.56</td>
<td>19.00</td>
<td>Accepted</td>
</tr>
<tr>
<td>12</td>
<td>Participative decision-making is prevalent in this company.</td>
<td>14.35</td>
<td>6.39</td>
<td>Rejected</td>
</tr>
<tr>
<td>13</td>
<td>The company provides job security to all the employees.</td>
<td>5.96</td>
<td>6.39</td>
<td>Accepted</td>
</tr>
<tr>
<td>14</td>
<td>The management of the company wants the employees to be continued in service for a long time.</td>
<td>7.98</td>
<td>9.28</td>
<td>Accepted</td>
</tr>
<tr>
<td>15</td>
<td>Employees in this company are achievement oriented.</td>
<td>17.83</td>
<td>19.00</td>
<td>Accepted</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Organizational beliefs are described as acceptance of facts, statements and sets of circumstances as truths. Beliefs can be of three types: descriptive or existential, related to true and false; evaluating beliefs, related to good and bad; and prescriptive and proscriptive beliefs, related to judging means or ends of action as desirable and undesirable. The third kind of beliefs is considered as values upon which a man acts by preference. The items related to beliefs about organizational are:

- Good place to work,
- Warm, friendly and relaxed,
- Getting better all the time,
- Contributing in a fruitful way to society,
- Carrying traditions of the past,
- Growth oriented and optimistic,
- Efficient and effective,
- Compliant,
- Innovative and risk taking,
- Uncertain and turbulent,
- Entrepreneurial and growth oriented,
- Employee loyalty, commitment and cohesion,
- Employee’s skills and knowledge fully utilized,
- Rules and policies resulting in cohesion.
Table-2: Table showing the values of F-Test

<table>
<thead>
<tr>
<th>Table No.</th>
<th>Statement</th>
<th>Calculated Value</th>
<th>Table Value</th>
<th>Hypothesis at 5% level of significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The company is a good place to work.</td>
<td>11.38</td>
<td>6.39</td>
<td>Rejected</td>
</tr>
<tr>
<td>2</td>
<td>The atmosphere in the company is warm, friendly and relaxed.</td>
<td>9.81</td>
<td>9.28</td>
<td>Rejected</td>
</tr>
<tr>
<td>3</td>
<td>The company carries the traditions of the past.</td>
<td>7.94</td>
<td>9.28</td>
<td>Accepted</td>
</tr>
<tr>
<td>4</td>
<td>Employees in this company are efficient and effective.</td>
<td>8.31</td>
<td>19.00</td>
<td>Accepted</td>
</tr>
<tr>
<td>5</td>
<td>Employees in this company are venturesome and are ready to take risks.</td>
<td>7.94</td>
<td>6.39</td>
<td>Rejected</td>
</tr>
<tr>
<td>6</td>
<td>Employees in this company are loyal, committed and work with cohesion.</td>
<td>6.57</td>
<td>19.00</td>
<td>Accepted</td>
</tr>
<tr>
<td>7</td>
<td>The company utilizes the skills and knowledge of employees.</td>
<td>3.87</td>
<td>9.28</td>
<td>Accepted</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

ORGANIZATIONAL PRACTICES

Business elements include business strategies and operational business elements. It deals with how companies overcome the threats of competition and the way opportunities are exploited. Further related aspects have also been studied. The practices of the organization include:

- Whether strategies of the organization are supportive to the organizational purpose or not.
- Resource utilization for achieving best results.
- Whether business operations are competitive and goal oriented or not.
- Whether business opportunities are carefully exploited or not.
- Business operations based on trust and openness etc.

Table-3: Table showing the values of F-Test

<table>
<thead>
<tr>
<th>Table No.</th>
<th>Statement</th>
<th>Calculated Value</th>
<th>Table Value</th>
<th>Hypothesis at 5% level of significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The policies of the company are supportive to the organizational purpose.</td>
<td>6.29</td>
<td>19.00</td>
<td>Accepted</td>
</tr>
<tr>
<td>2</td>
<td>The strategies of the company help in overcoming the threats of competition.</td>
<td>4.38</td>
<td>6.39</td>
<td>Accepted</td>
</tr>
<tr>
<td>3</td>
<td>The company carefully exploits the opportunities.</td>
<td>8.52</td>
<td>9.28</td>
<td>Accepted</td>
</tr>
<tr>
<td>4</td>
<td>The practices of the company are result oriented.</td>
<td>5.96</td>
<td>6.39</td>
<td>Accepted</td>
</tr>
<tr>
<td>5</td>
<td>The business operations of the company are based on trust and openness.</td>
<td>6.09</td>
<td>6.39</td>
<td>Accepted</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

PERFORMANCE OF SCCL

SCCL, the most successful coal company in India has undertaken a slew of measures to create a positive culture in the company. It is to be mentioned here that there is interrelation between good organizational culture and performance of an organization. In other words, if good culture exists in the organization, employees work with involvement and commitment leading to improved performance of organizations. In view of this, the performance of SCCL in terms of coal production, coal productivity (output per man shift), sales and profits made has been presented hereunder.

Production Targets Set and Achievements Made

Organizations achieve success, when they achieve the production targets. This is because the achievement of production targets helps in meeting customer demands. Further, it helps in utilizing resources optimally. SCCL sets production targets each year and strives hard to achieve the targets. In this regard, the production targets set and the targets achieved for the period from 2001-02 to...
2012-13 has been presented in Table-4. The table shows that the company achieved more than the targeted production during the period under consideration with the exception of the years 2001-02 and 2009-10. However, the percentage of target achievement is more than 99% in these two years. The percentage of targets achievement fluctuated between a low of 99.39% in 2001-02 and a high of 107.15% in 2008-09. The analysis reveals that the company has shown outstanding performance in the achievement of targets.

<table>
<thead>
<tr>
<th>Year</th>
<th>Production Targets Set</th>
<th>Actual Production</th>
<th>% of Achievement</th>
<th>Year</th>
<th>Production Targets Set</th>
<th>Actual Production</th>
<th>% of Achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001-02</td>
<td>310.00</td>
<td>308.11</td>
<td>99.39</td>
<td>2007-08</td>
<td>380.40</td>
<td>406.04</td>
<td>106.74</td>
</tr>
<tr>
<td>2002-03</td>
<td>325.00</td>
<td>332.56</td>
<td>102.33</td>
<td>2008-09</td>
<td>415.00</td>
<td>444.66</td>
<td>107.15</td>
</tr>
<tr>
<td>2003-04</td>
<td>335.00</td>
<td>338.54</td>
<td>101.06</td>
<td>2009-10</td>
<td>505.00</td>
<td>504.00</td>
<td>99.80</td>
</tr>
<tr>
<td>2004-05</td>
<td>350.00</td>
<td>353.02</td>
<td>100.86</td>
<td>2010-11</td>
<td>513.00</td>
<td>513.33</td>
<td>100.06</td>
</tr>
<tr>
<td>2005-06</td>
<td>360.00</td>
<td>361.38</td>
<td>100.38</td>
<td>2011-12</td>
<td>522.00</td>
<td>522.11</td>
<td>100.02</td>
</tr>
<tr>
<td>2006-07</td>
<td>375.00</td>
<td>377.07</td>
<td>100.55</td>
<td>2012-13</td>
<td>531.00</td>
<td>531.90</td>
<td>100.17</td>
</tr>
</tbody>
</table>

Sources: www.scclmines.com

Coal Production

The performance of SCCL as mentioned above can be measured in terms of coal production. In view of this, the coal production particulars of the company for the period from 2001-02 to 2012-13 has been presented in Table-5. The table shows that the coal production has increased continuously from 308.11 lakh tones in 2001-02 to 531.90 lakh tones in 2012-13. The annual growth rate of coal production is positive during the period under consideration and it varied between a low of 1.71 per cent in 2011-12 and a high of 13.35 per cent in 2009-10.

<table>
<thead>
<tr>
<th>Year</th>
<th>Production (in lakh tons)</th>
<th>Annual growth (Per cent)</th>
<th>Year</th>
<th>Production (in lakh tons)</th>
<th>Annual growth (Per cent)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001-02</td>
<td>308.11</td>
<td>-</td>
<td>2007-08</td>
<td>406.04</td>
<td>7.68</td>
</tr>
<tr>
<td>2002-03</td>
<td>332.56</td>
<td>7.94</td>
<td>2008-09</td>
<td>444.66</td>
<td>9.51</td>
</tr>
<tr>
<td>2003-04</td>
<td>338.54</td>
<td>1.80</td>
<td>2009-10</td>
<td>504.00</td>
<td>13.35</td>
</tr>
<tr>
<td>2004-05</td>
<td>353.02</td>
<td>4.28</td>
<td>2010-11</td>
<td>513.33</td>
<td>1.85</td>
</tr>
<tr>
<td>2005-06</td>
<td>361.38</td>
<td>2.37</td>
<td>2011-12</td>
<td>522.11</td>
<td>1.71</td>
</tr>
<tr>
<td>2006-07</td>
<td>377.07</td>
<td>4.34</td>
<td>2012-13</td>
<td>531.90</td>
<td>1.87</td>
</tr>
</tbody>
</table>

Sources: www.scclmines.com

Coal Productivity

Productivity is a performance measure, which includes effectiveness and efficiency. An organization is productive, if it achieves its goals and does so by converting inputs into output at the lowest cost. An organization is effective, if it successfully meets its targets. It is efficient when it can do so at the lowest cost. In this regard, the productive performance of SCCL in terms of output per man shift (OMS) in overall mines and departments for the period from 2001-02 to 2012-13 has been presented in Table-6. The table shows that the output per man shift rose from 1.34 tons in 2001-02 to 1.51 tons in 2002-03. Though it declined to 1.47 tons in 2003-04, again it shot up continuously and stood at 1.94 tons in 2012-13. The annual growth rate of coal productivity is erratic and it varied between a low of (-) 2.65 per cent in 2003-04 and a high of 26.69 per cent in 2012-13.

<table>
<thead>
<tr>
<th>Year</th>
<th>Overall Mines &amp; Departments (In Tons)</th>
<th>Annual Growth (Percent)</th>
<th>Year</th>
<th>Overall Mines &amp; Departments (In Tons)</th>
<th>Annual Growth (Percent)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001-02</td>
<td>1.34</td>
<td>-</td>
<td>2007-08</td>
<td>2.10</td>
<td>9.95</td>
</tr>
<tr>
<td>2002-03</td>
<td>1.51</td>
<td>12.69</td>
<td>2008-09</td>
<td>2.42</td>
<td>15.24</td>
</tr>
<tr>
<td>2003-04</td>
<td>1.47</td>
<td>(-) 2.65</td>
<td>2009-10</td>
<td>2.73</td>
<td>12.81</td>
</tr>
<tr>
<td>2004-05</td>
<td>1.62</td>
<td>10.20</td>
<td>2010-11</td>
<td>2.90</td>
<td>6.23</td>
</tr>
<tr>
<td>2005-06</td>
<td>1.74</td>
<td>9.71</td>
<td>2011-12</td>
<td>3.11</td>
<td>7.24</td>
</tr>
<tr>
<td>2006-07</td>
<td>1.91</td>
<td>9.77</td>
<td>2012-13</td>
<td>3.94</td>
<td>26.69</td>
</tr>
</tbody>
</table>

Sources: www.scclmines.com
Sales Performance

The performance of SCCL can also be measured in terms of sales. This is because; sales generate revenue to organizations, which can be used for expansion and other developmental activities. In view of this, the performance of the company in terms of sales for the period from 2001-02 to 2012-13 has been presented in table-7. The table shows that the sales of the company has increased continuously from Rs. 2,949.02 crores in 2001-02 to Rs. 10,128.29 crores in 2012-13 and the annual growth rate fluctuated between a low of 1.17 per cent in 2003-04 and a high of 24.61 per cent in 2009-10. It is also found that the annual growth rate of sales was quite poor between 2001-02 and 2006-07 and after that, the annual growth rate of sales was quite impressive.

Table-7: Sales Performance of SCCL

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales (In Crores)</th>
<th>Annual Growth (Percent)</th>
<th>Year</th>
<th>Sales (In Crores)</th>
<th>Annual Growth (Percent)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001-02</td>
<td>2949.02</td>
<td>-</td>
<td>2007-08</td>
<td>4,499.68</td>
<td>18.71</td>
</tr>
<tr>
<td>2002-03</td>
<td>3141.83</td>
<td>6.54</td>
<td>2008-09</td>
<td>5,500.40</td>
<td>22.24</td>
</tr>
<tr>
<td>2003-04</td>
<td>3178.65</td>
<td>1.17</td>
<td>2009-10</td>
<td>6,853.84</td>
<td>24.61</td>
</tr>
<tr>
<td>2004-05</td>
<td>3413.73</td>
<td>7.40</td>
<td>2010-11</td>
<td>8,165.81</td>
<td>19.14</td>
</tr>
<tr>
<td>2005-06</td>
<td>3629.10</td>
<td>6.31</td>
<td>2011-12</td>
<td>9,238.04</td>
<td>13.13</td>
</tr>
<tr>
<td>2006-07</td>
<td>3790.55</td>
<td>4.45</td>
<td>2012-13</td>
<td>10,128.29</td>
<td>9.64</td>
</tr>
</tbody>
</table>

Sources: Compiled from the Annual Publications of SCCL

PROFITS MADE BY SCCL

The profit performance of the company is quite alarming for quite a long time because it was referred to Board for Industrial and Financial Reconstruction (BIFR) in the early 1990’s. It is to be mentioned here that the company had a huge accumulated loss of Rs.1,219 crores by the end of financial year 1997-98. After that, the company started making profits continuously. In this regard, the profit performance of the company for the period from 2001-02 to 2012-13 has been presented in table-8. The table shows that the profits have increased from Rs. 305.17 crore in 2001-02 to Rs. 401.14 crore in 2012-13 barring the huge fluctuations during the period under consideration. The annual growth rate of profits is highly erratic and varied between a low of (-) 65.44 per cent in 2006-07 and a high of 176.07 percent in 2007-08.

Table-8: Profits made by SCCL

<table>
<thead>
<tr>
<th>Year</th>
<th>Profits Earned (Rs. in Crores)</th>
<th>Annual Growth (Percent)</th>
<th>Year</th>
<th>Profits Earned (Rs. in Crores)</th>
<th>Annual Growth (Percent)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001-02</td>
<td>305.17</td>
<td>-</td>
<td>2007-08</td>
<td>176.13</td>
<td>176.07</td>
</tr>
<tr>
<td>2002-03</td>
<td>417.64</td>
<td>36.85</td>
<td>2008-09</td>
<td>132.83</td>
<td>(-) 24.58</td>
</tr>
<tr>
<td>2003-04</td>
<td>145.47</td>
<td>(-) 65.17</td>
<td>2009-10</td>
<td>268.11</td>
<td>101.84</td>
</tr>
<tr>
<td>2004-05</td>
<td>361.26</td>
<td>148.34</td>
<td>2010-11</td>
<td>351.37</td>
<td>31.05</td>
</tr>
<tr>
<td>2005-06</td>
<td>184.63</td>
<td>(-) 48.90</td>
<td>2011-12</td>
<td>358.27</td>
<td>1.96</td>
</tr>
<tr>
<td>2006-07</td>
<td>63.80</td>
<td>(-) 65.44</td>
<td>2012-13</td>
<td>401.14</td>
<td>11.97</td>
</tr>
</tbody>
</table>

Sources: Annual reports of SCCL

FINDINGS AND SUGGESTIONS

The detailed findings of the study pertaining to the organizational culture of SCCL in terms of values, beliefs and practices have been presented hereunder.

- People reported positively about the existing values barring few exceptions in SCCL. Here, values pertaining to mission and goals, work and organizational styles were well defined and they were stated in writing. Further, it was found that people were well aware of these values and efforts were made to ensure adherence to them.
- Among the three types of actual existing values i.e., mission and goal related values, work related values and values related to organizational style, mission and goal related values were more strictly adhered to in comparison to work related values and values related to organizational style.
- People are happy with mission and goal related values while they are not happy with few work related values such as employee’s promptness to duties and the importance given to work as compared to leisure. Similarly, employees are not happy with the value related to organizational style as participative decision-making is absent in the company.
- Beliefs relating to work environment, organizational capabilities, organizational image and standing were mainly probed. The results revealed that the work environment was not conducive. Similarly, employees are not ready to take
risks. However, employees are positive with factors such as employee efficiency, loyalty and commitment and the utilization of the skills and knowledge of employees.

- Business elements were studied with respect to strategies and operational business elements. Respondents were probed on whether policies were supportive to the organizational purpose or not. Similarly, respondents were probed whether strategies were channeled to overcome the threats of competition or not. The results revealed that the organizational practices are supportive to culture.

To sum up, the organizational culture of SCCL in terms of values, beliefs and practices helped it to increase the production and productivity. Further, the sales rose considerably but the profits made by the company were quite erratic. Overall, the existing culture of SCCL is quite conducive and hence the performance of the company is quite commendable.

REFERENCES


3. Ibid 2.


*****

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IDENTIFYING AND COPING WITH DISTRESS BY MENTAL HEALTH PROFESSIONALS INVOLVED IN MANAGEMENT AND CARING OF CLIENTS

Dr. Anju Kapoor, Sonam Dubey

ABSTRACT

The profession of care giving has its own perils for the professionals involved. The aim of the study is to communicate the importance of being aware of the dangers that the profession poses and use effective prevention and coping strategies to deal with it. The study examines the distress that counselors experience and the different methods they use to cope with this distress. A case study method was used to gather primary data from three care-giving professionals (one male and two females). A semi-structured interview on three different occasions was conducted to gather information. Out of the three, two of them reported feeling no distress and one of them reported feelings of distress. It was observed that the ones who did not feel distressed followed some common practices that prevented them from experiencing such feelings. Implications on coping and prevention strategies are discussed. Further, support for the findings need to be established by conducting the study on a larger population sample.

KEYWORDS

Care Giving, Professionals, Counselors, Psychotherapist etc.

INTRODUCTION

The profession of caring for others involves a lot of satisfaction, a meaning and purpose based outlook towards the profession. Being in the field of caring is something that not everyone can train in and get them self into. One needs to possess certain characteristics that enable them to choose the field and stick to it for a period, to get training and be able to implement it in the real world situation. People, who possess the characteristics of being good listeners, are self-aware individuals, have an interest to know people and genuinely want to help them, are tolerant and stable over time, are the ones who usually choose to work in the field of psychology and are the ones who will generally last in the field.

Individuals who choose to get into the field need to gain a rigorous training in order to practice effectively, efficiently and ethically. Keeping some basic things in mind will take one to being more effective for longer period. However, along with this feel good profession there is the danger of emotional stress, a reality that all the caregivers need to be aware of and face as they go about in the profession. Since counseling is a very intense process where a relationship is established with one’s client, it is not something that can be done mechanically or passively but on the other hand requires a lot of emotional energy and a genuine involvement of both the parties. This has a possibility of causing different types of issues for the counselor, especially if he or she is not well equipped to deal with the hazards that the profession of caring exposes one to. Below are some problems that have been seen to impact counselors negatively because of being in the profession and not being able to take care of them self:

Emotional Depletion is a consequence faced by a therapist as psychotherapy is a process where the counselor is expected to give and not ask anything in return except for their fee, and this happens over and over again with different clients who mainly come to the therapist in crisis pain, this leaves the therapist with very little resources for their own well-being.

Compassion Fatigue has been described "as the state of physical, emotional and mental exhaustion caused by long term involvement in emotionally demanding situations" (Figley, 1995). This usually occurs for a number of reasons. A feeling of isolation on the counselors part could lead to compassion fatigue as counselors and therapists are required to work privately, be it in an institutional or an individual setting, are required to work in confidentiality to protect the clients and are usually free at time when their friends or spouses are busy working. This may add on to their feelings of loneliness. Unlike other professions, the result in this profession is not very concrete and usually takes a lot of time to even show up, this may make the caregiver feel very ambiguous about their success. As a result, they might end up doubting their own effectiveness and competency. Counseling can also lead to emotional pain of remaining empathic as that is one of the main expectations of a counselor from all their clients and their profession. Being involved continuously and for long periods will lead to an emotional pain and eventually exhaustion.

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Vicarious Traumatization (VT) is a term that describes the cumulative transformative effect on the helper of working with survivors of traumatic life events (McCan and Pearl, 1990). It’s like experiencing PTSD as the symptoms are very similar and include changes in the frame of reference, identity, sense of safety, ability to trust, self-esteem, intimacy and a sense of control. Caregiver is at a higher risk of VT if they have a history of trauma. VT is also seen as a form of countertransference reaction and can continue to affect lives and work long after the interactions with the other person has ceased. This phenomenon occurs the most when counselors are involved in looking after clients who have been survivors of natural calamity, sexual abuse, rape, war or trafficking. It has a huge impact on the caregiver. As it, leads to them questioning the positive beliefs that they hold amidst all the evil that occurs around them. Their frame of reference is shaken, as they do not understand if the view that they hold about other people or the world, stands any valid when they are witnesses to such hideous crimes. Questions on the clients part of “why me” and their reliving of the event while venting it out to the counselor becomes too much for the therapist to bear sometime. The danger increases the most when therapist takes too many of such cases within a short period. The caregiver can also experience other symptoms of PTSD, which include hyper arousal, emotional numbing, avoidance and intrusive experience. Even their psychological need areas of safety, trust, intimacy and control are impacted.

Burnout is a result of job stress stemming from the dangers of the profession listed above. It is a response to the chronic emotional strain of dealing extensively with other human beings, particularly when they are troubled or having problems (Maslach, 1982). It occurs mainly due to emotional exhaustion and depersonalization. Also referred to as emotional fatigue as the therapist feels drained, depleted, all used up with nothing left to give out. Experiences of low energy, reduced interest, efficiency and satisfaction occur.

There are certain kinds of people who are more vulnerable to these problems compared to others. Counselors who have a history of traumatic events may at more risk. Counselors who overwork and ignore health boundaries become susceptible to burnout. Sometimes the counselor takes in too much, unable to draw a line as to when not to take a case on and hence may fall victim to one of the above-mentioned issues. Therapist who is new to the field, due to their lack of experience may not know how to take care of their own self. On the other hand, there is a possibility of therapist with too much experience also being at risk. Therapists who deal with a large number of traumatized children, especially sexually abused children are at major risk. The intensity of the problem is very high. There are many questions that the therapist them self-need to address while dealing with such clients. Even dealing with a large number of traumatized children, may have a negative influence on the therapist. Working with large number of patients who suffer from dissociative disorder also poses a certain kind of risk for psychologists dealing with them. Having too much negative clinical outcome and lack of awareness into one’s own self are some other factors that may increase the vulnerability of the therapist.

It is usually not an easy task to identify that a therapist is going through or is at risk of experiencing one of the hazards of the profession, as they do not have screening processes for this purpose. However, prevention and awareness is the key to survival in the profession. Caregivers need to develop their own personal and professional strategies to prevent themselves from the danger that lies ahead. There are different areas of care that the therapist needs to pay attention too. On the physical front, they need to engage in self-care behavior, including proper diet and sleep. Undertaking physical activity like exercises or yoga is also very helpful. For their psychological care, therapists need to develop self-awareness and awareness of the obstacles that lie ahead, identify triggers that may lead one to the hazards so that it can be avoided. Seeking counseling at least initially or even at regular time intervals to deal with issues is helpful. Therapist need to understand one’s own limitations and keep boundaries for oneself and others. Knowing one’s own level of tolerance is important. Engaging in recreational activities like those that developing a hobby, listening to music, art etc. and have a personal life and not get too bogged down by ones work are also some factors to take care of.

Counselors need to engage in social activities outside work like spending time with family and friends, doing what one really likes. Seeking emotional support from family and friends is essential. On the moral front, adopting a philosophical outlook and being reminded that one’s role as a care giver is that of facilitation, guidance and mentoring, one cannot take the whole responsibility for clients healing provides objectivity in the profession. Clarifying one’s own meaning and purpose in life and connecting with the larger sociopolitical framework and developing social activism are some other ways to take care of one self.

Professionally counselors need to develop knowledge on the direct and indirect effects of trauma on self and others. They should attempt to monitor and diversify caseload, seek consultation on difficult cases, get supervision done by an expert and take regular breaks during work. Recognizing that they are not alone in facing the stress of working in such a setting and having a support team goes a long way. Understanding dynamics of traumatic reenactment and having peer group meetings for sharing are some other methods of caring for one self.

To conclude, therapist need to be aware and anticipate that stress is very likely to occur and develop a mechanism to address the stress through self-care at various levels.
OBJECTIVE

To understand the risks and dangers that the caring profession poses and the varied ways used by caregivers in the city of Mumbai in order to deal with and prevent these dangers.

METHODOLOGY

Design: A Qualitative design using the case study method was initiated to gather primary data on the concerned topic. Three practicing counselors (two females and one male) in the city of Mumbai participated in the research. A semi structured interview technique was applied for gathering information from the professionals.

Participants: Three counselors who have been practicing in the city of Mumbai for more than 10 years were interviewed. The first interview was conducted with a counselor who worked in an organizational setup, counseling for Child sexual abuse (CSA) victims and their parents. Her early experience involved working with juvenile children. She had been in the field of counseling children for 13 years.

The second participant was a practicing psychotherapist who ran his own private clinic. He has also been trained as a psychiatrist. He has 15 years of experience in the field of care giving. His clientele included all age groups, from children as young as 10 years to older adults. He was also engaged in giving care to clients in a municipal hospital. He has a rich experiential and objective experience in all types of cases including severe to moderate clinical cases, relationship/marital problems, learning disabilities etc. The third participant interviewed was a counselor who had been in the field for 24 years. Her clients age group included children as young as 3 years and adults who were 50 years and above. She has been working with marital/divorce issues, children’s behavioral issues, LGBT and HIV patients, OCD, Depression, suicide and has been involved in career counseling too.

All the three counselors found their professional life very fulfilling and attached a feel good factor to their indulgence in the helping profession.

Procedure: The researcher personally conducted a face-to-face interview with the three participants on three different occasions. The first interview was conducted at the counselor’s organization where she practices while the second one was conducted at the psychotherapist’s clinic. The interview was recorded on a phone. Prior permission of the counselor was taken to do so. After making the notes these recordings were deleted. The third interview was conducted through online communication due to the counselor’s unavailability. Questions were emailed to her. She responded clearly too all the questions and emailed the document to the researcher. Any clarification to be made was also communicated to her electronically for whom she cordially responded.

All the participants were asked the same questions. A few more questions were added for them based on their responses, especially at places where the researcher needed more clarity. There were seven structured questions in total, which were put across to all the three participants. These are mentioned below:

- For how many years have you been practicing counseling?
- How has your experience as a caregiver been?
- What age group do you primarily serve?
- What kind of issues do you usually deal with?
- Do you experience distress due to being involved in this field of work (like burnout, compassion fatigue, vicarious trauma, emotional depletion to name a few)?
- How do you cope with this distress?
- How do you take care of yourself? (Like support group, family, engagement in activities, personal time, personal counselor, physical exercise etc.)

RESULTS AND DISCUSSION

Out of the three professionals, two of them reported feeling no distress while one of them reported feelings of distress. The counselor who worked with sexually abused children and their family members had a very challenging experience. Care taking for the victims took an emotional toll on her so much so that she wanted to quit after the first month itself. She would experience nightmares, sleep and emotional disturbances. She found it difficult to keep objectivity with parents who did not take charge of their children and let them experience this. She questioned human nature and how someone could do something like this. As the number of cases she was dealing with increased, it took a toll on her emotionally (she would deal with personal as well as school cases).

As she realized this, she cut down on her school cases and eventually stopped taking them. Her focus now was on dealing with personal cases that came through her organization. With time, she had developed her own coping strategies. This included
denying doing a case, which she knows she cannot handle, seeking counseling services herself and talking to her supervisor about her emotional troubles. She attended short-term therapy sessions at regular intervals. She believes that it was essential for her to understand her own process through the act of care giving, to be mindful of not letting her problems show up in her encounters with her clients. She does this by keeping herself updated on the subject through regular readings and discussions of cases with her peers and supervisors. Maintaining professional relationship with the client is also helpful in keeping an objective view. Indulging in activities that she enjoys like going for movies, eating her favorite food and spending time with family helped her maintain a balance in her professional and personal life. 

As opposed to the first counselor from the field of CSA, the other two counselors reported not feeling any kind of emotional troubles due to their profession. The main reason why the psychotherapist did not experience distress was because of his training as a doctor, wherein he had been exposed to death and suffering of humans frequently. This made him tolerant towards negativity and developed his objectivity in the profession of care giving. Another major influence on his emotional progression had been his exposure to his father’s work, who was also a famous practicing psychiatrist. The psychotherapist has many counselors coming to him for therapy when they felt helpless in their cases. He gave them the following suggestions. These suggestions are also the ones that he used himself.

To maintain ones emotional balance he feels it is important for caregivers to space out their counseling sessions. He was involved in giving psychotherapy thrice in a week and the other three days he practiced medicine. This brought diversity in his work. According to him, one should not take up more than 5 cases in a day. In addition, one session should not go beyond 45 minutes and having a break of a few minutes between sessions was helpful. Care giving was an emotional experience and if counselors felt overwhelmed then they should take a break from their practice until they get back their emotional stability. He felt counselors needed to be high on emotional intelligence to be in this profession. It was also essential to have strict work timings and cut off from ones work once you are with family. He suggested taking regular breaks from work by indulging in activities like watching a movie once in a week, going for walk every day, reading books not related to psychology, meeting his support group but not discussing work etc. Practicing counselors come with varied issues to him. Some of these include experiencing positive transference, saying something offensive to clients and not knowing how to handle it, experiencing trauma themselves because of hearing their client’s traumatic event etc. In such cases he suggested things like transferring the case, changing their method of therapy if it’s being ineffective, advising them on a course of action to follow, telling them what he would have done in their situation, counseling them if required, avoiding cases of certain types in the future etc. Being detached from ones client and not sympathizing with them also makes one tolerant. From his experience, he felt that at the prevention level counselors were to be given practical training in the field that would immensely help them to be more effective and tolerant in the profession of care giving.

The third counselor used the following strategies to maintain her objectivity and tolerance in the field. These included practicing Physical and mental exercises (relaxation, visual imagery) on a daily basis; family engagement; and “Me Time”. She believed in creating a space for herself as it helped her detach from the intensity of the profession and provided her with a time to connect to herself and relax. As and when time permitted she indulged in socializing, which provided a break from her work life. The reason that she does not feel emotionally stirred by her profession was that she had diversity in her work. She teaches students at master’s level. Her area of interest is multiculturalism psychology, which provided her suitable opportunities of looking forward to learning new topics in the field of psychology. The practice of teaching also kept her updated and well-read in her field. Besides this, she practiced career counseling, which was not as intense as counseling clients with clinical issues. Being involved in varied ways under the same profession immensely helped her maintain her emotional stability.

LIMITATIONS OF STUDY AND SUGGESTIONS

The sample size taken for the study was small. The scope of the study can be expanded by increasing the number of interviews with more practitioners and professionals in the city. Doing so would provide more insight into the various coping methods followed by practitioners in many different cities.

CONCLUSION

Conducting interviews with practicing professionals in care giving provided very important insights into how a caregiver can prevent and deal with feelings of emotional disturbances. Two out of the three counselors did not face any danger of the caring profession. Both of them had longer years of experience in the field as compared to the other counselor. Another common aspect about the two counselors was the diversity they had created within their profession. This seemed to play a major role in them being so tolerant towards their profession.

The counselor from the CSA area was in a field, which was very intense. She was not working elsewhere. She worked five days in a week on this issue, counseling clients, discussing with her peers and supervisor about them or reading on the same issue. This did not give her enough space. Since the organizational set up, she worked for total of eight hours per day, her burnout rate was
higher. This pointed to the fact that she was not getting any time off from her cases. As opposed to her, the other two counselors who seemed fairly objective towards their profession had a practice of removing time for themselves and cutting off from the practice through other means of engagement.

The positive thing is that the CSA counselor had found her means and methods of dealing with her issues, which has kept her in the profession. The cause that she works for was very intense and one of the most difficult ones to deal with. The danger posed for her and other counselors working in the same field was higher as compared to counselors involved in dealing with clinical cases and relationships issues. This observation and finding was supported by the literature review wherein it was clearly mentioned that counselors who work with traumatized children and do so at long lengths are at higher risks of facing issues themselves.

It was observed that three counselors followed some common practices to deal with the stress that the profession poses like socializing, spending time with family, indulging in physical activities etc. It can be concluded that because of age, the kind of cases handled, the strategies used to maintain ones interest in the profession and the amount of time put into cases are some factors that determine the vulnerability of counselors facing issues themselves. Every professional uses strategies to take care of their mental and physical health. The present study provided a reference to different strategies, hence a platform for other aspiring professionals in the field of mental health to learn and gain newer insights in the management and caring of clients.

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COMMUNICATION ADAPTABILITY AND ITS EFFECTS ON SELF-ESTEEM

Dr. Anju Kapoor\textsuperscript{4} Rebecca Malhotra\textsuperscript{9}

ABSTRACT

Communication and self-esteem are two crucial components of our lives. These components can shape how we develop during childhood and affect how we become as adults. The present study examined the effect of communication adaptability on explicit self-esteem. Explicit self-esteem refers to an individual’s conscious and reflective self-evaluation. Previous literature concerning communication and self-esteem were examined to explore relevant information concerning each topic. A sample of 150 participants (56\% female and 43\% male) completed measures of the communication adaptability scale (CAS) and the Rosenberg self-esteem scale. Multiple regression analysis was used and based on the results; it was observed that communication adaptability has no significant result on self-esteem. Limitations and future implications of the study were discussed.

KEYWORDS

Communication Adaptability, Self-Esteem, Communication Competence, Personal Attitudes, Self-Evaluation etc.

INTRODUCTION

Communication competence has been a topic, which has received attention and research due to its relationship with critical personality. Communicative adaptability has been defined as “the ability to perceive socio-interpersonal relationships and adapt one’s interaction goals and behaviors accordingly” (Duran, 1992).

Communication adaptability consists of six dimensions, which enables and affects an individual’s communication performance. Appropriate Disclosure denotes the process of discussing personal information, which cannot be known from other sources. Social experience assesses an individual’s communication participation and affect in various social contexts. Social composure considers the extent to which an individual feels relaxed and calm in novel social settings and engagement in conversations. Social confirmation serves to recognize and affirm others have projected self-image. Articulation focuses on an individual’s appropriateness of syntax and semantics in a social context. Wit assesses how an individual adapts humor as a response during tense social interactions (Duran, 1992).

Self-esteem is defined as personal worth or worthiness. Rosenberg (1965) has shown a consistent relationship with various forms of communication for example, Communication apprehension and communication anxiety. In the present paper, the relationship between self-esteem and communicative adaptability has been investigated. The difference between high anxiety, low self-esteem and communication adaption was made clear by Phillips (1984). His findings indicated that the relationship goes both ways. Low communication skills and competence can lead to high anxiety and low self-esteem or vice versa. Another study (Robins, Tracey & Trzensniewski, 2001) has found extroverted individuals experience higher self-esteem, which makes communication adaption easier for them in social contexts. These findings indicate the influence of communication adaptability on self-esteem. In other words, it indicates that when individuals do not adapt to communication styles with others it displays in their behavior and results in low self-esteem. Duran (1983) conducted a study, which aimed to assess the validity and variance accounted by Communication Adaptive Scale (CAS). Relationships among CAS, self-esteem and communication apprehension was tested. The findings of the study suggested a consistent and stable relationship among factors tested and factor structure through different samples.

Communication Adaptability is all about adapting to the right medium of communication. A recent research was conducted on communication mediums such as, face-to-face communication and cell phone communication and its significance to an individual’s self-esteem. Results revealed that meaningful face-to-face and text-based communication were associated with changes in self-esteem. More precisely, it was observed through the results that text based communication was more important for self-esteem. Therefore, it can be assumed that there exists a significant relationship between an individual’s self-esteem and communicative adaptability (Gonzales, 2014).

A study conducted on communication competence, empathy and self-esteem (Lee, 2011) aimed to seek a significant relationship between these three components. The sample was administered the Global Interpersonal Communication scale, K-EQ and Rosenberg self-esteem scale. It was observed through the results that empathy had effects on self-esteem in the mediation of

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communication competence. Findings of this study suggested that empathy increased communication competence. Thus, these findings also indicate that communication competence has a significant relationship with an individual’s self-esteem.

Another study examined the relationship between intercultural communication, social intelligence and self-esteem. The results revealed that individual’s with higher self-esteem leads to effective and satisfied intercultural relations, which are built upon efficient communication. Individuals with positive self-evaluations are less defensive and more accepting of others. As an agent, high self-esteem can motivate better intercultural communication and as a product, it helps us in learning more about ourselves and the world around us. This study also contributes to our understanding of a relationship existing between communication competence and self-esteem (Dong, Koper & Collaco, 2008).

Research has found a significant relationship between communication apprehension and self-esteem, i.e. lower communication apprehension was indicative of higher self-esteem and in the same manner; significant relationship had been found between communicative adaptability and communication apprehension. A study conducted by Long and Samara (2008), examined communicative adaptability and intercultural communication apprehension to determine cultural and ethnic differences on college campuses. The findings suggested that with increased communicative adaptability there was decreased intercultural communication apprehension. Thus, from the findings of this study it can be concluded that increased communicative adaptability had an effect on an individual’s self-esteem as it correlated with lower communication apprehension.

However, several scholars have focused their studies on self-esteem among individuals at work and their findings indicated that employees with low self-esteem relied on their work environment whereas employees with higher self-esteem relied on their work skills to perform at their jobs. These findings were of relevance to the current research as communication competence was not one of the factors, which influenced employee’s high/low self-esteem (Pierce, Gardner, Dunham, & Cummings, 1993).

Mruk (2006) conducted a research on factors affecting self-esteem. His findings indicated that gender, parental style, self-values, economic situations and cultural orientation had an influence on self-esteem. No influence of communication competence was found on an individual’s self-esteem. Richmond, Mccroskey &Mccroskey, (1989) examined the validity of self-reports of communicative adaptability and their results suggested that self-perceptions were significantly related to communication apprehension whereas self-esteem, introversion, and sociability were weakly significant with the validity of self-reports of communicative adaptability. These findings indicate that communication adaption has been found to have no influence on self-esteem.

OBJECTIVE

The objective of this research was to investigate whether there was a significant influence of communicative adaptability on self-esteem.

HYPOTHESIS

There was a significant relationship between communication adaptability and its effect on an individual’s self-esteem.

METHODOLOGY

Research Design

The current study conducted led to a statistical relationship between the two variables. The dependent variable of the study was explicit self-esteem and the independent variable of the study was communication adaptability.

Demographic Variables

The study involved 150 participants (53% female and 46% male). Approximately 70% of the participants were Asians and the subject’s age- range was between 18-55 years. Mean age of participants ranged between 20-24 years.

Operational Definitions of Variables

Self-esteem: The dependent variable, self-esteem was measured using the Rosenberg self-esteem inventory (Rosenberg, 1965). The scale comprises of 10 statements and participants respond to the statements on a 4-point Likert scale that ranges from 1 (strongly agree) to 4 (strongly disagree). The scale has been divided into two parts. One-half of the scale was phrased positively and the other half was phrased negatively. Subjects who scored on the self-esteem scale indicated positive self-esteem and self-worth.
Communication Adaptability: Communication adaptability was measured using the communication adaptability scale (CAS). This scale was an observational and self-report scale, which was used to measure socio-interpersonal relations and how an individual adapted to goals and behaviors. The test instrument comprised of 30 items and the subjects responded to a 5-point Likert-scale where, 1 (never true) and 5 (always true). The communication adaptability scale consisted of six dimensions namely; social experience, social confirmation, social composure, disclosure, art and wit (Duran, 1992). This scale also helped in measuring individuals who may be shy or may have difficulties in social situations.

Procedure: Participants were given the questions on a one to one basis and were requested to complete the questionnaires. First, participants were given the information sheet followed by the informed consent. Then, the four set of questionnaires were handed out and were informed that the questionnaires would take an approximate of 10 minutes. Participants were instructed to answer all the questions and participation was voluntary. Once the questionnaires were filled, participants were given the debriefing sheets and were thanked for their participation.

Statistical Analysis: The statistical analysis used in the current study was descriptive statistics, regression and multiple regression analysis. Descriptive statistics was used to screen the data and for communication adaptability, multiple regression analysis was used to find an effect on self-esteem.

RESULTS

Table-1: Means and Standard Deviations for Self Esteem, Perceived Stress, Dimensions of Communication Adaptability and Perfectionism

<table>
<thead>
<tr>
<th>Source</th>
<th>N=122</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL_SOCIAL COMPOSURE</td>
<td>13.712</td>
<td>3.224</td>
<td></td>
</tr>
<tr>
<td>TOTAL_SOCIAL CONFIRMATION</td>
<td>18.286</td>
<td>4.027</td>
<td></td>
</tr>
<tr>
<td>TOTAL_EXPERIENCE</td>
<td>16.493</td>
<td>3.567</td>
<td></td>
</tr>
<tr>
<td>TOTAL_DISCLOSURE</td>
<td>16.360</td>
<td>3.299</td>
<td></td>
</tr>
<tr>
<td>TOTAL_ARTICULATION</td>
<td>13.794</td>
<td>4.580</td>
<td></td>
</tr>
<tr>
<td>TOTAL_WIT</td>
<td>16.275</td>
<td>4.494</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Descriptive Statistics display that 150 participants took part in the research study. The number of participants decreased to 122 due to the reason of there being invalid or missing data. Total disclosure had the least variability on self-esteem (S.D = 3.299 or =3.30)

Results of Communication Adaptability on Self-esteem

Table-2: F value and Significance

<table>
<thead>
<tr>
<th>Source</th>
<th>Model</th>
<th>Sum of Squares</th>
<th>d.f.</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>13.475</td>
<td>6</td>
<td>2.246</td>
<td>.609</td>
<td>.723*</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>453.725</td>
<td>123</td>
<td>3.689</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>467.200</td>
<td>129</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table-3: Standard Error, Beta, T and P values of Coefficients

<table>
<thead>
<tr>
<th>Source</th>
<th>Model 1</th>
<th>B</th>
<th>Std. Error</th>
<th>Beta</th>
<th>T</th>
<th>P value</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>26.897</td>
<td>1.437</td>
<td></td>
<td></td>
<td>18.723</td>
<td>.000</td>
</tr>
<tr>
<td>Social Composure</td>
<td>-0.56</td>
<td>.057</td>
<td>-.095</td>
<td>-984</td>
<td>.327</td>
<td></td>
</tr>
<tr>
<td>Social Confirmation</td>
<td>-.042</td>
<td>.049</td>
<td>-.093</td>
<td>-869</td>
<td>.387</td>
<td></td>
</tr>
<tr>
<td>Social Experience</td>
<td>.059</td>
<td>.057</td>
<td>.111</td>
<td>1028</td>
<td>.306</td>
<td></td>
</tr>
<tr>
<td>Disclosure</td>
<td>-.047</td>
<td>.053</td>
<td>-.082</td>
<td>-881</td>
<td>.380</td>
<td></td>
</tr>
<tr>
<td>Art</td>
<td>-.005</td>
<td>.043</td>
<td>-.011</td>
<td>-106</td>
<td>.916</td>
<td></td>
</tr>
<tr>
<td>Wit</td>
<td>-.005</td>
<td>.041</td>
<td>-.012</td>
<td>-124</td>
<td>.902</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Adjusted R square = .029
In table-2 and 3, Dimensions of communication adaptability scale resulted in social composure (Beta= .095, p>.327), social confirmation (Beta =.093, p >.387), social experience (Beta =.111, p>.306), disclosure (Beta = -.082, p > .380), art (Beta = .011, p > .916) and wit (Beta = -.012, p>.902). Variability (Adjusted R square) can be seen at 2.9% therefore the model was not significant proving that there was no effect of communication adaptability on self-esteem (F=.609, sig.=.723)

DISCUSSION

The aim of this study was to find a significant influence of communicative adaptability on an individual’s self-esteem. The findings of this study were not consistent with the hypothesis and indicated that communicative adaptability had no influence on self-esteem. These results were supported by previous research (Gonzales, 2014; Lee, 2011; Dong, Koper & Collaco, 2008; Pierce, Gardner, Dunham, & Cummings, 1993; Mrak, 2006; Richmond, Mccroskey & Mccroskey, 1989). However, these studies do not solely base their findings on examining the relationship between communicative adaptability and self-esteem but also focused on self-esteem and variables affecting it.

In addition, in the current study, the results did not match literature of previous similar studies (Phillips, 1984; Robins, Tracey & Trzensniewski, 2001; Long & Samara, 2008) which supported the hypothesis. Most statistical studies relied upon certain assumptions about the variables used in the analysis. However, even with rich literature in education and social sciences, results were not conclusive. This created a situation where the researchers were forced to call into question the validity of results, conclusions and assertions.

There were several limitations of the study due to which the hypothesis was not met. Firstly, the questionnaires used to examine this study were limited as the semi structured close-ended questionnaire had uneven number of negative and positive questions framed under each objective. In addition, while CAS offered advantage of a subscale structure, its item content was not very clear and therefore did not provide diagnostically specific information. Rosenberg Self Esteem scale had been criticized for it being difficult in regards of scoring because scores between 0 and 2 were accepted as an indicator of low self-esteem while scores between 3-6 were accepted as an indicator of low self-esteem. That could lead to a misunderstanding about the result. Lastly, the participant’s expectancy was 150 students, however when the data was analyzed the number reduced to 122 students due to missing/invalid data which was one of the reasons why the hypothesis was not met.

On the basis of this research, recommendation for future similar research have been given; the present study could be reapplied to larger sample by comparing different university students. Also other researches should take into consideration the scoring difficulty of Rosenberg self-esteem scale and item content of CAS before using them as tools for similar studies. In addition, since the current study only examined participants who were in their early twenties, similar future studies can be aimed towards a larger age sample.

In spite of potential shortcomings, the present study has examined whether communication adaptability has an influence on self-esteem and provided a foundational backdrop on which future empirical research can be conducted.

CONCLUSION

The primary aim of the current paper was to investigate whether communicative adaptability had a significant influence on self-esteem. Communicative adaptability was taken as an independent variable while self-esteem was accepted as dependent variable of the study. Communicative Adaptability Scale was used to determine the results. Through results, it was concluded communicative adaptability was not a predictor of self-esteem.

The findings of this study have implications for future research aimed at achieving results that are more significant. Further investigations into the factors affecting self-esteem are needed, as well as studies on its relationship communicative adaptability. The existence of negative significance associated with communicative adaptability on self-esteem need to be explored.

This research contributes to the knowledge about self-esteem. At the same time, it has only begun to scratch the surface of the inter relation between communicative adaptability and self-esteem. Insights of this study will hopefully encourage further interest and offer more in-depth understanding of these variables.

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Recreation and Selection Practices: A Study of Coramandal Fertilizers Limited in Kakinada

Dr. V. Tulasi Das10 T. V. Samba Siva Rao11

Abstract

The business imperatives have undergone remarkable changes in these years. The advent of liberalized economic environment and the opening up of the economy in India have brought about radical changes in all spheres of the corporate world. The deregulated economy has liberally widened the scope for competition among the rivals. The logical growth of this process begets an obvious outcome of allowing the fittest to survive and the feasible to exit. The business and corporate entities in the world of globalization are thus quick fixed in the realms of standards and benchmarking. The quality of human resources depends upon the quality of Human Resource Management (HRM) practices being practiced by the organization. Human resource management practices namely recruitment, selection, training and development, appraisal system, compensation are the main factor for the success of an organizations. Keeping in this view the researchers wish to throw a light on to study the Recruitment and Selection Practices in business organizations in India in general with special reference to Coramandal Fertilizers Limited. The HR practices at Coramandal Fertilizers Limited yielding positive results and make the organization as successful.

Keywords

Human Resources, Benchmarking, Strategies, Recruitment, Selection etc.

Introduction

Recruitment is the Process of finding and attracting capable applicants for employment. The process begins when new recruits are sought and ends when their applications are submitted. The result is a pool of application from which new employees are selected. The recruitment process begins either when you know you need someone new in the Department, because an existing staff member has left, or because there is new work to be done. It does not finish until after the appointment has been made.

Selection is the process of picking up individuals (out of the pool of job applicants) with requisite qualifications and competence to fill jobs in the organization. Selection is the process of differentiating between applicants in order to identify and hire those with a greater likelihood of success in a job.

The Importance of a Good Recruitment and Selection Process

To ensure the safest levels of staff recruitment, regardless of the size or nature of the organisations, it is important to have a clear recruitment and selection process in place and is consistently applied.

Good practice in recruitment and selection can result in:

- More effective and better motivated workforce,
- Reduced employee turnover and absence,
- Avoidance of discrimination on the grounds of race, sex, disability, sexual orientation and religion,
- Cost effectiveness.

Recruitment systems and processes should be in place that is:

- Efficient: Cost effective in methods and sources.
- Effective: Producing enough suitable candidates without excess and ensuring the identification of the best fitted for the job and the organisations.
- Fair: Ensuring that right through the process decisions are made on merit alone.

Review of Literature

Human Resource Management Practices focuses on managing people within the employer-employee relationship. Specifically, it involves the productive use of people in achieving the organization’s strategic business objectives and the satisfaction of individual employee needs” (Stone, 2002). Human Resource Management (HRM) consists of an organization “people practices”

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which includes the policies, practices and systems that influence employees’ behavior, attitudes and performance. HRM influence people who work for the organization and how those people work. The human resources, if well managed, have the potential to be a source of sustainable competitive advantage, contribution to the basic objectives such as quality, profits and customer satisfaction (Noe et al., 2004). As mentioned by Mello (2006), the following are the different descriptions of the HRM functions: Staffing involves job analysis, human resource planning, and employee specific tasks and responsibilities and the abilities, skills and qualifications needed to perform a job are identified.

It has been already been accepted both in domestic and international markets that employees can be an important source of competitive advantage for corporations (Peteraf, 1993). Therefore, it is critical that corporations adopt Human Resources Management (HRM) policies and practices that utilize the particular employee’s potential to the fullest (Boxall & Purcell, 2000; Grant, 1996). Thorough recruitment and selection processes, effective compensation systems, extensive training and development activities, adequate job satisfaction and employment security all affect positively on the overall business and performance of a corporation. It has also been found that if HRM is linked to the overall business of an organization, it may further enhance the performance of the organization (Pfeiffer, 1998). Moreover, due to the complexity of managing people from different socio-economic and cultural background, it is argued that the way global employees are managed will also have a significant impact on a firm’s economic outcome (Bjorkman & Xiucheng, 2002). However, it has been noted that few organizations know how to manage HR effectively in a dynamic global environment because best practices in one context do not always translate to other contexts with differing socio-economic conditions and cultures (Chilton, 1993).

Human Resources (HR) are usually considered as one of the most valuable assets in an organization, but only few organizations generate real benefit out of this resource (Pfeffer, 1998). The resource-based view of the firm poses that superior performance is the result of the proper and timely mix of corporate resources including HR. It follows then that Human Resource Management (HRM) practices may lead to higher firm performance and act as a source of long-lasting competitive advantage because these practices are usually ambiguous, often unique and difficult to imitate (W right, Duford & Snell, 2001).

Despite the general applicability of HRM theories, HRM practices carry a significant amount of local flavors. In any particular nation, HRM practices will be rooted in the country’s historical, political, social and political differences (Tanure & Duarte, 2005). Tayeb (1998) claims that, as opposed to universal aspects, locally meaningful aspects of HRM are based on employee’s work-related values and attitudes. These deep-rooted values and attitudes have a strong association with the employee’s occupational, cultural and social backgrounds.

A growing body of empirical research has examined the effect of HRM practices on organizational performance (Vlachos, 2008). The list either of HR practices that can affect employees’ individual, as well as the organization’s performance independently or in bundles is quite long. However, not every HR practice can be a source of sustained competitive advantage (Ahmad & Schroeder, 2003; Cardon & Stevens 2004).

**OBJECTIVES OF STUDY**

Therefore, keeping in view the significance acquired by the HR practices, the present research work entitled ‘HRM Practices in Coramandal Fertilizers Limited, Kakinada of Andhra Pradesh’ was undertaken with the following specific objectives:

- To identify and examine the extent of recruitment and selection practices in the Coramandal Fertilizers Limited, Kakinada.
- To study the perception of employees towards various aspects of recruitment and selection Practices; and
- To forward certain conclusions based on findings that have been arrived.

**Hypothesis**

H₀: There is no systematic recruitment and selection practices been practising in Coramandal Fertilizers Limited, Kakinada.

**METHODOLOGY OF STUDY**

To fulfil afore said objectives, the data were collected both from primary sources as well as secondary sources. The secondary data were collected from the various journals, books, periodicals and web. The primary data were collected with support of well-designed questionnaire from the sample respondents.

The sample consisted of 75 respondents working in Coramandal Fertilizers Limited Kakinada. The researcher, using the non-probability incidental sampling with an assurance that the information obtained would be kept confidential, collected the data personally.
The data were collected with an assumption that they would possess an accurate and comprehensive perception of the HRM practices employed. The sole purpose of this sampling was to get an honest picture of the HRM practices of the organization. Employee’s perception towards different aspects of recruitment and selection practices were analysed with support of SPSS package.

DATA ANALYSIS AND DISCUSSIONS

Recruitment

<table>
<thead>
<tr>
<th>Table-1: Descriptive Statistics of Recruitment</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>t</th>
<th>sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization aims to attract a person with multidimensional skills and experiences that suits the present and future organizational strategies.</td>
<td>4.5846</td>
<td>.55600</td>
<td>66.479</td>
<td>.000</td>
</tr>
<tr>
<td>Organizational view to have external source of recruitment is to infuse fresh blood at all levels of the organization.</td>
<td>4.2154</td>
<td>.54464</td>
<td>62.400</td>
<td>.000</td>
</tr>
<tr>
<td>The organizational ways search for talents globally and not just within the company.</td>
<td>4.4923</td>
<td>.56245</td>
<td>64.394</td>
<td>.000</td>
</tr>
<tr>
<td>The present employees of the organization know the company well and are well committed.</td>
<td>4.1538</td>
<td>.53709</td>
<td>62.354</td>
<td>.000</td>
</tr>
<tr>
<td>People promoted from within the organization will also require training and development programme on perennial basis.</td>
<td>4.3692</td>
<td>.60128</td>
<td>58.585</td>
<td>.000</td>
</tr>
<tr>
<td>Always scope for heartburn and jealousy can be avoided by recruiting from external sources.</td>
<td>3.7846</td>
<td>.78047</td>
<td>39.095</td>
<td>.000</td>
</tr>
<tr>
<td>Most of the selection process can be made in an impartial manner as the organization’s effectiveness depends on the competency of the candidature.</td>
<td>4.5231</td>
<td>.56202</td>
<td>64.884</td>
<td>.000</td>
</tr>
<tr>
<td>Sometimes external recruitment leads to labour turnover particularly of skilled, experienced and ambitious employees.</td>
<td>3.9846</td>
<td>.57261</td>
<td>56.103</td>
<td>.000</td>
</tr>
<tr>
<td>External recruitment will increase the pool of job applicants with minimum cost.</td>
<td>3.9692</td>
<td>.52942</td>
<td>60.445</td>
<td>.000</td>
</tr>
<tr>
<td>Recruitment is the process of searching for prospective employees and stimulating them to apply for prospective employees and stimulating them to apply for jobs in the organization.</td>
<td>3.8923</td>
<td>.53394</td>
<td>58.772</td>
<td>.000</td>
</tr>
<tr>
<td>A good organization culture attracts competent people to the company.</td>
<td>4.1385</td>
<td>.42855</td>
<td>77.857</td>
<td>.000</td>
</tr>
<tr>
<td>Mostly vacancies are created due to expansion and diversification of business activities of an enterprise.</td>
<td>4.0000</td>
<td>.55902</td>
<td>57.689</td>
<td>.000</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

The above table-1 depicts the Average scores and standard deviations of each and every dimension related to Recruitment process in the Coramandal Fertilizers Limited, Kakinada. The average score of the organization aims to attract people with multidimensional skills and experiences that suits the present and future organizational strategies (4.584) is greater than the remaining dimensions, which suggest that the employees who were responding, are opined more optimistic on this dimension than the remaining dimensions. Further, this score is greater than four are which also reveals that respondents are more than satisfied level whereas for the dimension Always scope for heartburn and jealousy can be avoided by recruiting from external sources (3.784) the score is less than the remaining, which suggests that for this aspect, respondents are nearer to satisfied level. The respondents are satisfied for all the other variables.

Table-2: KMO and Bartlett’s Test

| Kaiser-Meyer-Olkin Measure of Sampling Adequacy | 0.716 |
| Bartlett’s Test of Sphericity | Approx. Chi-Square | 334.193 |
| d.f. | 66 |
| Sig. | .000 |

Sources: Authors Compilation

From table-2, it is cleared that in KMO statistics the measure of sampling adequacy value is 0.716. That means there is eligibility for making comparison due to pattern of correlations are relatively compact. According to the result of Bartlett’s test, it is known that there is probable significant relation between dimensions of the company’s and we can execute further steps for analysis. Regarding communalities if 1.000 is the basis, extraction values indicate relativity of factors, which are less than 1.000.
Table-3: 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>
<tr>
<td></td>
<td>Total</td>
<td>% of Variance</td>
<td>Cumulative %</td>
</tr>
<tr>
<td>3</td>
<td>1.468</td>
<td>12.230</td>
<td>63.791</td>
</tr>
<tr>
<td>4</td>
<td>1.024</td>
<td>8.537</td>
<td>72.328</td>
</tr>
<tr>
<td>5</td>
<td>.852</td>
<td>7.099</td>
<td>79.428</td>
</tr>
<tr>
<td>6</td>
<td>.552</td>
<td>4.601</td>
<td>84.029</td>
</tr>
<tr>
<td>7</td>
<td>.462</td>
<td>3.846</td>
<td>87.875</td>
</tr>
<tr>
<td>8</td>
<td>.389</td>
<td>3.245</td>
<td>91.120</td>
</tr>
<tr>
<td>9</td>
<td>.367</td>
<td>3.057</td>
<td>94.178</td>
</tr>
<tr>
<td>10</td>
<td>.348</td>
<td>2.901</td>
<td>97.079</td>
</tr>
<tr>
<td>11</td>
<td>.228</td>
<td>1.899</td>
<td>98.977</td>
</tr>
<tr>
<td>12</td>
<td>.123</td>
<td>1.023</td>
<td>100.000</td>
</tr>
</tbody>
</table>

Note: Extraction Method: Principal Component Analysis

Sources: Authors Compilation

Table-3 shows the Eigen values associated with each factor represent the variance explained by that particular linear component and also display the Eigen value in terms of the percentage of variance explained so factor 1 explains 36.989 % of total variance. It should be clear that the this factor explain relatively large amount of variance then followed by the second factor with percentage 14.573, third factor 12.230 and fourth factor 8.537. Therefore, there are four factors extracted among all with Eigen value greater than 1. About total variance of factors when we observe Eigen values, three factors got large variance and the remaining factors are varied but shown as very negligible.

Table-4: Rotated Component Matrix

<table>
<thead>
<tr>
<th>Variables</th>
<th>Component</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
</tr>
<tr>
<td>The organization aims to attract a person with multidimensional skills and</td>
<td>.827</td>
</tr>
<tr>
<td>experiences that suits the present and future organizational strategies.</td>
<td></td>
</tr>
<tr>
<td>Organizational view to have external source of recruitment is to infuse</td>
<td>.569</td>
</tr>
<tr>
<td>fresh blood at all levels of the organization.</td>
<td></td>
</tr>
<tr>
<td>The organizational ways search for talents globally and not just within</td>
<td>.817</td>
</tr>
<tr>
<td>the company.</td>
<td></td>
</tr>
<tr>
<td>The present employees of the organization know the company well and are</td>
<td>.673</td>
</tr>
<tr>
<td>well committed.</td>
<td></td>
</tr>
<tr>
<td>People promoted from within the organization will also require training</td>
<td>.635</td>
</tr>
<tr>
<td>and development programme on perennial basis.</td>
<td></td>
</tr>
<tr>
<td>Always scope for heartburn and jealousy can be avoided by recruiting from</td>
<td></td>
</tr>
<tr>
<td>external sources.</td>
<td></td>
</tr>
<tr>
<td>Most of the selection process can be made in an impartial manner as the</td>
<td></td>
</tr>
<tr>
<td>organization’s effectiveness depends on the competency of the candidature.</td>
<td></td>
</tr>
<tr>
<td>Sometimes external recruitment leads to labour turnover particularly of</td>
<td>.808</td>
</tr>
<tr>
<td>skilled, experienced and ambitious employees.</td>
<td></td>
</tr>
<tr>
<td>External recruitment will increase the pool of job applicants with minimum</td>
<td>.757</td>
</tr>
<tr>
<td>cost.</td>
<td></td>
</tr>
<tr>
<td>Recruitment is the process of searching for prospective employees and</td>
<td>.791</td>
</tr>
<tr>
<td>stimulating them to apply for prospective employees and stimulating them</td>
<td></td>
</tr>
<tr>
<td>to apply for jobs in the organization.</td>
<td></td>
</tr>
<tr>
<td>A good organization culture attracts competent people to the company.</td>
<td></td>
</tr>
<tr>
<td>Mostly vacancies are created due to expansion and diversification of</td>
<td></td>
</tr>
<tr>
<td>business activities of an enterprise.</td>
<td></td>
</tr>
</tbody>
</table>

Note: Extraction Method: Principal Component Analysis
Rotation Method: Varimax with Kaiser Normalization
a. Rotation converged in 11 iterations.

Sources: Authors Compilation
Table 4 shows the Rotated Component Matrix. Based on Varimax rotation with Kaiser Normalization, four factors emerged. These factors are constituted of all those variables that have factor loadings greater than 0.5. Thus, the first factor consists five dimensions like the present employees of the organization know the company well and are well committed, Always scope for heart burn and jealousy can be avoided by recruiting from external sources, Sometimes external recruitment leads to labour turnover particularly of skilled, experienced and ambitious employees, External recruitment will increase the pool of job applicants with minimum cost, Recruitment is the process of searching for prospective employees and stimulating them to apply for prospective employees and stimulating them to apply for jobs in the organization, these five variables are combined together to get one factor and it is conceptualized as “Factor 1”. Further for the second component there are three dimensions in which the values are greater than the remaining dimension values thus these three variables like the organization aims to attracts people with multi-dimensional skills and experiences that suits the present and future organizational strategies, Organization view to have external source of recruitment is to infuse fresh blood at all levels of the organization, The organization always search for talents globally and not just within the company dimensions combined together to get one factor extracted and it is conceptualized as “Factor 2”, Further for third component there are twotwo dimensions in which the values are greater than the remaining dimension values thus these two dimensions like People promoted from within the organization’s effectiveness depends on the competency of the candidature are combined together to get one factor extracted and it is conceptualized as “Factor 3”. Further for the fourth factor consist two dimensions is extracted i.e. A good organization culture attracts competent people of the company and Mostly vacancies are created due to expansion and diversification of business activities of an enterprise, so this can be conceptualized as the “Factor 4” same as the dimension.

Selection

Table 5: Descriptive Statistics of Selection Process

<table>
<thead>
<tr>
<th>Variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core competence and capability to learn update and transform” is the basic principle in selection process in the organization.</td>
</tr>
<tr>
<td>The organization conduct reliable in the view sessions to the applicants to measure the competency against specific job requirements.</td>
</tr>
<tr>
<td>Always the process of recruitment of logically choosing individuals who possess the necessary skills, abilities and personality.</td>
</tr>
<tr>
<td>Practical personnel policies will make easy for employee development.</td>
</tr>
<tr>
<td>The management always encourages employees by sharing their short / long-term goals of the company.</td>
</tr>
<tr>
<td>The amounts of pay received for the job are designed competitively and attracts to work effectively.</td>
</tr>
<tr>
<td>At the time of recruitment, the organization conducts all thorough Physical medical examination for better physical fitness.</td>
</tr>
<tr>
<td>Every employee is well aware of what has to be expected from them by quantifying their roles and responsibilities by the management well in advance.</td>
</tr>
<tr>
<td>A serious reference check gives good information about the candidature reliability.</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table 5 describes the Average scores and standard deviations of each and every dimension related to selection process in the Coramandal Fertilizers Limited, Kakinada. At the time of recruitment, the organization conducts all thorough Physical medical examination for better physical fitness (4.9846) is greater than the remaining dimensions, which suggest that the employees, who were responding, are opined more optimistic on this dimension than the remaining dimensions. Further, this score is greater than four, which also reveals that respondents are more than satisfied level whereas for the dimension Always the process of recruitment of logically choosing individuals who possess the necessary skills, abilities and personality (3.969) the score is less than the remaining, which suggests that for this aspect, respondents are nearer to satisfied level. The respondents are satisfied for all the other variables.

Table 6: KMO and Bartlett’s Test

<table>
<thead>
<tr>
<th>Variables</th>
<th>Kaiser-Meyer-Olkin Measure of Sampling Adequacy</th>
<th>Bartlett's Test of Sphericity</th>
</tr>
</thead>
<tbody>
<tr>
<td>D.f.</td>
<td>36</td>
<td>225.055</td>
</tr>
<tr>
<td>Sig.</td>
<td>.000</td>
<td>.</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
From Table-6, it is identified that in KMO statistic the measure of Sampling Adequacy value is 0.691. That means there is eligibility for making comparison due to pattern of correlations are relatively compact. According to the result of Bartlett’s test, it is known that there is probable significant relation between dimensions of the company’s and we can execute further steps for analysis. Regarding to communalities if 1.000 is the basis, extraction values indicates relativity of factors, which are less than 1.000.

Table-7: 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>
<tr>
<td></td>
<td>Total</td>
<td>% of Variance</td>
<td>Cumulative %</td>
</tr>
<tr>
<td>1</td>
<td>2.879</td>
<td>31.984</td>
<td>31.984</td>
</tr>
<tr>
<td>2</td>
<td>1.866</td>
<td>20.738</td>
<td>52.721</td>
</tr>
<tr>
<td>3</td>
<td>1.204</td>
<td>13.376</td>
<td>66.097</td>
</tr>
<tr>
<td>4</td>
<td>.956</td>
<td>10.624</td>
<td>76.721</td>
</tr>
<tr>
<td>5</td>
<td>.924</td>
<td>10.262</td>
<td>86.983</td>
</tr>
<tr>
<td>6</td>
<td>.479</td>
<td>5.319</td>
<td>92.302</td>
</tr>
<tr>
<td>7</td>
<td>.356</td>
<td>3.956</td>
<td>96.259</td>
</tr>
<tr>
<td>8</td>
<td>.231</td>
<td>2.570</td>
<td>98.828</td>
</tr>
<tr>
<td>9</td>
<td>.105</td>
<td>1.172</td>
<td>100.000</td>
</tr>
</tbody>
</table>

Note: Extraction Method: Principal Component Analysis
Sources: Authors Compilation

The Eigen values associated with each factor represent the variance explained by that particular linear component and also display the Eigen value in terms of the percentage of variance explained so factor 1 explains 31.984 % of total variance; It should be clear that this factor explain relatively large amount of variance than followed by the second factor with percentage 20.738, third factor 13.376. Therefore there are three factor extracted among all with Eigen value greater than 1. About total variance of factors when we observe Eigen values, two factors got large variance. Even the remaining factors are also varied, but shown as very negligible.

Table-8: Rotated Component Matrix

<table>
<thead>
<tr>
<th>Variables</th>
<th>Component</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core competence and capability to learn update and transform” is the basic principle in selection process in the organization.</td>
<td>.503</td>
</tr>
<tr>
<td>The organization conduct reliable in the view sessions to the applicants to measure the competency against specific job requirements.</td>
<td>.918</td>
</tr>
<tr>
<td>Always the process of recruitment of logically choosing individuals who possess the necessary skills, abilities and personality.</td>
<td>.824</td>
</tr>
<tr>
<td>Practical personnel policies will make easy for employee development.</td>
<td>.830</td>
</tr>
<tr>
<td>The management always encourages employees by sharing their short / long-term goals of the company.</td>
<td>.892</td>
</tr>
<tr>
<td>The amounts of pay received for the job are designed competitively and attracts to work effectively.</td>
<td>.500</td>
</tr>
<tr>
<td>At the time of recruitment, the organization conducts all thorough Physical medical examination for better physical fitness.</td>
<td>.670</td>
</tr>
<tr>
<td>Every employee is well aware of what has to be expected from them by quantifying their roles and responsibilities by the management well in advance.</td>
<td>.847</td>
</tr>
<tr>
<td>A serious reference check gives good information about the candidature reliability.</td>
<td>-.476</td>
</tr>
</tbody>
</table>

Note: Extraction Method: Principal Component Analysis
Rotation Method: Varimax with Kaiser Normalization
a. Rotation converged in 6 iterations.

Sources: Authors Compilation

Table-8 shows the Rotated Component Matrix. Based on Varimax rotation with Kaiser Normalization three factors emerged. These factors are constituted of all those variables that have factor loadings greater than 0.5. Thus, the first factor consists three
dimensions like. The organization conduct reliable interview sessions to the applicants to measure the competency against specific job requirements. Always the process of recruitment of logically choosing individuals who possess the necessary skills, abilities and personality, Every employee is well aware of what has to be expected from them by quantifying their roles and responsibilities by the management well in advance, these three are combined together to get one factor and it is conceptualized as “Factor 1”. Further for the second component there are three dimensions in which the values are greater than the remaining dimension values thus these three Practical personnel policies will make easy for employee development. The amount of pay received for the job are designed competitively and attracts to work effectively. The management always encourages employees by sharing their short/long term goals of the company dimensions combined together to get one factor extracted and it is conceptualized as “Factor 2”. Further for third component there are three dimensions in which the values are greater than the remaining dimension values thus these three dimensions combined together to get one factor extracted and it is conceptualized as “Factor 3” this factor consists of the dimensions such as Core competence and capability to learn update and transform” is the basic principle in selection process in the organization. A serious reference check gives good information about the candidature reliability, At the time of recruitment the organization conducts all thorough Physical medical examination for better physical fitness.

CONCLUSION

In the present competitive environment, the companies are facing lot of skill shortage, talent crunch and attrition those reached historically height ever, that made the companies feel that their employees also more important equally with external customers, so every company is to devise innovative HR practices to attract best talent, giving them nice environment to work with, that enables the company to retain talents, the above said practices are conceived and implemented and found successful by the leading companies in India. HRM practices have shown that to effectively manage the human resources, the organizations have to implement innovative HRM practices. The organizations which implements such practices with dedication, survive ahead of their competitors because such practices affects other variables such as competitive advantage, job satisfaction, financial performance, employee turnover, service quality, employee commitment etc. in a positive manner and leads to overall corporate performance.

REFERENCES


*****
INTEGRATED RESEARCH METHOD AS THE THIRD RESEARCH PARADIGM: 
A LITERATURE REVIEW

Dr. Apoorva Trivedi

ABSTRACT

Bestowing to the research methodology literature quantitative research paradigm was acknowledged as the principal stage while the qualitative research paradigm was seemed as a substitute to it and was theorized as the contrary of quantitative paradigm. As many researchers started encouraging in integration both quantitative and qualitative methods, developed to established mixed research method paradigm. With many debates among the methodologists, numerous meanings were given to diverse research method.

This paper recognized many explanations assumed by methodologists and two types of mixed research methods called diversified method research and diversified model research. Additionally it defines validation and complementarity as two purposes of varied research method. The paper recognizes numerous benefits of mixed research technique over consuming one method in a study. Lastly, it was recognized six key research designs that define in mixed research method literature.

KEYWORDS

Qualitative Research Paradigm, Qualitative Research Paradigm, Miscellaneous Method Research Paradigm, Confirmation, Complementarity etc.

INTRODUCTION

There have been several impressions or phases in research practices from past few years. In many regulations, the quantitative research paradigm, which joins multiple types of quantitative research designs, was the first and only research design choice during the 19th century. The quantitative research paradigm was measured as the only research approach because it was the first research paradigm that combined ontological, epistemological, axiological, rhetorical, and methodological statements and principles (Leech, and Onwuegbuzie, 2007). At the bend of the 20th century, some of the researchers who declined the expectations of quantitative paradigm and principles twisted to the qualitative research paradigm. Between 1900 and 1950, according to Denzin and Lincoln (2000), was the first historical immediate for qualitative research. It was then, presently after this period, during the 1960s, that the idea of mixing the two approaches was announced.

Quantitative research was the usually acknowledged research paradigm in educational research until the early 1980s, when the “paradigm wars” between supporters of quantitative and qualitative research expanded new heights (Tashakkori & Teddlie, 1998). During the 1980s, many quantitative and qualitative researchers claimed that their method was superior. Some of these researchers were “traditionalists,” in the sagacity that they claimed that the two approaches could not be used together because of changes in the worldviews or philosophies connected with the two methods.

This position of traditionalists supposed, one must use quantitative or qualitative research but not both. This generated the unsuitability and this difficulty of unsuitability stops to identify that original and meticulous integration of expectations, ideas, and approaches can be very helpful and proposes many uses to the researchers. The integration of concepts and methodologies has been obtainable throughout history because mixing or uniting propositions new ways to comprehend and study the world. In short, furthermore to quantitative and qualitative research, integrated research provides an exciting way of showing educational research. Integrated methods research has been recognized as a third methodological movement over the past twenty years, supplementing the prevailing traditions of quantitative and qualitative movements (Tashakkori&Teddlie, 2003.

In the comprehensive part of social science research, integrated method studies have fixed the consideration of authors who call it as a third paradigm in assessment and leading of research. Brewer and Hunter in 1989, called it as a more standard research style, which is typical in several ways. It can be located between the excesses of quantitative research and qualitative research, in trying respectfully to the understanding of both of these belvederes while also seeking a practical middle solution for many research problems of attention. Nowadays, the main viewpoint of integrated research is that of pragmatism. Integrated approach research is usually speaking, a methodology to knowledge (theory and practice) that efforts to consider various viewpoints, perceptions, positions, and positions of qualitative and quantitative features.

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This paper exhibits a review of recent literature about alternative approach research as a distinct design. It discovers an exploration of descriptions for integrated method research presently accessible in literature. Then it delivers two chief types of integrated method research and recognizes determinations of alternative method research. It then checks benefits of integrated method research delivering direction for a researcher to classify the type of integrated methods design to use in a specific study. Then six core designs, within the proposing phase of an integrated research are being accessible.

Integrated Method Research Identified

This third procedural movement as an intelligent and practical synthesis has been given several names. Here are a few: amalgamated research (Thomas, 2003), integrative research (Johnson & Onwuegbuzie, 2004), multi-method research (e.g., Hunter & Brewer, 2003; Morse, 2003), multiple methods (Smith, 2007), triangulated studies (Sandelowski, 2003), ethnographic residual analysis (Fry, Chantavanich, & Chantavanich, 1981), and mixed research (Johnson, 2006; Johnson & Christensen, 2004).

The definite relationships expended to signify an integrated methods study differ significantly in the technical deliberations of this enterprise. Critics have denoted to it as multi attribute multi process research (Campbell & Fiske, 1959), integrating qualitative and quantitative methods (Glik, Parker, Muligande, & Hategikamana, 1986–1987; Steckler, McLeroy, Goodman, Bird, & McCormick, 1992), correlating qualitative and quantitative data (Fielding & Fielding, 1986), procedural triangulation (Morse, 1991), multi procedural research (Hugentobler, Israel, & Schurman, 1992), multi technique designs and connecting qualitative and quantitative statistics (Miles & Huberman, 1994), uniting qualitative and quantitative research (Bryman, 1988; Creswell, 1994; Swanson-Kauffman, 1986), mixed perfect studies (Datta, 1994), and mixed approaches research (Caracelli & Greene, 1993; Greene et al., 1989; Rossman & Wilson, 1991). Dominant to all of these relations is the impression of uniting assimilating two different methods. The term mixed methods is perhaps most suitable since mixing offers an authority term to cover the multi-layered measures of combining, mixing, combining, and engaging multi-methods(Creswell, 1994; Creswell et al., 1996; Creswell & Miller, 1997).

John W. Creswell, Vicki L. Plano Clark, Michelle L. Gutmann and William E. Hanson in their “Advanced Mixed Methods Research Designs” say that a more extravagant description, would stipulate the kind of data group, the precedence each form of data obtains in the research statement, and the place in the research procedure in which “integration” of the data happens such as in the data collection, analysis, or interpretation phase of inquiry. Bonding all of these characteristics into a single definition, they recommend the following definition:

A mixed methods study involves the collection or analysis of both quantitative and/or qualitative data in a single study in which the data are collected concurrently or sequentially, are given a priority, and involve the integration of the data at one or more stages in the process of research

R. Burke Johnson, Anthony J. Onwuegbuzie and Lisa A. Turner, observed the standards that leaders in the arena presently reflect as vital for describing mixed methods research. Their sampling frame started with a list of 31 important integrated methods research methodologists from Tashakkori’s “Bridges Web site” plus five other additional integrated approach researches. They enquired via e-mail all of these procedures if they would distribute their present descriptions of integrated methods research. The participating procedure revealed 19 definitions. These description were varied and were distinguished in terms of what was being integrated, the phase in the research procedure where the integration appeared, the degree of the integration, the determination of the integration and the determination behind the research. Based on their investigation of the description they presented the following general definition:

Mixed methods research is the type of research in which a researcher or team of researchers combines elements of qualitative and quantitative research approaches (use of qualitative and quantitative viewpoints, data collection, analysis, inference techniques) for the broad purposes of breadth and depth of understanding and corroboration

Types of Integrated Research

There are two major types of mixed research: mixed method versus mixed model research. Mixed method research is a research in which the researcher uses the qualitative research paradigm for one phase of a research study and the quantitative research paradigm for another phase of the study. For example, a researcher might conduct an experiment (quantitative) and after the experiment, conduct an interview study with the participants (qualitative) to see how they viewed the experiment and to see if they agreed with the results. Mixed method research is like conducting two mini-studies within one overall research study. Mixed model research is research in which the researcher mixes both qualitative and quantitative research approaches within a stage of the study or across two of the stages of the research process. For example, a researcher might conduct a survey and use a questionnaire that is composed of multiple closed-ended or quantitative type items as well as several open-ended or qualitative type items. For another example, a researcher might collect qualitative data but then try to quantify the data.
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ABSTRACT

Purpose
The study aims to understand the profile of biographical variables in the Hospitality Sector and their level of impact on employee performance, as it affects the overall performance of the organization.

Design / Methodology / Approach
The study adopted a mixed research design, which includes Exploratory, and Descriptive Research Design. Further, in-depth interviews of 200 employees working in hospitality sector were conducted to interpret and validate the survey results. The biographical variables selected for the study includes age, gender, education level, department, designation and number of years in service. Testing of hypothesis and data analysis was done by using SPSS 20.

Findings
The results of the study emphasizes that biographical variables have a significant impact on employee performance and plays an important role in creating a performance driven organization culture to sustain the competitive advantage.

Research Limitations / Implications
The study is static and does not focus on the changes over time as in the case of survey empirical studies. A longitudinal follow up studies would be required to prevent this bias. Second, the response bias can also affect the self-report led data.

Practical Implications
The present study signifies that the management must work for developing a performance driven environment that sketches strong associations between culture, management practices and performance, which is interconnected and essential for every organization for its development and enhancing employee performance.

Originality / Value
The results of the current study increase the knowledge and understanding of the relationships between biographical variables and employee performance.

KEYWORDS
Biographical Variables, Hospitality Sector, Age, Gender, Education Level, Department, Designation and Number of Years In Service etc.

INTRODUCTION

Biological characteristics such as age, gender, race and length of tenure are easily acquired through work documents, and these characteristics can help predict individuals will behave at work. If in a company everyone was the same age, race, ethnicity and gender then will this company successfully operate? Will this company offer diverse ideas or understand different target markets? Probably not. Smart organizations want a pool of talent that can offer different ideas and viewpoints. In order to achieve this goal, they need to create a diversified workforce. The key way to identify diversity in workers is through biological and demographic characteristics, such as age, gender, department, length of tenure, etc., that are easily acquired through work documents. Biological and demographic characteristics can help predict how individuals will behave at work.

This research study gauges empirically the impact of biographical variables on performance of the employee in hospitality sector. It is to model the dynamic relationship between biographical variables and employee job performance, in order to develop an understanding of the causal linkages between these two areas, as it influence the performance of employees working within the organization, due to potential conflicts between groups as priorities shift (Planact, 2001).

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Hospitality Industry – An Overview

Hospitality means kindness in welcoming strangers or guests. The word Hospitality is derived from the Latin word hospes, meaning guest, and developed into hospice, a place of shelter for travelers. The hospitality business is a massive industry encompassing all forms of transport, tourism, accommodation, dining, drinking, entertainment, recreation and games. It is the world’s largest employer of people and a vast consumer of physical resources. Over the last two years, the hotel industry has seen higher growth rates due to greater number of tourist arrivals, higher occupancy rate (being around 75% in FY’06) and significant increase in average room rate (ARR). The major factors contributing to this growth include stable economic and political conditions, booming service industry, FDI inflow, infrastructure development, emphasis on tourism by the central as well as state governments and tax rationalization initiatives to bring down the tax rates in line with the international levels. The growth of hospitality has always been tied to the expansion of business, tourism and travel, and is arguably the oldest professional activity.

In 2003-04, the hospitality industry contributed only 2% of the GDP. However, it is projected to grow at a rate of 8.8% between 2007-16, which would place India as the second-fastest growing tourism market in the world. The arrival of foreign tourists has shown a compounded annual growth of 6 per cent over the past 10 years.

SWOT analysis of Hospitality Industry

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weakness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Natural and cultural diversity</td>
<td>Poor infrastructure support</td>
</tr>
<tr>
<td>Demand-supply difference</td>
<td>Poor implementation of government initiatives</td>
</tr>
<tr>
<td>Government supportability</td>
<td>Vulnerability to political events and unrest</td>
</tr>
<tr>
<td>Increased the market share</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunity</th>
<th>Threat</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rising income levels of Indians</td>
<td>Fluctuations in international tourist arrivals</td>
</tr>
<tr>
<td>Open sky benefits stimulating demand and improved infrastructure</td>
<td>Increasing competition as international majors entering the Indian markets</td>
</tr>
</tbody>
</table>

Contribution to Indian Economy

The Indian hospitality industry is doing extremely well currently, with high operating margins and increase in the number of travellers visiting India- both inbound and outbound. However, what need to be focused on are the facts that opportunities are not missed, which presently include the large gaps in rooms supply as compared to demand. India has approximately 100,000 rooms only in totality, which is lesser than that in Las Vegas, besides contributing to an insignificant portion of the GDP - just 5.4 per cent. In comparison to nations like China, Thailand and Malaysia where the hospitality share ranges between 12 and 15 per cent, India's growth potential is boundless. "By 2020, the hospitality and tourism sector would be a major contributor to the Indian economy," says Sudeep Jain, executive director of JLLM.

South Asia is and will remain a must-visit destination and India is looking more and more lucrative. Within the nation, major contribution as destinations will be from the growing tier I and II cities with a special emphasis on business hotels across categories as well as the prime leisure destinations like Goa, Rajasthan, etc., which will remain on the growth path, creating the aura for India as a leisure destination.
The Future of Hospitality

The Indian economy is opening up its prospects as it continues to integrate with the world economy. Therefore, the advantages of conducting business with and in India are many. This has led to the maneuvering of variety of jobs to the shores of India, bringing in its wake transit travellers, business travellers, business meets and holiday seekers.

India is the ninth largest civil aviation market in the world in 2014. The sector is projected to be the third largest aviation market globally by 2020. India’s aviation market caters to 117 million domestic and 43 million international passengers in 2014. Over the next decade, the market could reach 337 million domestic and 84 million international passengers.

RESEARCH METHODOLOGY

Research Objectives

To give effect to the problem statement, the primary purpose of this study was to examine the nexus between biographical variables and employee performance within selected units. It was postulated that organizational culture and the level of performance. To achieve the purpose of this research, the following objectives have been stated:

- To identify the profile of the performance parameters in the hospitality sector, namely, Innovation, Proactivity, Decision Making, Result Oriented, Guest Service Orientation, People Orientation, within the selected units in Lucknow.
- To understand the level of impact of various performance parameters on employees across the hospitality sector as depicted in the selected units in Lucknow.
- To find the relationship between biographical variables on employee performance in the hospitality sector as depicted in the selected units in Lucknow.

Research Hypotheses

The hypotheses tests the association of biographical variables and perceived employee performance in the hospitality sector as depicted in the selected hotel units, which is statistically stated as under:

- H1: There is a significant relationship between biographical variables and employee performance in the hospitality sector
- H0: There is no significant relationship between biographical variables and employee performance in the hospitality sector

Research Design

Exploratory Research Design was used with the main objective to gain insights and understanding of the issues related to organizational culture and employee performance in the hospitality sector.

Research Population and Sample

The research population is hotel units situated in Lucknow, Uttar Pradesh. The sampled population of the research included all employees of the selected units, which accounted for mainly 200 employees. The study made use of multi-stage sampling to attain its objectives of a representative sample. For the purpose of this research, convenience sampling was used for the choice of hotels and stratified random sampling for the selection of employees.

Research Method

The survey was administered with questionnaires over three weeks on site at the two hotels. The onsite data collection sessions consisted of one-hour long session with different groups of respondents from the selected hotels for making the objective of the research clear.

Statistical tools of Analysis

SPSS 20 was used for the analysis and was divided into descriptive and inferential analysis.

FINDINGS AND DISCUSSION

Sample Composition

Response Rate

Table-1 illustrates the information related to targeted and effective sample size in the form of response rate achieved for this research. The total population for this research was 200 employees. An extensive effort was made to procure the desired size of
sample. However, the total questionnaires that were obtained after the fieldwork were 181 in number indicating an overall response rate of about 90.5%, which is high. 181 questionnaires were correctly completed while 03 questionnaires were incorrectly completed and therefore un-useful for this research. The effective response rate (the total number of usable responses / the sample size of the research) was 90.5%.

Table-1: The Sample Summary of the Study

<table>
<thead>
<tr>
<th>Selected Hotel Employees</th>
<th>Population</th>
<th>Sample/ Total Responses 181</th>
<th>Usable Responses 178</th>
<th>Usable Response Rate 178/181=98%</th>
<th>Total Response Rate181/200=90.5%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>200</td>
<td>181 (90.5%)</td>
<td>178</td>
<td>99/100=99%</td>
<td>90.5%</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

The Demographic Profile of Respondents

SPSS 20 was used to summarize the demographic profile of employees, which is reported in the table. Table-2 gives the demographic profile of hotel employees on whom the study was conducted. The table illustrates that 134 (75%) of the respondents were male, 44(25%) of the respondents were female.

The tables studies the biographical variables, namely, gender, educational qualification, age of the respondents, level of duties performed, the length of service in the hotel and the department of operation. The parameters chosen for the study for the biographical variables is the representative for the information to be collected for the organizational culture and employee performance survey scores.

Table-2: The Demographic Profile of Hotel Employees administered OCTAPACE Culture Scale

<table>
<thead>
<tr>
<th>Variable</th>
<th>Total (%)</th>
<th>N=181 (90.5%)</th>
<th>Variable</th>
<th>Total (%)</th>
<th>N=181 (90.5%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
<td></td>
<td>Level of Duties</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>134 (75%)</td>
<td></td>
<td>Executive</td>
<td>80 (44.9%)</td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>44 (25%)</td>
<td></td>
<td>Management</td>
<td>44 (24.7%)</td>
<td></td>
</tr>
<tr>
<td>Educational Qualification</td>
<td></td>
<td></td>
<td>Staff</td>
<td>54 (30.3%)</td>
<td></td>
</tr>
<tr>
<td>Graduate</td>
<td>36 (20.22%)</td>
<td></td>
<td>Length of Service</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Post-graduate</td>
<td>40 (22.47%)</td>
<td></td>
<td>Less than 1 year</td>
<td>12 (6.74%)</td>
<td></td>
</tr>
<tr>
<td>Professionals</td>
<td>102 (57.30%)</td>
<td></td>
<td>01 to 05 years</td>
<td>8 (4.49%)</td>
<td></td>
</tr>
<tr>
<td>Age</td>
<td></td>
<td></td>
<td>Age</td>
<td></td>
<td></td>
</tr>
<tr>
<td>21-30</td>
<td>16 (9.0%)</td>
<td></td>
<td>Above 10 years</td>
<td>134 (75.28%)</td>
<td></td>
</tr>
<tr>
<td>31-40</td>
<td>112 (62.9%)</td>
<td></td>
<td>Department</td>
<td></td>
<td></td>
</tr>
<tr>
<td>41-50</td>
<td>38 (21.3%)</td>
<td></td>
<td>Operations</td>
<td>110 (61.80%)</td>
<td></td>
</tr>
<tr>
<td>51 years &amp; older</td>
<td>12 (6.7%)</td>
<td></td>
<td>Sales &amp; Marketing</td>
<td>38 (21.35%)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Accounts</td>
<td>22 (12.35%)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Technology &amp; IT</td>
<td>08 (4.50%)</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Of the 178 respondents, majority 102 (57.30%) of the respondents predominantly had professional qualification, and 40 (22.47%) of the respondents were postgraduate whereas 36(20.22%) were graduate. The majority age group of respondents was between 31 and 40, with 112 (62.9%) of respondents falling into this category. There were 38 (21.3%) respondents that were between the ages 41 and 50; 16 (9%) respondents who were between 21 and 30; and 12 (6.7%) respondents who were 50 years or older.

The majority of the employees are from the executive grade, accounting to 80 (44.9%), followed by the Staff members from various departments such as front office, housekeeping, operations, etc., is 54(30.3%) and 44 (24.7%) are from the management grade of employees. The length of time that respondents have worked for the hotel is taken into consideration from one year to 10 years and above. The majority of respondents, 134 (75.28%) employees, have worked for the selected hotels for more than 10 years. This information was sought about respondents’ number of years of working in the organisations, as it will help to show how much the respondents know about the organization and its activities. Out of 178 respondents, there were a total of 110 (61.80%) respondents working in the different Operation Departments such as housekeeping, kitchen, front office, etc., 38 (21.35%) working in the Sales and Marketing Department, 22 (12.35%) working in the Accounts Department, and 08 (4.50%) of the respondents working in the Technology and IT Department.
The relationship between the biographical variables and employee performance

Objective: To study the association of biographical variables and perceived employee performance in the hospitality sector as depicted in the sample data

**H$_1$:** There is a significant relationship between biographical variables and employee performance in the hospitality sector.

**H$_0$:** There is no significant relationship between biographical variables and employee performance in the hospitality sector.

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Total Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>F value</td>
</tr>
<tr>
<td>Age</td>
<td>0.496</td>
</tr>
<tr>
<td>Department</td>
<td>1.443</td>
</tr>
<tr>
<td>Length of Service</td>
<td>5.976</td>
</tr>
<tr>
<td>Educational qualification</td>
<td>10.592</td>
</tr>
<tr>
<td>Level of duties</td>
<td>1.090</td>
</tr>
</tbody>
</table>

**Note:** * Significant at 0.05% level of significance

**Sources:** Authors Compilation

Table 3a indicates that there are two significant relationships, namely between the length of service in the hotel in which respondents work, as well as their education qualification and the respondents' perceptions of the employee performance. The statistical values for employee performance according to the various age groups of respondents is t=1.398, p=0.685; level of duties performed by the employees is t=1.090, p=0.337 and for the departments where employee work is t=1.443, p=0.229.

About Pearson’s chi-square test, the acceptance level of significance is 95% where p<0.05. Therefore, the relationship between the age groups of respondents, level of duties and department with the employee performance is insignificant, and highly visible. Therefore, one could acknowledge that the age of respondents has a large, yet insignificant effect on the performance of respondents at the 5% level of significance.

Table 3b has the mean scores for employee performance for gender is 3.55, t=1.398 and p-value=0.163. As the p-value is greater than 0.05, the relationships between the gender of respondents and employee performance is not significant.

The statistical calculation indicates that length of service and educational qualification have a significant relationship with employee performance scales and age, gender, department of personnel and nature of duties have an insignificant relationship with employee performance scale. It can be stated that, the hypothesis is accepted for length of service and educational qualification.

**CONCLUSION**

**Significance of Demographic Variables for Employee Performance Scores**

The impact of demographic variables on the Employee Performance was tested for all employees of the sample data. The results revealed that there was no significant difference in the employee performance as perceived by either gender. Even in the case of age groups, departments and level of duties, there were no significant differences between the respective groups. The length of service an employee has served the hotel and the educational qualification has a significant impact on the performance of employee in the hospitality sector in Lucknow.
Figure-2: The Framework Indicating Significant Relationship of Biographical Variables

Sources: Authors Compilation
Note: ## Significant biographical factors having an impact on employee performance in the hospitality sector

REFERENCES
SUSTAINABILITY & INNOVATION: BUILDING UP THE CULTURE

Dr. Deepa Ittimani Tholath14

ABSTRACT
Sustainability is a reminder of obligations but is also a metaphor for opportunity and progress as well. However, business success is measured in terms of profit or how the business creates value. Therefore, at the onset integrating sustainability into the business processes might be met with resistance if it does not create any additional value. Therefore, it might be better to think of sustainability as a framework for conducting business, which can be developed through building up the right culture to integrate the same as an operative and effective one taking into account a holistic view of the business you are in.

KEYWORDS
Sustainability, Innovation, Culture, Business Process Model etc.

INTRODUCTION
Business enterprises until now have only considered bottom lines for defining their success in the world. However, with changing conditions they have to reevaluate their current stand because increasingly different stakeholders are looking at business in a holistic manner. Since corporations are inseparably connected to our daily life, they also should carry the responsibility for ensuring the sustainability of our common resources. This paradigm shift from profits to sustainability should be imbibed by the corporate houses in order to become a responsible corporate citizen in this venture we can use innovation as a means to promote sustainability.

SUSTAINABILITY AND INNOVATION
In general, sustainability refers to the level to which an action, which is successful in a given time zone, can replicate the success in future time zones too. (Parnell, 2008) when we consider the triple bottom line approach in business we consider sustainability in terms of ecological, social and economic sustainability (Adams, Frost, Webber, 2001). In order to attain sustainability as far as these factors are concerned organizations should look at interdependence of dimensions as well as fairness in their dealings towards their existing social, economic and ecological environments (Gladwin, Kennelly and Krause, 1995)

McElroy (2004) suggests three different definitions of sustainable innovation, “sustainability of innovation artifacts relative to meeting financial or business goals… sustainability of innovation artifacts relative to meeting social and/or environmental goals… and sustainability of innovation processes relative to the validity of their outcomes and their internal authenticity.” His discussion focuses on the innovation process as it relates to learning, epistemology and policy.

Innovation can be broadly defined as “an idea, practice or object that is perceived as new to an individual or another unit of adoption.” Thus, sustainable innovation can reasonably be defined as the development of new products, processes, services and technologies that contribute to the development and well-being of human needs and institutions while respecting the world’s natural resources and regenerative capacity. This definition is consistent with the general definitions of sustainable development that emphasize the integration of ecological, social and economic dimensions along with a sense of responsibility to existing and future generations (Gerlach 2003).

DRIVERS OF SUSTAINABILITY
When we examine the literature available on the drivers of sustainability adoption by industries we can see that there is a mix of internal and external drivers, which guide corporates to commit, and invest in, sustainable business practices.

Internal drivers include shareholder and employee pressure (Warhurst 2001), organizational identity (Dutton and Dukerich 1991; Sharma 2000), managerial perspective and discretionary slack (Sharma 2000), company size (Hillary 1997; Schaper 2002) as well as human resources and organizational capabilities (Ashford 1993).

External drivers include consumer demand (Ginsburg and Bloom 2004), government regulation (Daly and Portnoy 2004), social activism (Edwards 2005; Makower 2006) and technological advances (Baucus 1994; Costanza et al. 2000; Henderson 2006). CSR initiatives can serve as both internal drivers, encouraging employees to engage in sustainable business practices, and external

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drivers, raising competitive advantage and threats both within and across industries (Ginsburg and Bloom 2004; Porter and Kramer 2006).

An emerging view of corporate social responsibility (CSR) is based on stakeholder theory, the premise that commercial enterprises are responsible to a wide range of constituents affected by the enterprise policies, actions and business activities; including not only the owners, employees, customers and suppliers but also the local community, advocacy groups, government, media and other related constituents (DeGeorge 1986; Weiss 2006). A company with a CSR view embraces its commitment to sustainable innovation by internalizing practices that proactively assess and mitigate economic, environmental and social issues in a manner that minimizes harms and optimizes benefits (Warhurst 2001).

**CULTURE FOR SUSTAINABILITY AND INNOVATION**

To sustain competitiveness, organizations need to pursue a strategy of differentiation. Executing this strategy requires a culture of non-stop innovation. Instead of relying on the expertise and creative skills of the few individuals, organization must institutionalize innovation just as any other key process within the organization. Innovation is a people process. It happens when people work together on a challenge that energizes them in an open environment of trust and respect, in which mistakes are considered learning events and everyone understands what value is being created for whom (Miller & Friesen, 1982). An innovative organizational culture is one in which continuous improvement through the generation and implementation of ideas in all parts of the organization is the norm. It is not defined as something that a small minority are charged with doing (e.g. those in R&D) with the results appearing at fixed times. Having an innovative culture should result in all employees being motivated and confident enough to continually try new things out. A prerequisite is that employees should be equipped with the right types of knowledge, skills and motivation to both effectively generate and implement new ideas. Research also has shown that organizations that benchmark their operations internally and externally tend to be more innovative (Kotter, 1995).

*It follows a five-step approach to fostering an innovative culture*

- **Create the Required Foundation** Assess the role innovation currently plays in the organization. Current customs, traditions, and general way of doing things are largely due to what it has done before and the degree of success it has had with those endeavors. It is required to make necessary adjustments to organization goals and culture, and redefine the roles, functions, and responsibilities of the leaders.

- **Enhance Operations to Foster Innovation** Create an environment and organization structure that empowers employees and promotes the collaboration required to generate and implement new ideas. A culture consisting of openness, collaboration, trust, authenticity, proactive, autonomy, confrontation, and experimentation is required to make innovation culture operational.

- **Manage the Ongoing Change** Create a team to guide and manage the ongoing change process. It will unfreeze inappropriate, irrelevant, inadequateness and move to a new desirable state.

- **Institutionalization and Stabilization** By institutionalization is meant making the change a permanent part of an organization, and by stabilization meant making the permanent change part into a natural part of an organization’s working style. The former is more structural, and the latter more processual.

- **Periodic Audit and Evaluation** Periodic audit and systematic evaluation may be based on continuous feedback. This step is required to know what difficulties people are experiencing in implementing and what results it produces for the organization, so that the necessary supports in this case can be provided.

*These are some characteristics that, in aggregate, capture the essence of innovative culture:*

- **Openness:** All the members of organization should feel free to express their ideas, opinions and feelings to each other irrespective of their ranks. They have no barriers to such expression. They are encouraged to express and are heard. People are creative, curious, artistically, sensitive, imaginative, better performers, flexible, willing to listen to new ideas and to change their own ideas, beliefs and attitudes in response to new information. They play for fun and relaxation, rather than to exhibit their superiority at any cost.

- **Collaboration:** It is the culture, where people become eager to help each other. They are governed by larger goals, humanity and spirit of sacrifice for the sake of each other. Team spirit, group dynamics and cohesiveness are of the high order. Collaborative relationships lead to new and innovative ideas and solutions among the people.
Trust: A culture, which is built based on trust and trustworthiness, where none will act opportunistically. In this culture, people believe each other and act based on verbal instructions without having to wait for written instructions. Trust develops due to faith in the integrity of the other and the belief that person would act consistently. Integrity denotes total honesty without any underhand activities. Consistency refers to words and actions matching each other. Competence and loyalty are also integral to trust.

Authenticity: Organization members speak the truth fearlessly and keep up promises made. They do what they say. They never make false promises, just to please others. If they make promises, they put all efforts to implement their promises.

Proactive: A proactive culture encourages everyone to take initiative and make things happen. New activities and new ways of doing things are encouraged. People are introducing continual changes to bring about a better fit between the firm and its environment. They anticipate events, initiate actions and take control of the organization’s destiny.

Autonomy: People are having discretion and control over job-related decisions. There is freedom and independence in scheduling the work and determining the procedures to be used to complete the work. People make their own decisions rather than rely on detailed instructions from boss or procedure manuals. It appears to be fundamental in building a sense of responsibility at work.

Confrontation: It is the culture, where problems are diagnosed, confronted and solved collectively or individually. Every senior sees developing subordinates as his responsibility, seniors support their subordinates and juniors respect their seniors. Problems, mistakes and difficult situations are handled with learning orientations. Participation is encouraged. Ever incident is treated as a learning opportunity. People have a sense of satisfaction from their work. They feel that they are cared for and have a sense of belonging. They discuss issues with very little fear of hurting each other. Even if one may have to hurt the other, the issue is handled and not put under the carpet.

Experimentation: It is a kind of culture, where new ideas, new ways of doing things and take new decisions are applied and encouraged to initiating an improving a product, process, or service. Here, success and failure both are rewarded and encouraged, it supports people who try something. This also characterized risk-taking culture. No, risk no growth and development. Without experimentation, there is very little scope for renewal, rejuvenation of life. Experimentation leads to innovations. This is what OCTAPACE culture consists of highly oriented towards creativity and innovative culture when institutionalized. Each of these exists on a continuum from low to high. When these are intensely held and widely shared will exhibit high degree of creative and innovative culture.

Until now, we have been speaking about innovative culture now integrating Sustainability into the culture requires sensitization of the members towards their moral commitment to the society humanity and environment. Looking into the prior work of Arnaud and Rhoades (2008), we can say that the climate for sustainability has the following dimensions: 1) Moral sensitivity to sustainability, 2) Moral motivation for sustainability, 3) Moral judgment for sustainability, and 4) Moral responsibility for sustainability. Sustaining an environment that will foster the ongoing creation of new and innovative ideas is a difficult task. Organizations can gain and maintain sustained competitive advantage through creative and innovative culture, which is a scarce resource.

MODEL FOR SUSTAINABLE AND INNOVATIVE CULTURE

In the following model that has been drawn up after the synthesizing the literature available on sustainability and Innovation in the organization and the culture present we can see that sustainability should provide the basic frame work inside which the innovation process is carried out so that it is an ongoing process feeding into each other for the betterment of all the stakeholders involved.

Here the four main components of sustainability that is 1) Environmental-Use resources responsibly, 2) Community-Create Stakeholder Value, 3) Individual-Enable sustainable lifestyles, 4) Individual - Build Relationships has been considered as the basic frame work inside which the whole innovation process has been nested. This framework should be contributing to the vision stage, which will influence the core values, actions, and assumptions in the company, which along with creative thinking is again enriched by the sustainability, oriented internal and external operations, which lead to innovation. This innovation will be the one, which will enable the company to interact and adapt to the sustainability need of the world in which it exists.

Thus, we can see that if business concerns consider sustainability as the basic framework holding together every business activity then automatically a culture promoting sustainability will be established. As discussed before since businesses have to differentiate themselves to be profitable innovation becomes an absolute necessity for survival but this should also be integrated to the overall framework of sustainability so that the corporate citizen becomes a model citizen.
Figure-1: Model for Sustainable and Innovative Culture

Sources: Authors Compilation

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Employee engagement is the measureable degree of an employee's positive or negative emotional attachment to their job, colleagues and organisations. An "Engaged" employee is a happy employee. He knows what is expected out of him and gives his 100% to the organisations. An engaged employee is an asset and helps in achieving the goals of the company. It is the positive attitude held by the employee towards his organisations. This paper focuses on the various factors that influence employee engagement in selected public and private sector banks and tries to determine the order of these factors.

KEYWORDS
Employee Engagement, Emotional Attachment, Public & private Sector Bank etc.

INTRODUCTION
Kahn (1990) defines engagement as "the harnessing of organisations members’ selves to their work rolls; in engagement people employ and express themselves physically, cognitively and emotionally during role performances. Schaufeli et al. (2002) defines engagement as "positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption". Robinson et al (2004), states that engagement contains many of the elements of commitment. A happy and committed work force can take an organisations to great success, while a demotivated work force can paralyze the organisations (Falcome, 2006) states that to be fully engaged is to be involved in and enthusiastic about one's work. The employee engagement is not a temporary state. An employee is in a persistent and pervasive state. It is beyond an employee's satisfaction and commitment.

De Waal (2007), while reviewing high performing organisations literature, found that the leaders of high performance, organisations are "committed" to the organisations for the long time, by balancing common purpose with self-interest and encouraging, organizational members to put the organisations before them. Analysts also state that employees want to work for reasons other than that they are paid for it. They also want to help their organisations succeed and hence, work for the same. These days’ companies view engagement as an important factor for the organisations to succeed. The organisations have started monitoring their engagement levels. Mike Rickheim, vice president of talent management at Newell Rubbermaid, a global consumer company, explained, Engagement is not just a warm, fuzzy thing. It is about giving people the tools they need to succeed in their careers, which in turn drive the outcomes that the company seeks in the marketplace.

EMPLOYEE ENGAGEMENT AND PERFORMANCE
Employee engagement is closely related to performance. Employee engagement has been linked to superior performance and higher levels of organizational commitment by a number of researchers (Woodruffe, 2006, Lockwood, 2006). Engaged employees lead to engaged customers, which brings long-term performance. Luthans & Peterson (2002) state that Gallup has empirically determined employee engagement to be significant predictor of desirable organizational outcomes, such as customer satisfaction, retention, productivity, profitability etc. The employee scoring high (top 25%) performed better in areas of sales, customer complaints & turnover in comparison to employee scoring low on engagement scene (bottom 25%) (The Gallup org, 2004).

The Corporate Leadership Council (CLC) survey revealed that employee engagement leads to 57% improvement in discretionary efforts (Corporate Leadership Council, 2004). Low engagement leads to economic loss for the organisations. Gallup estimates that in United Kingdom, unengaged workers cost their companies, an estimated $ 64.8 billion a year.

REVIEW OF LITERATURE
In the past years, there has been a great deal of interest in employee engagement. Analysts say that the level of employee engagement in an org, predicts employee outcomes, organisations success and financial performance. (Bateo, 2004; Johnson, 2004; Kowalski, 2003) state that majority of the workers today, roughly half of all Americans in the workforce, are not fully engaged and they are disengaged leading to the "Engagement Gap" that is costing US businesses $300 billion a year in lost productivity. Employee engagement has been defined in many different ways (Frank et al, 2004) defines employee engagement as
the amount of discretionary effort exhibited by the employees in their jobs. Rothbard (2001) states that degree of engagement of an employee depends on his role in question. Rothbard (2001) defines engagement as the psychological presence but goes further to state that it involves two critical components: “attention and absorption”. Attention refers to cognitive availability and the amount of time, one spends thinking about a role and “absorption” implies being engrossed in a role and refers to the intensity of one’s focus on a role. Maslach et al, 2001, define engagement as positive antithesis of burnout. He states that engagement is characterized by energy, involvement and efficacy.

May et al. (2004) suggests, "Engagement may be thought of as an antecedent to job involvement in that individuals who experience deep engagement in their roles, should come to identify with their jobs".

Shaw (2005) suggests that what engages a new recruit out of college can be very different from what engages a senior level manager. Thus, different people are engaged by different practices. The organisations needs to focus on what practice would engage an employee at the work place. What engages one may not attract other.

**OBJECTIVES OF STUDY**

- To determine how employee engagement practices help in better performance of the employees.
- To determine which factor affect employee engagement the most?
- To provide suggestions to the management of the banks, to make better policies regarding employee engagement.

**RESEARCH METHODOLOGY**

The data for this study was collected from selected public and private sector banks of North region. Three banks of public sector and three of private sector were included. The public sector banks included are State Bank of Patiala, Punjab National Bank and Oriental Bank of Commerce. The private sector banks are ICICI, HDFC and Axis Bank. The questionnaire was distributed at all levels i.e. high (Senior Manager, Branch Manager etc.), middle, (Assistant Manager, PO) & low level (Cashier, Clerks) etc. The questionnaire was given to 75 employees of public sector and 75 employees of private sector. Thus 150 questionnaires were distributed, out of which 20 were returned unfilled, partially filled etc. Hence, they were discarded. Thus, a sample of 130 was taken.

**Questionnaire**

The questionnaire was framed by reviewing the existing literature keeping in mind the objectives of the research. The questionnaire has two parts:

- **Demographic Data:** This includes age, education, gender, experience, whether spouse is working or not etc.
- **Factors affecting Employee Engagement:** The factors affecting employee engagement include compensation, career advancement opportunities, organisations culture, support of seniors, employee empowerment, employee recognition, communication, training and development opportunities etc.

This paper tries to determine the most important factors that engage employees.

**FINDINGS**

The demographic profile of the data is as given:

<table>
<thead>
<tr>
<th>Gender</th>
<th>Number</th>
<th>%age</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>73</td>
<td>56%</td>
</tr>
<tr>
<td>Female</td>
<td>57</td>
<td>44%</td>
</tr>
</tbody>
</table>

**Table-1**

<table>
<thead>
<tr>
<th>Marital Status</th>
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<th>%age</th>
</tr>
</thead>
<tbody>
<tr>
<td>Married</td>
<td>82</td>
<td>63%</td>
</tr>
<tr>
<td>Single</td>
<td>48</td>
<td>37%</td>
</tr>
</tbody>
</table>

**Table-2**

<table>
<thead>
<tr>
<th>Spouse</th>
<th>Number</th>
<th>%age</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working</td>
<td>65</td>
<td>79.3%</td>
</tr>
<tr>
<td>Non Working</td>
<td>17</td>
<td>20.7%</td>
</tr>
</tbody>
</table>

**Table-3**

<table>
<thead>
<tr>
<th>Type of Bank</th>
<th>Number</th>
<th>%age</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public</td>
<td>70</td>
<td>54%</td>
</tr>
<tr>
<td>Private</td>
<td>60</td>
<td>46%</td>
</tr>
</tbody>
</table>

**Table-4**

**Sources:** Authors Compilation
The first factor according to most of the employees was compensation i.e. salary and benefits. 88% employees suggested that for them to be engaged in their organisations, they need to be paid well.

The second most important factor for both public and private sector bank came to be organisations culture. 82% employees said organisations. Culture came to be org. culture. This included the general rules and the practices of the organisations e.g., the leave policy, childcare policy etc. The third factor came out to be career development opportunities. 79% said career opportunity was important. These included timely promotions, chance to head new offices etc. Far off was communication, they wanted their ideas to be heard and encouraged 73% said communication was important. They should not feel left out, especially in those matters that affect them. In addition, their problems should be heard and solved. Then came employee recognition, 66% said they viewed recognition as next important factor. This included incentives, appreciation from seniors etc. Certain banks (private) had the practice of choosing the employee of the month. This practice encouraged employees to be more committed towards their bank. Training & development came last with 58% employees agreeing that this is important factor and that the bank must give the required training etc. for them to rise up the corporate ladder.

**SUGGESTIONS**

- Different employees view different factors as most important. So care should be taken in making employee engagement policies, as to which category of employees is being focused upon employee engagement policies can also be customized, based on the age, gender and seniority of employees.

- A dedicated team should be appointed to work on employee engagement policies.

- Family friendly policies, health benefits for family etc. can also be included, to make employees more engaged.

**CONCLUSION**

Employee engagement is emerging as one of the most important factor that organisations need to consider. The previous research has made it very clear, that engaged employees, take organisations to new heights, and while non-engaged employees, have a negative impact on the organisations as well as the morale of their co-workers. Thus for the organisations to succeed, the organisations must work on its employee engagement policies.

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THE ASSORTED INDIAN WORKFORCE: EXPLORING THE CHALLENGES & OPPORTUNITIES OF A MULTI GENERATIONAL WORKFORCE

Iram Ahmed16 Dr. Syed Shahid Mazhar17

ABSTRACT

Workplaces today are experiencing a never before phenomenon. Though diversity is not new to the workplace, the Indian workforce is now facing a new found diversity - generational diversity. Different generations are working together in the workplace across the country. This diversity is not only the cause of a number of challenges but can also open a plethora of opportunities for members of every generation. Generational diversity not only causes friction and challenges in the workplace but can also be the cause of unprecedented synergy and collaboration. This paper aims to explore the various challenges and opportunities of managing a multigenerational workforce especially in the Indian context.

KEYWORDS

Multigenerational Workforce, Generational Diversity, Indian Workforce, Intergenerational Friction, Baby Boomers, Millennial Generation etc.

INTRODUCTION

India has gone through far more changes in the past 20-25 years than most countries witness over a century. India is a country of vast socio-economic and cultural diversity. Employees come from different regions, religions, communities, races, linguistic traditions, castes and genders. A generational difference adds another layer of complexity. This creates a workforce that finds it divided in far more ways than comparable workforces in most countries. Generational differences are likely to create further conflicts in the workplace by dividing the workforce into an “us vs. them” mentality (Leadership Advantage, n.d.; Yang and Guy, 2006) [1], India’s demographic profile, which is quite different from the rest of the world, has created some unique challenges. Even as the world is graying in terms of workforce, India is getting younger. By 2020, the average Indian will be only 29 years of age compared with 37 in China and the U.S., 45 in Western Europe and 48 in Japan. Currently, more than half of India’s population is less than 25 years of age. Owing to this India Inc. is finally waking up to the need for a workforce of the future.

REVIEW OF LITERATURE

The International Labour Organization in a recent report commented on the trend of the workforce in BRIC nations. The report talks about the immense potential of the young Indian workforce. Of the total contribution of BRIC nations in terms of workforce, 52% will come from one country- India. This workforce constitutes of three, in some cases four, distinct generations working side by side. This unprecedented generational diversity becomes the cause of both collaboration and conflict in the workplace. In the past, multiple generations had worked in the same organization, but they were usually separated from each other by virtue of their job descriptions and system hierarchy. Middle-aged employees tended to be in middle management, and younger workers were everywhere else.

- Kogan, 2007[2], points out in his work how their contacts were mostly with their peers or one level up, with their supervisor Generational mixing was rare, or significantly structured by formality and protocol. When veteran employees made decisions, they were handed down and communicated to the younger workers through the line supervisor.
- Martin 2005[3] states that earlier there was no sharing of how decisions were made, the strategy behind the order, or for that matter, any requests for input or feedback. However, gradually merit and not longevity of service is becoming the deciding factor for promotions and thus different generations are working side by side.
- Each generation has a unique perspective on the world of work. Its members tend to hold similar views about what is an attractive work environment. Understanding these generational differences is critical to trainers who try to advance the values, philosophy, knowledge and skills upon which the smooth running of the business depends (Zemke, Raines, and Filipczak, 1999) [4].

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• Dose (1997) [5] pointed out that with the transition of one generation to the next into top leadership positions, organizations will be influenced by the next generation’s values. These have major implications for ethical issues in the workplace.

• Lack of attention to generational differences will make any company less attractive to young recruits, resulting in higher recruiting costs and greater difficulty in finding the right employees and businesses need every capable human resource they can attract, regardless of vintage or range of skills. (Ruch, 2000)[6].

• The World of Work Organization, in its report of September 2008 gathered information about how employers are approaching the challenge of rewarding a multigenerational workforce with a goal to increase understanding about the relationship between reward practices and generational issues, as well as to identify best practices for rewarding multigenerational workforces (Rhodes, M., 2008)[7].

• Organizations can use this multigenerational mixing to their advantage and synergize the perspectives of different generations, in a 2009 report of the Society for Human Resource Management it has been highlighted how a multigenerational workforce can be a source of competitive advantage. It is critical to leverage the strengths of each generation. Whether in a domestic or global organization, HR has the unique opportunity to create a competitive advantage by guiding management strategies to increase attraction and retention of the four generations in today’s workplace (SHRM 2009)[8].

Thus, it becomes essential for organizations to address this issue of generational diversity to engage employees and have a proper diversity and inclusion policy in place, which genuinely addresses this issue.

RESEARCH PROBLEM

The conflicts and issues of generational diversity are gaining momentum worldwide. As the working age population of the country increases, the problem of generational amalgamation only aggravates. The research intends to focus on the opportunities and challenges of having a multigenerational workforce.

OBJECTIVES OF STUDY

• To explore the issue of generational diversity in the Indian workplace.
• To find the areas of workplace interaction, which serve as fertile ground for, conflicts in a multigenerational workforce.
• To explore the opportunities of a multigenerational workforce and how those opportunities can be used advantageously.
• To focus on the challenges commonly faced by organizations due to generational diversity.

RESEARCH METHODOLOGY

The study is based on secondary data. Inferences have been drawn from various magazines articles, research paper, journals and other such sources of secondary data and their findings have been analyzed to conclude the opportunities and challenges of a multigenerational workforce.

THE FOUR GENERATIONS

The Traditional Generation (1928-45)
This is the oldest generation in the workplace, although most are now retired. Members of this generation were influenced by the great depression and World War II among other events and have been described as being conservative and disciplined, as having a sense of obligation, and as observing fiscal restraint (Niemic, 2002) [9]. They are also likely to be stable, detail oriented, thorough, loyal, and hardworking, although they may be inept with ambiguity and change, reluctant to buck the system, uncomfortable with conflict, and reticent when they disagree (Zemke et al., 2000)[10].

Baby Boomers (1946-64)
These people were born during or after World War II and raised in an era of extreme optimism, opportunity and progress. This generation is referred to as the Baby Boom, because of the extra seventeen million babies born during that period relative to previous census figures (O’Bannon, 2001) [11]. Boomers have been characterized as individuals who believe that hard work and sacrifice are the price to pay for success. They started the workaholic trend (Glass, 2007)[12] believe in paying their dues and step-by-step promotion. Boomers, for the most part, grew up in two-parent households, safe schools, job security and post-war prosperity.
**Generation X (1965–79)**

They were born after the Boomers into a rapidly changing social climate and economic recession. They grew up with a stagnant job market, corporate downsizing, and limited wage mobility, and are the first individuals predicted to earn less than their parents did. They have grown up in homes where both parents worked, or in single parent household because of high divorce rates, and thus, became latchkey kids forced to fend for themselves (Jennings, 2000). They grew up in the dawning of the high-tech age and the information age. However they are impatient people with poor social skills who are looking for flexibility and variety to keep them challenged (Laurel, 2005).


They were born of Boomer parents and early X-ers into the current high-tech, neo-optimistic times. This generation has been shaped by parental excesses, computers (Armour, 2005) and dramatic technological advances. Although the youngest workers, they represent the most technologically adept. One of the most frequently reported characteristics of this generation is their comfort with technology (Kersten, 2002). Furthermore, they seek flexibility (Martin, 2005) are independent, desire a more balanced life (Crampton & Hodge, 2006), are multi-taskers, and are the most highly educated generation. They are fast learners and tend to be impatient (Broderick, 1998).

**OPPORTUNITIES OF HAVING A MULTIGENERATIONAL WORKFORCE**

Having a multigenerational workforce opens a world of opportunities in workplaces. Managers and practitioners however need to realize this and try to use it to the benefit of the organization.

**Varied Viewpoints & Skill Sets**

Each generation has its own work values and world of work. Since they have been witness to different social, economic and political events, thus they tend to have different points of view and perspectives regarding a situation. It is an evident fact that formative experiences of a person’s life translate into specific work values. Thus, each generation brings with it a unique set of values and perspectives. These translate into workplace behavior and attitude of each generation. Organizations can thus benefit from the wide-ranging opinions of the different generations. There is a need to benefit from what is best in every generation and elimination of unwanted generational values. There can be fruitful brainstorming and effective decision-making, which is not only rewarding but also gainful for every generation. In addition, a three or four generation workforce composed helps in creating an environment where each generation brings different skills and talents with itself. For example, young employees are likely have a strong grasp on the use of the latest technology are adept at using the social network, online product demonstrations etc. More professionals that are senior often have good interpersonal skills and tend to perform effectively in environments where traditional in-person communication is used. A diverse range of skills sets can be advantageous to organizations that caters to a multi-generational demographic. Thus, organizations must provide more and more opportunities for synergy and alignment of different generations through frequent interactions.

**Succession Planning**

A workforce excessively composed only of people in a particular age demographic faces the risk of becoming collectively obsolete, with few members who know the organization well. Succession planning is the processes related to ensuring that organizations have the human capital capacity necessary to achieve their goals and effectively deliver results now and in the future. It is a process for identifying and developing internal people with the potential to fill key business leadership positions in the company. Succession planning increases the availability of experienced and capable employees prepared to assume these roles as they become available. Indian organizations still give preference to longevity over merit in the deciding factor when considering for promotion. Thus, senior generations hold leadership positions while the younger generations fill in positions elsewhere. This creates immense opportunities for mentoring of the younger generations and preparing them beforehand to hold leadership and decision making positions in the workplace. Another recent development in training methods for a multigenerational workforce is reverse mentoring. Reverse mentoring refers to an initiative in which older executives are paired with and mentored by younger employees on topics such as technology, social media and current trends. This generational mixing makes the whole process of succession planning easy and smooth.

**Resource Utilization and Allocation**

Generationally diverse workplaces have an advantage in terms of resource allocation and utilization. Varied needs of the organization can be met through the behaviorally discrete generations. In addition, more work can be extracted from the same set of individuals. For example, the younger generation is open to flexi work timings and is willing to work in night shifts as well while the senior generations prefer the traditional nine to five schedule. Thus, the same workspace can be utilized round the clock. In addition, the technologically adept younger generation can deal with the technology issues in business meetings and discussions while the senior generations deal with the people and process issues. It is on the managers to ensure that such benefits of a multigenerational workforce must be fully realized to explore the potential available. In addition, organizational resources must be allocated in such a manner that wastage is minimized. Resource allocation must be innovative to harness the immense potential of a multigenerational workforce.
CHALLENGES OF HAVING A MULTIGENERATIONAL WORKFORCE

Clashes within a multigenerational workforce often become a cause of concern and dissonance in organizations. It thus becomes to address these issues and nip them in the bud such that is does not hamper the productivity of the organization.

Communication Issues

Communication issues are one of the most cited causes of conflict in a multigenerational workplace. Recent technological advances have brought about a sea change in the methods of communication used both in the workplace and otherwise. Different generations have their own comfort zones as far as style of communication is preferred. The senior generations prefer the traditional methods of communication and want workplace communication and the mode of communication to be strictly formal. On the other hand the younger generations are comfortable with using newer methods of communication like Instant Messaging, emails, social network etc. also they do not find informal methods of communication inappropriate for formal communication. It must be noted that they belong to the 24x7 connected generations and hence being available and constantly communicating is a part of their lives.

Work life Boundaries

Work life balance is another fertile ground for disruption and friction among employees belonging to the different generations. Senior generations consider physical presence essential for judging and monitoring an individual and his performance. For the younger generations however, being connected and being available is more important than being visible. These generations might demand more time off but their smarter skills and team-oriented approach helps them complete tasks on time. This difference in perception becomes the cause of conflict among the generations. There has been gradual blurring of work life boundaries, while the younger generations are okay with it the seniors view it as an encroachment on their private lives. Organizations must make efforts to ensure that work life balance is not only a part of the policy but is also implemented. Also clear guidelines must be available to each employee as to what is expected from him as well as from the others. Visibility over performance and importance of task completion is now the norm in most of the organizations and hence senior generations must be made comfortable to the idea.

Technology Dependence Issues

Much has been written about how the senior generations are comparatively less adept at understanding and using new technology, whereas the younger generation on the other hand was born with immense access to technology and hence are far more comfortable using it. While it is correct to say that the young generations are capable of harnessing technology to use it to stay connected in the workplace, it may not be completely true that senior generations are unable to grasp technology quickly. Instead, it might just be a case that the pace of learning and adapting to new technology of the different generations is different. However, with the constant influx of tech-savvy members in the workplace indiscriminate use of technology has become the norm rather than the exception. Organizations must therefore take advantage of having a generation that was weaned on technology and must try to make the senior generations comfortable and adept at it. The senior generations have seen the world operate without technology, but unless they are willing to see technology as a necessity, not a luxury, the generational gap will take longer to bridge (Fiterman, 2003). While older generations can show younger generations the ropes, younger generations may be able to help them with technology issues. This may result in mutual respect and understanding among different generations, and therefore a better working environment for everyone (Dittman, 2005).

CONCLUSION

It can thus be concluded that even though generation issues are difficult to resolve, identification of such issues is much likely to result in development of such leadership strategies that increase employee engagement and productivity by lowering workplace tensions and generational conflicts in the workplace. It involves the right positioning of people. Though three (or four) generations working together can be disastrous if left unmanaged, yet if managed well it can help enhance the productivity of organizations as well as facilitate brand building.

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CULTURALLY HETEROGENEOUS VIRTUAL TEAM CHALLENGES: OVERLOOKED CULTURAL INFLUENCE

Sahiba Sharma Dr. Richa Dahiya

ABSTRACT

Technological advancement has eased international business. Today virtual teams (VTs) rely heavily on technology and lacks traditional method of face to face communication, which causes challenges for the team members, inclusive of this think of culturally diverse members or members from two or more different countries in a virtual team, how challenging it will be? Therefore, in regards to this, our study aims to identify the various cross-cultural challenges, which affect the business and team performance. The study emphasize on the challenges, which arise due to national culture differences by using the extant literature for the time 2000 to 2013. The findings of the study discloses the list of cultural challenges which are being witnessed by the members of these virtual teams also explores the hidden/overlooked influence of individual cultural values on social interaction that leads to a chain of cultural challenges. In addition, authors propose a conceptual framework depicting the cross-cultural challenges and their impact on the team, which can be further tested. This study will be useful to get deep insights of the virtual teams, which will prove beneficial for the global leaders, and members of various functional teams. This is an original work and no earlier study has emphasized on this hidden influence of culture.

KEYWORDS

Cultural Challenges, Cultural Diversity, Culturally Heterogeneous Virtual Teams, Virtual Teams, National Culture, International Business, Cross Cultural Management etc.

INTRODUCTION

Technology plays exceptionally vital role in globalized world and all credits to technology that future workplaces are virtual which saves a lot of time and is cost efficient. The world, which needs fast solutions to every problem, has moved one-step ahead from traditional international assignments to virtual teams, which rely solely on technology. It can be said that virtual teams has lessen the need to fly to different country for work or may be an alternative to the traditional international assignments. Whereas in general, every new solution brings a new problem with it, so do these virtual teams (Precup, O’Sullivan, Cormican, & Dooley, 2006). Business has now moved on from the challenges of traditional international assignments to the challenges of virtual teams. The advancement in technology such as virtual teaming has been a boon for the business world but it, in no way guarantees for the success of the these teams. Besides these technological issues, there is a key issue of culture because virtual teams are not only separated by space and time but also by culture (Massey, Montoya-Weiss, Hung, & Ramesh, 2001) moreover culture has been described as one of the significant challenge for the global virtual teams (Dube & Pare, 2001). While some perceive the problems as universal management or technical, others thought it to be originated culturally (Dafoulas & Macaulay, 2001) but it is said that the individual’s behaviour is influenced by culture. Dube & Pare (2001) have categorized people and technology issues while implementing virtual teams.

Figure-1: Key Issues in Implementing Virtual Teams

<table>
<thead>
<tr>
<th>PEOPLE</th>
<th>TECHNOLOGY</th>
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<tbody>
<tr>
<td>Culture</td>
<td>Accessibility, reliability and compatibility</td>
</tr>
<tr>
<td>Language</td>
<td>Appropriate technology use</td>
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<tr>
<td>IT Proficiency</td>
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Sources: Dube & Pare (2001)

A good team can results in wonders and a mismanaged team can result in blunders. Studies have claimed that there is an increase in the capability and flexibility within the organizations by the use of teams and therefore organizations today rely on teams to accomplish their goals, also to overcome the problems such as of skills shortage, increased software development time, manufacturing costs in high wage nation and local market customized requirements for multinational organisations are using virtual teams (Dafoulas & Macaulay, 2001). These teams comprises of individuals or team members from different cultures. However, compared to the traditional face-to-face teams, virtual teams may have enhanced levels of diversity because of the multitude of different functions, professions, organizations, countries and cultures that comes into the team (Griffith & Neale, 2000).
2001). The potential of virtual team appears to be promising as it provides advantages to the organizations which includes access to expertise, endless or continuous service to the customers, quick response to global market demands, cost savings (Kankanhalli, Tan, & Kee Wei, 2007) and most importantly organizations can have the best talent regardless of their location (Lepsinger, 2012) but these teams do not often create the value expected in practice, in spite of the prevalence and potential they have because of the existence of socio-technical problems (Grosse, 2002) or the cultural problems inherent within these teams, as they comprise of both geographically and organizationally distributed team members who communicate via computer-mediated communication (Daft & Lengel, 1986). There is very less availability of research in context to cultural challenges faced by the members of virtual teams and as per authors knowledge there is no research till now which has focused how culture acts as a culprit or how it influence an individual which leads to cross cultural challenges Furthermore, according to Kozlowski & Ilgen (2006) the theory and research on the virtual teams with members from different culture is limited (cited by Dekker, Rutte, & Berg, 2008). Thus, based on this motivation, our study targets to find the missing cultural aspect and bridges the gap related to the culture and virtual teams. In addition, the study addresses the following research questions: (1) what are the cultural challenges which virtual team’s members face in this hypercompetitive environment, and (2) What influence culture have on an individual that leads to these cultural challenges in virtual teams.

**METHODOLOGY USED**

The difference between the collocated, distributed teams, virtual teams, and global virtual teams is quite vague in the literature as no proper distinction is made and researchers use different terms which is an unnecessary attempt (Dafoulas & Macaulay, 2001) but in this paper we emphasize on the culturally heterogeneous teams and the use of virtual teams in paper represent the same. The culturally heterogeneous teams are the teams having members from different cultures or from two or more countries who communicates via technology and lacks face-to-face communication. Culture can be (1) national culture, which is a collective phenomenon and is the collective programming of the mind that distinguishes the members of one group of people from another (Hofstede, 1980); (2) organizational culture, that represents the facets of the organizational life; and (3) functional culture, that is associated with the norms and habits of the functional roles; but in this study authors are emphasizing on the national culture which is much complex than other culture. For studying teams individualism has been identified as relevant (Kankanhalli, Tan, & Kee Wei, 2007; Sosik & Jung, 2002) therefore this paper discusses about the challenges, which arises due to individual national culture differences.

**Article Identification**

Articles relevant to the study were identified by searching in databases and were selected for the time 2000 to 2013. Articles were shortlisted by reading the abstracts and based on the selection criteria (1) Articles referring to cultural aspect, (2) articles depicting cultural problems, which affect teams.

**Paper Structure**

The paper is organized as follows, firstly based on the comprehensive literature survey; identified cultural challenges are discussed followed by culture’s hidden link, which leads to these challenges. Secondly, the paper discusses the cultural challenges in heterogeneous virtual teams by providing the conceptual framework and finally concludes by examining the implications and directions for the future researchers.

**BACKGROUND**

**Global Virtual Teams and Culture**

Literature about culture is filled with varied perspectives and definitions, given by different researchers therefore diverse cultures have dissimilar approaches and different way to conduct business. Culture, according to Hofstede (1980), has been defined as “the collective programming of the mind which distinguishes the members of one human group to another” and has used the term “The software of mind”. He has contributed a lot to the cultural dimensions and hence, a pioneer in popularizing the term culture in management. He has made a distinction between the values and cultures for instance values as individuals and the cultures as societal. Based on his popular work of surveying the attitudes of 116,000 employees within IBM subsidiaries in 40 countries and 3 regions he has proposed four national cultural dimensions and these dimensions are: (i) Power Distance, (ii) Individualism/ Collectivism, (iii) Masculinity/ Feminity, (iv) Uncertainty Avoidance. From an observational point of view, cultural elements can be classified into two groups: one is observable elements, which constitute “surface culture,” and other one is hidden elements known as “deep culture.” The surface culture includes observable elements such as customs, arts, behaviour whereas the deep culture includes elements, which are not easily observable such as values, beliefs, but the manifestation of deep culture elements can be observed in the surface culture (Dafdar & Gustavsson, 1992). Herskovits (1955) has defined culture as a man made environment, it can be shared, learned and evolve overtime therefore major components of culture are language, ethnicity and
As cited by Watts, Carson, Horton, Maxwell, & Malthby (2007) virtual teaming is in business use for about a decade (The Virtual Teaming Association, 2003) but research on virtual teams is still in early stage and because of this reason many areas are still unexplored (Ebrahim, Ahmed, & Taha, 2009). A virtual team can be defined as one that conducts its work almost entirely with electronic technology (Grosse, 2002). It has been found that virtual teams have greater behavioural challenges (McDonough, Kahn, & Barczak, 2001). To discuss further about Virtual teams, first there is need to make clarity in groups and teams, as they are not similar. An extensive literature survey by Powell, Piccoli, & Ives (2004) found that there is use of the words “team” and “group” interchangeably in the virtual team literature. We have focused on the term teams in our study. “A team is a collection of individuals who are interdependent in their tasks, who share responsibility for outcomes, who see themselves and who are seen by others as an intact social entity embedded in one or more larger social systems, and who manage their relationship an organizational boundaries” (Cohen & Bailey, 1997). Hardin, Fuller, & Davidson (2007) defined global virtual teams as technology-mediated groups of people from different countries that work on common tasks. These teams offer a wide range of benefits or advantage to the organizations (Townssend, DeMarie, & Hendrickson, 1998) but the implementations of virtual teams will pose risk if organizations fail to effectively address the challenges present in the virtual context (as cited by Powell, Piccoli, & Ives, 2004). However, Cascio (2000) identified five disadvantages to a virtual team: (i) lack of physical interaction, (ii) loss of face-to-face synergies, (iii) lack of trust, (iv) greater concern with predictability and reliability, and (iv) lack of social interaction (Precup, O’Sullivan, Cormican, & Dooley, 2006) whereas only few scholars and researchers have focused on the cultural perspective in the diverse virtual teams. Connaughton & Shuffler (2007) were of the view that the aspect of cultural difference is critical to the effectiveness of virtual teams that needs to be researched. Sarkar & Sahay (2002) in their study examined culture as a variable with VTs. Some studies were focused on the challenges of communication and coordination in a study communication and coordination were identified as the biggest issues in VT and found culture as one of the obstacle to coordination (Johansson, Dittrich, & Juustila, 1999). Van Ryssen & Hayes Godar (2000) in their research found that socialization, communication and coordination are the problems created due to cultural differences. In contrast to the scholars who carry the optimist view of diversity that it brings advantage to the teams and to the organization unfortunately there are evidences that favour the pessimists (Robbins, 2010) for example: diversity has direct negative influence on individual performance and contributes to breakdown in trust also diversity in teams sometimes become over-emphasized such as undue attention to differences in the time zone, language while using the written communication such as e-mails or any other communication media (Garrison, Wakefield, Xu, & Kim, 2010). There are global virtual teams, which are culturally homogenous or heterogeneous. Some of the organizations use homogenous teams and some heterogeneous. For example: Tata Consultancy Services uses culturally homogeneous (Indian) Virtual teams to provide software development services to their global clients (cited by Massey, Montoya-Weiss, Hung, & Ramesh, 2001).

**LITERATURE SURVEY**

**Cultural Challenges: A Web**

Existing literature shows that when members of different countries work together cultural differences arise because of the differences in the national cultural dimensions. National culture dimensions can be of individualistic culture or collectivist. In an individualistic culture an individual works individually or independently and tend to be more tasks oriented while opposite of it is true for the collectivists, who enjoy working in teams. It is necessary to understand the individual national culture however, it may not be possible to understand all cultures but understanding that of working team members will add a plus as national culture influences: (i) team structure, (ii) team management, (iii) communication between team members and (iv) conflict resolution (Dafoulas & Macaulay, 2001). Despite of these dimensional challenges, diversity brings additional challenges to the members of virtual teams as it creates hurdles in the development of mutual understanding, common team culture, shared identity, and the interpretation of information (Mockaitis, Rose, & Zettining, 2009), differences in the members thought processes (Ebrahim, Ahmed, & Taha, 2009). Even though few studies have been conducted on cultural differences and on gender diversity but research on diversity is VT is mostly absent (Pinjani, 2007; Kozlowski & Ilgen, 2006). DiStefano and Maznevski (2000) found that diversity in Virtual teams may lead to either better performance or higher chances of failure (cited by Mockaitis, Rose, & Zettining, 2009) so it’s necessary to counter the cultural challenges which are active in the Virtual teams to increase the chances of better performance. Challenge of cultural diversity in virtual teams has emerged with the web of interrelated cultural challenges. This section has laid emphasis on cultural challenges identified by reviewing literature.

**Communication**

Siegel et al (1986) pointed that there are four general categories for research on the behavioural and social effects of computers used for communication - (1) technology assessment, which evaluates the impact of computer networks on society or on a societal institution; (2) organizational studies, which examine the impact of computer mediated communication on job or managerial functioning; (3) technical capabilities studies, which examines the relative ease or difficulty in use of technology or with which
people learn to carry out communication operations; (4) social psychological studies, which examines the issues as social or organizational context in which people communicate and also examines CMC relative effect on their interpersonal relations. This study focuses on the social psychological category. As cited by Martin & Nakayama (2010) virtual teams create a number of challenges in intercultural communication. Culture barriers cause communication problems in addition to this; the presence of increase in diversity in heterogeneous virtual teams creates increase in complexities (Shachaf, 2008). In a recent Hewlett-Packard project which involved 16-country multilingual virtual team that operated on both sides of the international dateline, the challenges described by the leaders are; “Relatively routine tasks, such as scheduling a meeting, become complex and fraught with interpersonal friction when one person’s work day begins as another is sitting down to dinner or sound asleep. A simple e-mail exchange frazzles nerves because of cultural misunderstandings” (Snyder, 2003). Cultural misunderstandings create differences among team members, which are even not resolved face to face, and thus it increases with time. It is at the receiver’s end how they perceive or encodes the message and thus there is need to find the cultural variables, which cause these noises in the communication (Dafoulas & Macaulay, 2001). According to the study conducted by OnPoint Consulting, 25% of the virtual teams are not performing fully and reasons identified by them are lack of face-to-face contact, technology and different time zones (Lepsinger, 2012) as in virtual teams, members use technology such as telephone, chat, e-mail, fax, audio and video conferencing to interact with one another without face-to-face communication (Dekker, Rutte, & Berg, 2008). Due to extensive use of Computer mediated communication (CMC) and less of informal interaction, it has made communication as one of the cultural challenges. In the global setting ineffective or poor communication, practices can create conflicts, incorrect goal assumptions, missed deadlines and even increase in employee turnover (Rana, 2013).

It has been shown that the words we use contain seven percent of the full meaning of our communication, therefore only a small part of our communication is conveyed by reading of emails. In the tonality of the spoken word another 38 percent is conveyed, which means hearing someone speak on the phone conveys only up to 45 percent of the meaning whereas our physiology or body language conveys rest of the meaning which is totally missing from electronic media (Grundy & Ginger, 1998). Even though technology has tried to replace traditional face-to-face communication by video conferencing to ease business, it does have some limitations such as absence of nonverbal communication. Lack of nonverbal information interferes with the exchange of feelings (Siegel, Dubrovsky, Kiesler, & Mcguire,1986) in addition to it when the team members are unable to perceive this information, it further contribute to the feeling of depersonalization (Straus & McGrath,1994; Siegel Dubrovsky, Kiesler, & Mcguire,1986) also pointed by Guo, D’Ambra, Turner, & Zhang (2009) in their study, by making a comparison between face to face communication and video conferencing, wherein their experiment shows that video conferencing shows only head and shoulder, thus removing the ability to perceive many individual differences which is highly important to regulate the interaction, creating a sense of common ground and shared understanding, expressing agreements disagreements by their nonverbal communication. Teleconferencing, video conferencing used to overcome this drawback of virtual teaming has erased the problem of face to face communication to some extent but teleconferencing also creates miscommunication because of distracting vocal cues and unfamiliar accent (Shachaf, 2008) also videoconferencing lacks the cultural aspects, as according to Dustdar and Hofstede (1999) the design of videoconferencing should support the social protocols and it should be culturally aware but additionally it requires high cost of installation. Thus, pointing at the importance of the cultural awareness and its influence in the teams. Team members with different cultural backgrounds may have different communication styles (Dube & Pare, 2001) whereas lack of face-to-face communication gives a large scope of miscommunication in the teams. Therefore, it is said that a lot of information is lost in virtual setting besides the advancement in technology (Lepsinger, 2012). Thus, there is a need to reduce this communication challenge of culture specifically non-verbal communication. For effective, face to face communication or video conferencing, full-size screens showing the full body of an individual can be installed, which can allow other person to observe and understand the non-verbal communication.

Conflicts

Miscommunication leads to actual conflicts at the workplace and in a virtual team, it creates a complete mess. To discuss further first, the concept of conflict should be made clear. Conflict can be described as the disagreement among the members, which ultimately results in incompatible goals and can broadly be categorized into two: (1) relationship conflict, which involves personal issues; (2) task conflict, which focuses on the conflicts related to the tasks (Kankanahalli, Tan, & Kee Wei, 2007). The social diversity generally causes the relationship conflicts and researchers have found that teams that relied heavily on technology experience more of task conflicts (Kankanahalli, Tan, & Kee Wei, 2007). Whereas according to Seaward (2011) this conflict can be of three types, which are: (i) content conflict, (ii) value conflict and (iii) ego conflict. Content conflict which arises due to miscommunication is because of the factual information, definition of terms, goals, elements of strategies used in a cooperative effort; value conflict arises when there is differences in the value systems of the individuals; and ego conflict is based on the win-lose mentality which involves the manipulation and control to support one’s identity and to prove one right. These are generally based on power, identity, emotional attachment and competency. Ego conflicts are the hardest to resolve, as already there is very less face-to-face interaction in the virtual teams; if ego conflict arises, they will increase the chances of failure and decrease in the performance of the team. Conflicts are managed well in traditional teams than in virtual teams (Powell, Piccoli, & Ives, 2004). Therefore, there is a strong need of entertaining the conflict management, imparting conflict management skills and focusing on the constructive conflict.
Trust

High trust level is associated with a high performance as trust leads to open communication, cooperation, quality decision-making and greater satisfaction in the decision-making process. For the effective functioning of groups trust is a critical factor (Mayer, Davis, & Schoorman, 1995) and for building trust and confidence, face to face communication is essential (Grosse, 2002). Trust is developed through repeated social interaction as it is believed that individuals expectations are established by others action (Mockaitis, Rose, & Zettinig, 2009). Cultural diversity in teams at workplace creates communication barriers and conflict that weakens the trust, but as research shows diversity add in greater variety in ideas and better results. However when virtual team have greater cultural diversity, they may experience greater difficulties in working together (Mockaitis, Rose, & Zettinig, 2009). Trust building is one the major challenge in Virtual teams (Ebrahim, Ahmed, & Taha, 2009). In support of ‘trust needs touch’, Handy (1995) questioned about the effectiveness of the virtual teams as lack of trust results in increase of conflict, mainly because the information is not balanced properly among the dispersed team members of virtual teams. Decrease in trust will increase the feeling of isolation and detachment among the team member’s virtual teams does not offer a proper platform to resolve these challenges. Whereas according to Dafoulas & Macaulay (2001) a high level of trust is required in virtual teams to perform effectively and to avoid delays and conflicts. Lower the trust lesser will be the commitment.

Coordination

According to the earlier research, 50-70 % of innovation project fails due to poor collaboration or coordination between the team members (Precup, O’Sullivan, Cormican, & Dooley, 2006). When a high level of coordination is required then these computer-mediated communication proves less effective. In a similar study by Straus and McGrath (1994) founds that the overall effectiveness of CMC groups was lower than that of face-to-face teams. Differences in the cultures affect coordination (Maznevski & Chudoba, 2001). Some of the factors affect the development of understanding and relationships among the members of virtual teams leading to delays in communication, time zone differences, and lack of face-to-face contact, which can worsen communication between them (cited by Kankanhalli, Tan, & Kee Wei, 2007)

Hidden Influence of Culture

One of the cultural challenge identified was of socializing (Van Ryssen & Hayes Godar, 2000) which leads to these interrelated cultural challenges. Socializing attribute of an individual is defined by their cultural values also number of earlier studies have shown that members preferences for social interaction norms are influenced by cultural values (Zander, 1997; Earley, 1993; Bettenhausen and Murmighan, 1991) and due to this hidden influence often multicultural groups find decision making difficult (Kirchmeyer and Cohen, 1992; Anderson, 1983; Fiedler, 1966) thereby hindering their performance (cited by Maznevski & Chudoba, 2001). Figure-2, explains the hidden influence of culture. To deal with the problems of collaboration and knowledge sharing there are few tools such as eRoom, WelcomeHome, Lotus Domino, Microsoft SharePoint but the success of these tools depends mainly on the level of involvement of the team members (Precup, O’Sullivan, Cormican, & Dooley, 2006). This involvement can only be encouraged by socializing which again depends on the cultural values of the individual. However socializing is one of the drawbacks of these virtual teams. Whereas, understanding of this major aspect by the professionals can solve a number of culture related challenges in these virtual teams.

DISCUSSION

To cope with the cultural differences, Janssens and Brett (2006) have described three models: dominant coalition model, integrative / identity model and fusion model (cited by Dekker, Rutte, & Berg, 2008). In dominant coalition model, one culture dominates over other cultures; in the integrative model, Members of a team adopt a common identity and super ordinate goals. It focused more on cooperative collaboration based on a common identity and fusion model, in which culturally diverse teams accept and respect the coexistence of differences and utilize the unique qualities of these differences to produces best team outcomes. Among these three models, teams that adopt the fusion model incorporate the best knowledge accessible a cultures
(Janssens & Brett, 2006). To make cooperation productive the people involved in the process have to be open to share and acquire knowledge, skills, experience and expertise with other individuals or members of the team (Precup, O’Sullivan, Cormican, & Dooley, 2006). Besides the importance and advantages these culturally heterogeneous teams have, they will not totally replace the conventional teams since they are not appropriate for all circumstances (Nemiro, 2002). One of the beauties of the culturally diverse virtual teams is that the way for work is dispersed (carried out in different place) and asynchronous (carried out at different times) (Weiss, Massey, & Song, 2001), if managed effectively they will help the members in their personal growth and will prove as competitive advantage to the company. As the challenges are interrelated, so the focus should be on improving the socializing among the members and by making a strong relationship which can be built in the initial stage of the team which ultimately affects the communication. According to Daly (1996), when team members hear what was intended to be said, then only effective communication occurs (cited by Grosse, 2002). Understanding the need to communicate effectively will not only enhance the appreciation for cultural diversity but also the knowledge of technology’s power will help in building the strong and long term human relationships (Grosse, 2002). At the beginning of a project, teams can be benefitted from face to face meetings for establishing relationships and once they reached baseline levels of understanding, they can later make use of virtual communication more effectively (Grosse, 2002). Success of virtual teams depends on the cultural sensitivity of their members.

Continuous advancement in technology has given several solutions to the major problems existed in the ever-changing business world but it fails to ease the cultural differences understanding as it needs individual’s intelligence to understand and respond to a situation. In other words, technology today has made business easier but still cultural problems exists which requires individual intelligence to be dealt with. However, cultural understanding can be improved by communication, which ultimately improves coordination (Robey, Khoo, & Powers, 2000) also; it can be obtained by socializing informally with the team members (Collis & Hussey, 2003). As it’s more about processes and people in the success of virtual teams than technology (Ebrahin et al, 2009). This paper has discussed about the key challenges, which members of culturally heterogeneous team face, which has not been discussed in past research and based on the comprehensive literature review, authors, have proposed a theoretical model of cultural challenges in virtual teams, which arises due to differences in the cultures. Thus, the challenges are developing social skills, intercultural communication, trust developing and retaining, enhancing the coordination, increasing commitment and reducing conflict.

Figure-3: Cultural Challenges in Virtual Teams: Influence of Culture

Sources: Authors Compilation

CONCLUSION

The world has shrunk and in this global village it’s very necessary to respect the cultures and cultural diversity also progressive growth in information and communication technology has enabled organizations to pull resources from all over the world by the use of virtual teams (Jang, 2013) therefore managing of culturally diverse team has become a necessary for the managers to make the team work effectively so accordingly they should identify members in the teams who view their environment with global mindset (one that make one aware and sensitive to others culture) to establish a global culture (Garrison, Wakefield, Xu, & Kim, 2010). Our study contributes to the limited literature available regarding the virtual teams and culture and will help in the cultural management of these teams. This study will also be beneficial for the IT, human resource as well as for the marketing practitioners by becoming culturally aware of these challenges and to manage their virtual teams effectively by realizing the importance of socializing.

FUTURE IMPLICATIONS AND DIRECTIONS

This study has tried to build the research gaps between the virtual teams and culture literature. The outcome of the study lays emphasis on socializing which leads to communication effectiveness. As a result this study will benefit the team leaders and the members of the virtual teams of various functional groups by making them culturally aware as cultural awareness of differences is
very crucial today (Dekker, Rutte, & Berg, 2008). The key variable of socializing can be explored more in context to virtual teams, also cross level research can be done along with these directions and moreover, the paper is empirically rich. The proposed model is purely theoretical as it is based on the secondary data and therefore it can be further tested for validation.

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IMPORTANCE OF RECRUITMENT AND SELECTION PROCESS
AT MANISH SYSTEMS TECHNOLOGIES PRIVATE LIMITED IN HYDERABAD

CH. V. S. R. Kishore20 B. Sudheer Kumar21 Dr. G. Malyadri22

ABSTRACT

Human Resources Management is concerned with human beings, who are the energetic elements of management. The success of any organization or an enterprise will depend upon the ability, strength and motivation of person is working in it.

The Human Resources Management refers to the systematic approach to the problems in any organization. It is concerned with recruitment, training and Development of personnel. Human resource is the most important asset of an organization. It ensures sufficient supply, proper quantity and as well as effective utilization of human resources.

In order to meet human resources needs, and organization will have to plan about the requirement and the sources, etc. The organization may also have to undertake recruiting selecting and training processes. Human Resources Management includes the inventory of present labor in the organization. In cases, sufficient number of persons is not available in the organization then external sources are also identified for employing them. Human Resources Management lays emphasis on better working condition and ensures the employment of proper work force.

A part of Human Resources Management is assigned to personnel who perform some of the staffing function. The staffing process is a flow of events, which result in a continuous managing organizational position at, all levels from the top management to the operative’s level. This process includes manpower-planning, authorization for planning; developing sources of applicant evaluation of applications, employment decision (selection) offers (placement) induction and orientation, transfers, demotions, promotions and separations.

KEYWORDS

Recruitment, Selection, Recruitment Process, Recruitment Methodology, Requirement of Manpower etc.

INTRODUCTION

Manpower’s planning is a process of analyzing the present and future vacancies because of retirement, discharges, transfer, promotion, absence or other reasons.

Recruitment is concerned with the process of attracting qualified and components personnel for different jobs. This includes the identification of existing sources of the labor market, the development of new sources and the need for attracting large number potential applications so that good selections may be possible.

Selection process is concerned with the development of selection policies and procedure and the evaluation of potential employees in terms of job specifications. This process includes the development of application blanks, valid and reliable tests, interview techniques employee reversal systems, evaluations and selections of personnel in terms of jobs specifications the making up of final recommendations to the hire management and the sending of offers and rejection latter’s.

OBJECTIVES OF STUDY

To understand the current Recruitment Policies being followed at “Manasi Systems Technologies Private Limited” conducted this study and to know how effectively it is being implemented in the organization:

- To study the present Recruitment Policies “Manasi Systems Technologies Private Limited”;
- To study the different methods of recruitment & selection depending on the requirements of the organization,
- To find the relationship whether jobs offered based on qualification to the employees in the organization,
- To study the level of job satisfaction in the organization,

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To study the changes of recruitment policy in recent times in the organization
To know how the company fulfills its manpower requirements.

SCOPE OF STUDY

The study was confined to territorial division of “Manasi Systems Technologies Private Limited” Hyderabad with special reference to its Recruitment policy

RESEARCH METHODOLOGY

Sample Size: The study was conducted with sample size of 60 employees selected at random from both supervisory and management staff of” Manasi Systems Technologies Private Limited”

Data Collection

Primary Data: A detailed and well-structured questionnaire was presented to the managerial staff at “Manasi Systems Technologies Private Limited”, Copies of the questionnaire being distributed to the employees at random to obtain their views followed. Further discussions regarding the recruitment policies were held with the HRD manager to have an in-depth knowledge and plans of the company for its effective implementation.

Secondary Data: Secondary data was gathered from academic texts and company profile from company’s website.

ANALYSIS

The data collected through questionnaires distributed to the employees was analyzed and interpreted using the MS-EXCEL.

DATA ANALYSIS AND INTERPRETATIONS

Employees were asked whether they were allocated the post opted by them, for which the following responses were obtained.

Interpretation: Out of the 60 respondent whose opinion was asked Allocation of the post, 80% of respondents said that they were allotted the post opted by them where as 20% of the respondents said that they were no allotted the opted by them.

Employees were asked as to how they were recruited in the company for which the following responses were obtained.

Interpretation: Out of the 60 respondent questioned about their recruitment in the organization 75% of the respondents were recruited through open competition, 10% through consultancy and 15% through campus interviews.

Employees were asked about the time, for which they were employed, for which following responses were obtained.

Interpretation: Out of 60 employees who were recruited, 80% of employees are recruited only for particular projects asked about the time for which they were for long time where as 10% of employees.

Employees were asked the reasons for the taking up this job, for which following responses were obtained.

Interpretation: Out of the 60 employees asked about the reason for taking up their respective jobs for which 30% of the employees said that they took the job for all the reasons like ‘career growth’, ‘good pay scale’ as well as ‘more benefits’, the rest 10% answered as ‘good pay scale’ was the main reason for taking up the job in APDDCF Ltd.

Employees were asked whether they found any relations their qualifications and the job offered to them, for which following responses were obtained.

Interpretation: Out of 50 respondents who are asked whether they found any relation between their qualification and the jobs offered to them, 80% of the respondents said that they found a relation where as 20% of the respondents said that they did not find any relation.

Employees were asked whether they observed any change in the recruitment process in recent times for which following responses were obtained.
Interpretation: Out of the 60 employees questioned regarding any change in the recruitment in recent times, 15% of the respondents did not find any change, whereas 85% of the respondents found some change.

Employees were asked about the type of recruitment methodology used in recruitment employees for whom the responses are in the following way.

Interpretation: The employees were asked about the type of recruitment methodology, which is prevailing in the organization for recruiting employees. 80% of the employees said that departmental recruitment is being followed where each department on realization of the need for employees takes up the task of recruiting them. 20% of the employees said that a centralized policy is being in the organization to recruit the employees.

Employees were asked if any new positions were evaluated in their company for which the following responses were obtained.

Interpretation: The employees whose opinion was asked if new positions were evaluated in their organization for which 50% of the employees answered as YES and 10% of the answered as NO, whereas 40% answered as DON’T KNOW.

The employees were asked whether the requirement of manpower is identified well in advance considering the factors like retirement and also budgeted plans for which they responded in the following way.

Interpretation: Out of 60 respondents, whose opinion was asked if the requirement of the manpower in each department/ division is identified well in advance, 80% replied in affirmative and 20% said ‘No’.

Employees were asked whether the planning of manpower requirement is done in light of business plans of the company for which the following responses were obtained.

Interpretation: Out of the 60 employees whose opinion was asked regarding the planning of manpower requirement, all the employees agreed that the planning of manpower requirement is being done in the light of the business plans of the organization.

Employees were selected the company by the following responses were obtained.

Interpretation: Out of the 60 employees whose opinion was asked regarding the personnel trait, 18.3% based on the skills 20% and both includes 62% all the employees agreed for personnel and skills are important.

Employees were selected by in their company for which the following responses were obtained.

Interpretation: Out of the 60 employees asked about the job selections test at the time of their selection time, have given their respective jobs for which 48% of the employees said that they took through aptitude test, 10% was told that situation test, 20% told that interest test and 22% employees given the response like personality test so company was taken more employees through aptitude test.

Employees were conducted by interview in their company for which the following responses were obtained.

Interpretation: Out of the 60 employees questioned regarding their interview process, 92% of the respondents were recruited through interview, and 8% of the respondents recruited like management Quota.

Employees were selected by type of interview in their company for which the following responses were obtained.

Interpretation: Out of the 60 employees were response like 33% panel interview, 2% through stress interview, 41% through formal interview, and 17% through informal interview 7% other rather interview all the employees agreed for interview important.

CONCLUSION

The source of recruitment in the organization is totally based in both the factors i.e. internal and external. The recruitment of the prospective candidate for a particular post is based in experience, age, qualification and percentage in the academic year. The selection process is totally based on skills, communication and technical qualities. The formal interview is conducted by the HRD. After selection, the employees are inducted for 1-5 days or more than 15 days.
REFERENCES


*****

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LINK OF SPIRITUALITY ON PREFERRED LEADERSHIP STYLE: A STUDY

Rajeev Malik23 Dr. Manish Nangia24

ABSTRACT

With new concepts emerging in the area of leadership which point at spirituality to be the missing element that could make the concept more robust, the research attempts to create an understanding of what spirituality could mean, and then create a scale to measure the same. Most of the traditional leadership theories were based on the extrinsic motivation. However, intrinsic motivation is also a very powerful tool in inducing efforts and hence performance. The spiritual need has only lately been introduced and recognized. It attempts to address and utilize the huge potential that lies in intrinsic motivation. The theory of spiritual leadership was built with a purpose to harness the same. A scale to measure spirituality was therefore developed and the spirituality index so derived was linked to preferred leadership styles/qualities of leaders, by followers. If a relationship could be found between spirituality index of followers and their preference for spiritual leadership, it would connote that such followers who were high on spiritual index could be intrinsically motivated for very high performance levels through spiritual leadership. The data collected through respondents on both spiritual scale and leadership style that was preferred by them, was then analyzed and a very strong relationship between their spiritual index and their preference for spiritual leadership became evident. In applicability, it means that for tasks that require high commitment levels, high performance levels and self-motivated personnel, candidates with high spiritual index could be picked up and exposed to spiritual leadership for best results.

INTRODUCTION

Over the years, considerable literature on leadership has been developed. However, the complexities of the changing world have also increased pointing at the inadequacy of the existing theories on leadership and soliciting more and more research. Despite a number of studies made on leadership, it remains largely an unexplained concept. Scholars from almost every field, be it management professionals, politicians, sportsmen, historians or psychologists; have tried to define it. Different theorists have worked on it and come up with various definitions of leadership from different perspectives. However, so far there is not a generally or widely accepted construct of its nature and dimensions (Luthans, 2011). Adding to the confusion there have been cases of well-known and widely acclaimed business leaders like Linda Wachner of Warnaco who was a great success in a given situation but her leadership style became a liability for Warnaco just when the business slumped (Robbins, 2006). Similarly, Steve Jobs and many other leaders from different fields also were badly affected by situations. Whenever the situational variables changed, the leadership varied as well. At the same time, there were other leaders, who were hardly affected by situations. A case in point is Mr. Lee Kuan Yew, the first Prime Minister of Singapore who is an example of a leader, whose leadership was relatively stable and robust in many different situations. The study attempts to give a more pure definition of leadership and then develop a scale to measure it. It then tries to include the spiritual connection in leadership, and figure out if there is one and what difference spirituality can make to the leaders influence over his followers.

Situations are and shall continue to be far more dynamic than organizations in terms of their structures, visions, philosophies, policies etc. In turbulent times, when changes in the environment are not only fast but also highly significant, organizations shall need enduring leaders, who could handle and prevail over all the situations relentlessly and persistently. The need therefore is that of a more holistic leadership that can withstand a multitude of situations and permutations of it. A more robust and timeless model is the need of the hour. Another aspect of leadership research so far has been that it has been tied to success or performance and then measured as if leadership and success are synonyms. Though the purpose of leadership may be performance and success, success has many other constituents other than leadership. Available Resources, knowledge, abilities of followers, time available with leaders to develop these abilities in followers, the background of the situation where the leader takes over are some factors, to name a few which may be acting as extraneous variables when we use performance to measure leadership.

REVIEW OF LITERATURE

As this ever more complex world, changes at an ever accelerating pace; social, organizational and environmental changes are so fast that responding to them would compel organizations to shift from the traditional bureaucratic forms to organizations that can respond not only quickly but also with higher levels of performance. The organizations shall have to have much more committed employees, who can work in a team, who are empowered, willing to take challenges, innovate, take the risks, make mistakes and

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learn from them and overall give in their best to the jobs. These are the constituents of what we call learning organizations. In addition, these organizations for their transformation to learning organization and sustained performance thereafter would require leaders of substance (Fry, L. W., 2003).

Leadership could be one of the most important ingredients of the success of organizations. As per Maccoby (1979); in the current scenario of globalization, competition and uncertainties: “a higher level of leadership than ever before” is required. “According to Bass - Leadership has been considered a critical factor in military successes since records have been kept; that is better-led forces repeatedly have been victorious over poorly led forces”. (Eric A landis, 2014). As pointed out in a cover story on leadership by Fortune, leadership is one and only asset that your competition cannot ever copy (Luthans, 2011). Having said that it is necessary to point out that the leadership theories developed so far may need further advancements and more comprehensive approach to accommodate the following challenges that contemporary leadership faces.

First is the heterogeneity of groups that comes as an effect of globalization. Leaders or leadership styles may not be one size fit all, across different socio-cultural settings, therefore one standard definition which holds good across the seas and across cultures; is being emphasized, leading to earlier theories being put to tests and improvisations.

Secondly, the ever more dynamic and competitive world is making the environment more and more turbulent, and thus seeking solutions on more robust models of leadership that can tread past these turbulent times.

Thirdly, there has hardly been any leadership development program, which could ensure the creation or development of any participant as a leader (Luthans, 2011). Therefore, it suggests that leaders cannot be assumed to be in large supply. In addition, it means that our understanding of leadership is lacking somewhere and so we are unable to develop leaders with confidence.

Lastly, we need leaders to perform consistently over reasonable period time so that the teams can have confidence, have faith in them, and distinguish them from people who sprang up with a gust of luck or favorable situation or abundance of resources.

For the managers of the 21st century, it has become increasingly important to understand human resource behavior in a broader, spiritual and moral context, in order to further increase business competitiveness (NICOLE, ION, & NICOLE, 2013). Therefore, to cover the inadequacies of the leadership construct in the traditional theories, lots of hopes are pinned on the theory of spiritual leadership as proposed by Louis W Fry.

Leadership

One of the earliest recorded leadership reports is that of Moses. As per Baron, Moses demonstrated highly prized leadership skills. He led his people through the turmoil and turbulence using his devised rules, flexible approach, swift thinking, and confidence of his people on him. Today’s digital age is similar. New developments happen every second, the global marketplace shifts too fast and too often, and diversity is all-increasing along with socio-cultural evolution. It is the formidable task of leaders to lead organizations through these times (Eric A landis, 2014). Thinkers like Machiavelli opined that it is imperative for leaders to be firm and steady (Eric A landis, 2014). Hegel’s ‘Philosophy of Mind’ an insightful concept of leadership is that followership is a precondition for leaders to be able to lead. (Eric A landis, 2014).

Leadership is a vital constituent of high performance but its dimensions have not clearly been worked out. Several definitions of leadership have been proposed, subject to the theoretical orientation taken. Though differently defined in different studies there has been little commonality in the definition except for the role that ‘influence’ plays in leadership (Luthans,2011). Besides influence, it is also understood in terms of group processes, personality, specific behaviors, power, persuasion, goal achievement, interaction, role differentiation and initiation of structure or a combination of the above factors. The importance of other variables like situations, followers, context and zeitgeist is also significant in understanding the concept of leadership (Luthans, 2011). Besides the traditional theories like The Great Man, The Trait theory, Skill based theories, leader’s state theory; behavioral theories like The Ohio State Leadership studies, early Michigan Leadership Studies, Blake and Mouton, Scandinavian Studies; Situation based theories or contingency theories like Fielder’s contingency model, Hershey and Blanchard, The path goal Theory and Group and exchange theories like the LMX Model; the following Modern leadership theories have evoked huge interest among researchers.

Modern Leadership Process Theories

Since eighties, the developments in the field of leadership were more in line with emotions, morals and values. The result was the charismatic leadership theory, the Transformational leadership theory, the transcendental model of leadership, servant leadership theory and spiritual leadership theory (NICOLE, ION, & NICOLE, 2013).
Charismatic Leadership

Proposed by Robert House the theory postulates that Charismatic leaders are characterized by self-confidence, confidence in their followers, high hopes on followers, ideological vision and lead by personal examples. Their followers display very high loyalty and belief in the leader. They draw self-esteem from their association with the leader, adopt the leader’s mission, values, and try to emulate the leaders’ behavior (Luthans, 2011).

Bass however adds superior debating skills, technical expertise and persuasive skills to the construct of the charismatic leader. As per him, the charismatic leader is also capable affecting his follower attitudinally, behaviorally and emotionally (Luthans, 2011).

The theory predicts that charismatic leadership can induce exceptionally performance, which further steps up when self-awareness and self-monitoring in the followers is high, particularly in a social setting when the leader is being observed (Luthans, 2011). Conger and Kanungo further state that charisma is an attribution phenomenon and is dependent on the situation.

Transformational Leadership

Transformational leadership and transactional leadership as two distinct forms of leadership were recognized by James McGregor Burns. While transactional theory is a traditional one, in which leadership is more seen as an exchange process between the leader and the follower. Transformational leadership is about having a ‘idealized influence’ on the followers, which means sharing a vision, promoting a sense of mission, instilling self-esteem, trust and respect. So far, it is almost the same as charismatic leadership. However, it is widely different to the charismatic leadership with respect to the deliverance. Transformational leader seeks to empower the follower, whereas the charismatic leader may want the follower to remain week and dependent on him (Luthans, 2011).

Inspiring, giving intellectual stimulation, coaching and giving personal attention; in addition to the above make up transformational leadership. The aim of transformational leadership is:

- Improving the conditions,
- Developing leadership,
- Energetically inspiring and promoting a vision of a more idealized, ethical moral conduct,
- Overhauling organizations to venture into new strategic directions.

Most research has found support for transformational leadership to be positively related to leadership effectiveness whereas transactional leadership, except in contingent reward systems does not show to enhance leadership effectiveness.

The Transcendental Model of Leadership

The Kantian principles of ethics, which are based on three dimensions of spirituality, are the basis of the transcendental model of leadership. Consciousness, moral character and faith are the three dimensions of spirituality as per the model. It emphasizes on the inner exploration by the leader rather than outward exploration (Nicole, Ion, & Nicole, 2013).

The Spiritual Leadership

It is a model based on intrinsic motivation. Fry cites Galbraith, Steer, and Porter in which they figure out that the basic construct of motivation is need or expectation, behavior, goal or performance, reward, or feedback (Fry L. W., 2003). As far as extrinsic motivators and intrinsic motivators are concerned, Fry cites Ryan and Oestreich, 1991 to contend that motivation based on fear and extrinsic motivators as followed in bureaucratic organizations can only ensure minimum levels of efforts and performance and on the other hand lead to low confidence, feeling of powerlessness, avoidance and low commitment and enthusiasm. On the other hand, the results of intrinsic motivators have been encouraging. Therefore, Fry proposes the theory of spiritual leadership while defining spiritual leadership as ‘comprising values attitudes and behaviors necessary to intrinsically motivate one’s self and others so that they can have a sense of spiritual survival through calling and membership’ (Fry L. W., 2003).

Mitroff and Denton (Nicole, Ion, & Nicole, 2013) first significantly promulgated the concept of spiritual leadership. Later L. W. Fry did extensive work on the concept and gave it a robust definition, a model, and a scale to measure it.
The following note on spirituality is pertinent here to understand more about the spiritual leadership model as presented by Fry.

**Spirituality**

As the concept of leadership moves from the traditional theories which were more transactional and materialistic in nature to more subtle ones which include abstruse aspects like morals, ethics, respect, love, trust, faith and now spirituality, the hope of understanding the true and more comprehensive nature of leadership is building up. Hence, there is a large interest in spirituality among researchers. The social sciences citation index shows that over 3200 journal articles on spirituality had been recorded, as per Oswick (2009) (Nicole, Ion, & Nicole, 2013). Further, there was confusion regarding spirituality and religiosity, since both were much-interconnected concepts. However, segregating religion from spirituality, Fry, Hannah, Noel and Walumba explain that ‘religion is more concerned with a theological system of beliefs and formalized practices and ideas, whereas spirituality is more associated with qualities of the spirit’ (Nicole, Ion, & Nicole, 2013). The application can be expressed as a model.

**OBJECTIVES AND METHODOLOGY**

The objective of the paper was to highlight the construct of leadership from a follower’s perspective as well as to create a construct of Spirituality and develop a scale of it to find the relationship between the spirituality index of employees and their preference for spiritual leadership.

**Methodology**

The following steps have been undertaken for meeting the above objectives:

- Secondary research was conducted to synthesize all major leadership theories by studying the concept of spiritual leadership and spirituality.
- All these theories were used to generate a list of exhaustive set of questions in a questionnaire to cover most concepts of leadership.
- Out of all the respondents who filled the leadership scale, some re-responded to a questionnaire on spirituality, which was used to derive a spirituality construct.
- Using spirituality construct to develop a spirituality scale
- Using the spirituality scale to measure the spirituality index of respondents
- Co-relating this spirituality index to the different principle components of leadership to draw linkages, if any
- Conclusion.

**Statistical Tools used in the Research**

- Cronbach Alpha test was used to test reliability,
- KMO test was used to check sampling adequacy,
- Bartlett's Test was used to check Sphericity,
- Factor Analysis through PCA using Verimax Method was used to derive Principle components,
- Crosstabs was used to check the dependence.
RESEARCH AND ANALYSIS

Based on the above theories of leadership a questionnaire on preferred leadership was developed that covered almost all of the leadership theories discussed above.

Analysis of the leadership questionnaire to know the leadership construct as per the responses received.

Leadership was studied separately. 13 items of the questionnaire were selected to draw the construct. Further reduced to 6 items which accounted for 87% of variance the construct gave the factors as follows:

- Spiritual Calling as meant By Fry
- Task Orientation
- Spiritual membership
- Decision-making
- Relationship Orientation
- Persistence

The reliability test results for leadership Factor analysis are as under.

| Kaiser-Meyer-Olkin Measure of Sampling Adequacy | .245 |
| Bartlett’s Test of Sphericity | Approx. Chi-Square | 426.064 |
| d.f. | 78 |
| Sig. | .000 |

Sources: Authors Compilation

Further, below is the Rotated Component matrix as obtained from SPSS.

<table>
<thead>
<tr>
<th>Component</th>
<th>Spiritual Calling</th>
<th>Task Orientation</th>
<th>Spiritual Membership</th>
<th>Decision Making</th>
<th>Relationship Orientation</th>
<th>Persistence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meaning to life most influencing</td>
<td>.929</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maximum devotion to those who help self-discovery</td>
<td></td>
<td>.910</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sense of purpose instilling leader is great</td>
<td></td>
<td></td>
<td>.730</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Task for leader greater than relationship</td>
<td></td>
<td></td>
<td></td>
<td>.965</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clarity of goal weights more than path</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>.890</td>
<td></td>
</tr>
<tr>
<td>Selfless service most inspiring</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>.913</td>
</tr>
<tr>
<td>Belongingness and importance inspires</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>.872</td>
</tr>
<tr>
<td>Indecisive can be leader</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>.788</td>
</tr>
<tr>
<td>Leader must be able to provide solution</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>.419</td>
</tr>
<tr>
<td>Altruistic love creates maximum devotion</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>.433</td>
</tr>
<tr>
<td>Leader must be a mentor</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>.712</td>
</tr>
<tr>
<td>Relationship greater than task</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>.832</td>
</tr>
<tr>
<td>Leaders accept destiny if goals are difficult</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>.795</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>.976</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Again, each preference score for each factor was calculated for each respondent by multiplying the average item scores given by respondents within each factor to the Variance explained by that factor. Hence, a preferred score for each respondent was calculated and tabulated.

Another questionnaire on spirituality was served to a section of above respondents who responded on leadership preference questionnaire above to understand the construct of spirituality. The data as Received from respondents was processed for analysis using the Factor analysis.

The results of the PCA for spirituality using Verimax was as under:
The above 14 items were selected and considered primarily on their basis of factor loadings or where it seemed that the factor is important to understand the construct. Following is the result of the rotated component matrix. Hence, we derived the five principle factors for spirituality, which were named as: a) Inner Strength, b) Connectedness, c) Meaningfulness, d) Hope and e) Quest for wisdom. These factors explained 87% of all the variance.

Now, using their factor loadings as weight ages and multiplying it with the average score of items falling under the factor a personal spirituality Index for all respondent was derived. Now Correlation was drawn between the spirituality and the leadership preference of the respondents and the following results was obtained.

<table>
<thead>
<tr>
<th>Component</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Belief in god</td>
<td></td>
<td>.613</td>
<td></td>
<td>.527</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Soul is consciousness</td>
<td></td>
<td>.716</td>
<td></td>
<td>.576</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pray when desperate</td>
<td></td>
<td>-.871</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pray for meaning</td>
<td></td>
<td>.964</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sense in mythology</td>
<td></td>
<td>.880</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evolving is goal</td>
<td></td>
<td>.684</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pray for inner urge</td>
<td></td>
<td>.831</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Connectedness and relationship is true love</td>
<td></td>
<td>.730</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Material gain not complete</td>
<td></td>
<td>.869</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Spirituality gives energy</td>
<td></td>
<td>.936</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Spirituality gives courage</td>
<td></td>
<td>.901</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Spirituality for gratitude</td>
<td></td>
<td>.876</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Spirituality improves interpersonal</td>
<td></td>
<td>.942</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The above 14 items were selected and considered primarily on their basis of factor loadings or where it seemed that the factor is important to understand the construct. Following is the result of the rotated component matrix. Hence, we derived the five principle factors for spirituality, which were named as: a) Inner Strength, b) Connectedness, c) Meaningfulness, d) Hope and e) Quest for wisdom. These factors explained 87% of all the variance.

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<table>
<thead>
<tr>
<th></th>
<th>Spiritual Index</th>
<th>Spiritual Calling</th>
<th>Task Oriented</th>
<th>Spiritual Membership</th>
<th>Decision Making</th>
<th>Relationship Orientation</th>
<th>Persistence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>.690**</td>
<td>-0.093</td>
<td>-0.603</td>
<td>-0.093</td>
<td>-0.127</td>
<td>-0.013</td>
<td>0.939</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>39</td>
<td>39</td>
<td>39</td>
<td>39</td>
<td>39</td>
<td>39</td>
<td></td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Sig. (2-tailed)</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>39</td>
<td>39</td>
<td>39</td>
<td>39</td>
<td>39</td>
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</table>

CONCLUSION

There is a strong correlation between the spirituality indexes as arrived at using the developed scale, administered to respondents. The correlation is nearly .7 which is very significant.

Added to it 14 respondents scored high on spirituality index which means that over 35% respondents were quite spiritual or likely to be spiritual.

Hence the scope for spiritual Leadership as proposed by Fry could work very well in India.

In short the following model may well summarize the conclusion of the research in terms of its applicability.

Figure-2: Spiritual Leadership Application Model

REFERENCES


ABSTRACT

The main objective of this study is to review the employee engagement of multigenerational workforce. Lockwood, Cepero and Williams (2009) claim that Employee Engagement is a major factor for the success of any organization. High levels of engagement in an organization promotes retention of talent, foster loyalty, improve employee and organizational performance on a whole.

KEYWORDS

Workplace, Employee Engagement, Multigenerational Workforce, Engagement Drivers, Traditionalists, Generation X, The Baby Boomers, Generation Y etc.

PURPOSE OF STUDY

The purpose of the study is to report the findings in the form of a literature review focusing on the aspect of employee engagement for a diverse workforce. It aims to develop knowledge and understand employee engagement, the consequences and drivers for a multigenerational workforce namely – Traditionalists, Baby Boomers, Gen X and Gen Y.

METHODOLOGY OF STUDY

Methodology and Approach

The approach used here is a summary of methods used by the sources contained within this literature review. This survey was aimed at examining articles and other publications relevant to engagement of employees.

INTRODUCTION

Defining Engagement

Today companies and firms believe that engagement is a major source of gaining a competitive edge. Employee engagement does not hold any universal definition. Kahn (1990:694) defines employee engagement as “the harnessing of organization members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances”. The cognitive effect comprise of the Employees’ beliefs about the organization, beliefs about the leaders and working conditions of the organization. The emotional aspect deals with how the employees feel about each of the above-mentioned factors. In addition, their positive or negative attitudes towards the leaders and the organization are important factors. The physical aspect of employee engagement concerns the physical energies displayed by the employees to fulfill their roles. Thus, according to Kahn (1990), engagement is about being physically and psychologically present while performing an organizational task.

Sources: Authors Compilation
EVOLUTION OF EMPLOYEE ENGAGEMENT BY BAUMURK, RICHMAN AND SHAW

According to Baumurk 2004, Richman 2006 and Shaw 2005, employee engagement is about emotional and intellectual commitment of the employee towards the organization.

The Generations

Generation is defined as a cohort of individuals sharing the same events through music, news, educational background and styles of parenting during a certain time (Murphy, 2007). Thus, generation develops a collective outlook through the experiences formed during the formative years. According to a report by Gallup, Gen Y (Millennials), have overtaken the Baby Boomers at the workplace. The shift is increasing as the older generation is approaching retirement and more Millennials are joining the workforce.

The term Gen X was coined by Robert Capa, a photographer in early 1950. The term was used later for a photo essay is heading about young people who grew up immediately after the 2nd World War. For the origin of the sociological theory of a generation gap. It was introduced in the 1960s. The term Millennial was given by William Strauss and Neil Howe, two very famous historians. It was coined during The History of America’s future in the year 1991. A journalist in Advertising Age coined the term Gen Y in August 1993 after which it was used extensively for the time to come.

Due to the presence of multiple generations at workplace, which comes with different values and priorities, there is a potential of a real problem being created for the organization. According to latest study, there is an HR strategy to manage the aging workforce (Kirton, 2014). Organizations find themselves at a competitive disadvantage, engulfed in conflict due to lack of an effective strategy to address intergenerational challenges. They miss valuable opportunities in the process.

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<td>Not Dependent</td>
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<td>Group Oriented</td>
<td>Participation</td>
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<td>Family and Work</td>
<td>Keep Family and Work Separated from Each Other</td>
<td>Work is Priority</td>
<td>Balance of Work and Life</td>
<td>Balance Maintained Amongst Work and Life</td>
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<td>Appreciate</td>
<td>Family and Friends Come First if Had to Chose</td>
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<td></td>
<td>Mentoring Opportunity</td>
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</table>

Sources: Authors Compilation
WORKPLACE VALUES (TAKEN FROM CRUMPACKER AND CRUMPACKER 2007)

REVIEW OF LITERATURE

Levels of Engagement: Employee engagement is an important factor. However, engaging the workforce who is multigenerational in nature is a challenge. Traditionalists and Gen X employees have high level of engagement levels as compared to Gen Y’s. One size does not fit all for employee engagement. Flexibility is expected by Generation Y employees to fulfill work and family commitments. For Generation X, training and development is a way to achieve engagement. For Baby boomers, good physical health and supervisory support are essential factors for engagement to be effective (Pitt, Catsouphes, Matz & Costa, 2009). Managing the diverse workforce is an important Business Issue. Drivers of engagement need to be focused across all the workgroups. For Generation Y, access to flexibility to maintain work life balance results in higher level of engagement. For Generation X, training and development and supervisor roles bring engagement whereas for Baby Boomers, good health and supervisor support are major factors associated with better levels of engagement (Sherman, 2006).

Career Advancement Opportunities: Career is considered the series of jobs throughout the lifetime of an individual. Millennials have expectations that are realistic of their jobs and seek rapid career advancements and development of latest skills (Ng, Schweitzer & Lyons, 2010). Gen Y employees tend to show higher expectations regarding career advancements and employability than employees from older generations. However, both the generations expect job stability, autonomy and recognition (Saba, 2013).

Communication with Multigenerational workforce: A leader must motivate and develop teamwork within his team. There are different techniques for managing across the generations. For managing Traditionalists, one must assert the authority and do it with respect. They should be given safe work environment and various benefits from their vast experience. Baby Boomers seek flexibility and challenges where as Gen X requires higher level of communication and they expect credits when a job is done by them in an appreciable manner. According to Millennials, relationship with their immediate supervisor is important. This generation has a need to feel connected to someone. They expect timely, specific and relevant feedback using social media technologies (Hays, 2014).

Work Values and Outcomes: Values play a vital role in enhancing motivation towards work and organization in which the employee is working. Employer values must reach the expectations of different employees and organizations must try to clarify their work values with the employees. According to Cennamo & Gardner (2008), Gen Y gives more importance to status, freedom and work values than Generation X employees do. The Baby Boomers showed that better values fit with extrinsic values and status values than Gen X and Gen Y. No other generational differences were found out.

Individual Innovativeness Behavior: In today’s highly competitive environment, exchange of ideas, thoughts, discussion on some important topics becomes more relevant and productive when it happens between people of different gender, age, culture and this is one of the reasons why organization is treating Workforce diversity as a tool, which can give them competitive advantage over their competitors. There is a difference in the scores of innovativeness between Gen X and Y participants. The difference indicates that Gen Y is more innovative than Gen X (Yigit & Aksay, 2015).

Relation with Supervisor and Job Satisfaction: Synpniewska (2014) found that good relationship with immediate supervisors is one factors of vital importance to job satisfaction. Gen Y’s access to growth opportunities is important to employee engagement and job satisfaction (Lockwood, 2007).

RESULTS & FINDINGS

Major findings from this review paper include:

- Traditionalists and Baby boomers reported higher levels of engagement than the younger counterparts did. Pitt, Catsouphes, Matz & Costa (2009) in their study stated that Baby boomers report better physical and mental health’s are necessary factors for engagement. Hence, it is inferred that health plays a vital role in employee engagement.
- Employees that work in multigenerational team showed cultural support of flexibility at workplace. In addition, it was found that they have higher engagement levels.
- Organizations might plan to consider specific engagement drivers for their employees’ in a specific generational cohort and other age group. “One Size does not fit all” when it comes to process that most of the organizations could take about employee engagement.
- One major factor associated with higher engagement levels among Generation Y employees is the access to the flexibility to fulfill family and work responsibilities.
- Among Generation Y employees, satisfaction associated with training and development is a factor that results in high engagement level.
LIMITATIONS

This study helped in identifying issues and gaps that remain unidentified so far. It was found that around the predictors of employee engagement there is a lack of research, levels of engagement can be increased through interventions such as training the managers on how to communicate effectively.

SCOPE FOR FURTHER RESEARCH

There is a need for further research to study differences in individual behavior. In addition, there is a scope to find if variables like personality would have an impact on levels of engagement. This study has been done with research papers based in developed countries like US, UK; hence, further research must explore various other countries where there is less knowledge about levels of engagement.

CONCLUSION

Understanding working style, unique perspectives and goals of Traditionalists, Baby boomers, Gen X and Gen Y will definitely lead to effective functioning of the organization. The study on managing across generations (Gaines & Wilson, 2009) states that to manage and engage the multigenerational workforce, one should be aware of the generational issues, avoid age stereotypes. One should learn to manage the unique strengths and need of each generation and should try to build a strong multigenerational workforce by catering to the requirements of each group’s needs.

The review adds value to the present state of knowledge by the evaluation of various papers and literatures on engagement levels of multigenerational workforce. As a result, it addresses concerns about unmet research and about the disagreement on the definition of engagement and various ways to address the issues surrounding it.

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A STUDY ON QUALITY OF WORK LIFE IN ITC LIMITED, AGRI BUSINESS DIVISION (ABD)–ILTD IN CHIRALA

Hamza A. Alhadad28 Osama A. Lamma29 Alhousein I. Shaftar30 Abdulhadi A. Lamma31

ABSTRACT

In any organization, the management pursues efforts at building and strengthening the organization. The ultimate aim is to develop a committed and motivated workforce for the intense participation in achieving organizational goals. The trade unions, on the other hand take interest in building their institutions. The stand and approaches of unions on specific issues affect the quality of work life of the employees. At the same time, the unions have to support the management and take positive steps towards better QWL programmes for the improvement of the quality of working life of their members and induce them for better output and happy life.

KEYWORDS

Quality of Work Life, Productivity, ITC Limited, Agri Business Division- ILTD, Guntur District etc.

INTRODUCTION

A high degree of quality of work life (QWL) in the organization results in increased profits, higher employments and accentuating demands in the market. Improving the quality of work life is a continuous and progressive process of the organization. Quality of work life concerns with the requirements, needs, working environment and job design of the employees at workplace. Moreover, QWL is a way of thinking about people, work and organizations. It creates a sense of fulfillment in the minds of the employees and contributes toward greater job satisfaction, improving productivity, adoptability and overall effectiveness of an organization. It seeks to achieve integration of technological, human, organizational and societal demands. A better understanding of the interrelationship of various aspects of QWL provides an opportunity for improved analysis of cause and effect in the workplace. Studies on QWL suggest that there are different relationships between the satisfaction with work life, and for instance, employees’ engagement and commitment to their work (Rice et al., 1985), and employees enjoyed in organisations only through improving their quality of working life.

In any organization, the management pursues efforts at building and strengthening the organization. The ultimate aim is to develop a committed and motivated workforce for the intense participation in achieving organizational goals. The trade unions, on the other hand take interest in building their institutions. The stand and approaches of unions on specific issues affect the quality of work life of the employees. Thus, harmonious industrial relations are necessary for minimization and resolution of conflicts between management and unions. It is necessary that there is mutual understanding and appreciation of the roles of management and unions. The management must realize that a dynamic and vibrant organization is the one, which is in touch with the people and is alive to their aspirations. Managers have to work like team leaders rather than bosses and develop skills and capabilities of carrying their entire team with them. At the same time, the unions have to support the management and take positive steps towards better QWL programmes for the improvement of the quality of working life of their members and induce them for better output and happy life.

QWL PARAMETERS

Parameters of QWL are also called constructs of QWL, and Hackmen and Oldham (1980) highlighted the constructs of QWL in relation to the interaction between work environment and personal needs. In India, its scope seems to be much broader than the provisions of the labour legislation enacted to protect the employees. Based on the foregoing factors influencing the QWL, the study followed the parameters like welfare facilities, working conditions, health and safety, career growth and development, job satisfaction, grievance redressed mechanism, compensation, collective bargaining, employee’s participative management and human relations are selected for this study.

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(i) Welfare Facilities

The concept of ‘labour welfare’ is flexible and elastic and differs widely with times, regions, industry, country, social values and customs, the degree of industrialization, the general, social economic development of people and political ideologies prevailing at particular moments. Welfare is the provision and maintenance of the conditions of life for individuals by the community. Employee welfare is flexible and elastic and differs widely with time and region, industry, social value and customs, degree of industrialization the general socio-economic development of the people and the political ideologies prevailing at particular time. It is also molded according to the age groups, socio-cultural background, and educational level of employees in various industries. Industrial progress depends on satisfied labour force and in this connection the importance of labour welfare measures were accepted long back.

(ii) Working Conditions

QWL is dependent on various aspects of the employee’s work life. The first and foremost important factor among them is economic aspects. The second important aspect is working conditions. Safety and health working conditions ensure good health, continuity of services decreases bad labour management relations. Different working conditions may perform only those employees who meet specific requirements in terms of age, sex, qualification, health, physical and mental conditions and physiological and psychological capabilities. It is therefore necessary to make measure to eliminate uncomfortable working conditions without dangers’ to life or health, or to avoid accidents, injuries, occupational diseases and, or at least mitigate their consequences.

(iii) Health and Safe Working Conditions

Safety activities in industries should include modification of the environment using alternative procedures such as containing hazard; limiting exposure to hazards by reducing time of exposure; using protective devices e.g. heating suit, glasses, ear protector, cooling suit; health education to generate employees awareness of health related issues; continuous monitoring; pre-placement examination and periodic examination of employees.

(iv) Career Growth and Development

Career is evolving sequence of a person’s work experiences over time. Career is typically defined as a ‘sequence of work roles or a sequence of a person’s work experience over time (Chen, T.Y at al. 2004). Career arises from the interaction of individuals with organizations and society. Management should also take initiatives towards career development activities, such as developing career paths for employee’s employees, implementing training and counseling programmes etc.

(v) Job Satisfaction

Job satisfaction is one of the important variables in work and is seen as an important indicator of work life, quality determining the extent to which the employee is satisfied or is enthusiastic about his job. Job satisfaction is an affective or emotional response toward various facets of one’s job and it has been a topic of interest to researchers and practitioners in a wide range of fields. Job satisfaction is important because of its implications for job related variables. Hence, it is comprehended that providing a sense of security is important to enhance QWL, especially in a work environment where many facets of jobs can be outsourced.

(vi) Grievance Redressal Mechanism

Grievance is a disagreement between an employee and management on the rules, terms or conditions of employment. Grievance redressal mechanism procedure is a systematic attempt to list to the problem of the subordinates and take necessary action. It is expected that all organizations would develop their grievance redressal mechanism suited to their technology and environment. Significant characterizers of any grievance procedure that would make it effective are urgency and level. Grievance redressal mechanism does not make sense unless the grievance are processed and decisions are taken the shortest possible time and at the level at which the grievance have arisen.

(vii) Compensation

Compensation and rewards are motivational factors. The best performer is given the rewards, and this builds competition among the employees to work hard and to achieve both organizational and individual goals. The economic interests of people drive them to work at a job, and employee satisfaction depends at least partially, on the compensation offered. Pay should be fixed based on the work done, responsibilities undertaken, individual skills, performance and accomplishments.
(viii) Collective Bargaining

Collective bargaining is a process of decision making between parties representing employer and employee interests which implies the “negotiation and continuous application of an agreed set of rules to govern the substantive and procedural terms of employment relationship” (Windmuller et al., 1987). It can be initiated between trade unions and individual companies, or between union federations and employer associations. Collective bargaining is a process where both union and management representatives interacting with each other to reach an agreement regarding wage and working related issues through mutual understanding and give and take principle.

(ix) Participation in Management and Human Relations

In recent days, the importance of employee participation in management has drastically increased and is highlighting upon, with the advent of industrial relations in large enterprises. Employee participation in fact is psychological contact between the management and employees. Under this issue, the management provides authority to employee to participate in QWL is that employee can identify himself/herself with job, which will further lead to an enhancement and improved performance, using the full potential of the employee. Several organizations are making substantial process in providing avenues for employee inputs through their QWL programmes, as they recognize that changes in relations between the employer and the employees are essential in today’s business scenario.

RESEARCH METHODOLOGY

Quality of the work life is significant to improve the productivity and overall performance in the organization. Employees are dissatisfaction with several functions of the job and work environment, it is also dealing with relationship in organisations consequent upon the mechanization and automation of the industry. Poor QWL is affection on industrial relations of the employees. Therefore, organisations are required to adopt a strategy to improve working culture with QWL factors for greater satisfaction employees.

OBJECTIVE OF STUDY

The study has been carried out with the following specific objectives:

1. To assess the quality of work life among employees in the select organisations.
2. To study the association between the components of QWL.
3. To offer suggestions for improving quality of work life in the select organization.

The study has been carried out with focus on the above objectives for analyzing the quality of work life of employees in tobacco industry, in Guntur district, and to suggest measures for strengthening the overall effectiveness of the QWL in ITC, ABD- ILTD, Chirala, and Guntur District of AP.

Sample Selection

All the employees are formed the universe. 150 respondents were selected as sample, using the stratified random sample method. The sample respondents are 20 per cent out of the universe in the factories put together.

Schedule Design

An interview schedule has been used as an important tool for data collection in the present study. The purpose of this research is to know the opinions and perceptions of the employees towards various aspects relating to the job and working environment, and impact of quality of work life to improve the cordial relations in the organisations.

Correlation analysis for QWL parameters

Welfare facilities are highly significant in relation to health and safety, career development, participation in management. It is significant in relation to working conditions, and grievance redressal mechanism, collective bargaining. Not significant relation to job satisfaction and compensation. The variable working conditions is highly significant in relation to health and safety, career development, job satisfaction, grievance redressal mechanism and collective bargaining and not significant relation to compensation and participation in management and human relations.

Health and safety is highly significant to career development, grievance redressal mechanism collective bargaining and participation in management and human relations. Not significant relation to job satisfaction and compensation.
Career development is highly significant to job satisfaction grievance redressal mechanism and significant relation to collective bargaining, and participation in management and human relations are not significant to compensation.

Job satisfaction is highly significant in relation to compensation. Significant relation to grievance redressal mechanism and collective bargaining. Not significant relation to worker participative management and human relations. Grievance redressal mechanism is highly significant in relation to compensation, collective bargaining and worker participation in management and human relations. Compensation is highly significant relation to collective bargaining and significant to participative management and human relations. Collective bargaining is highly significant to worker participation in management and human relations.

Table 1: Correlation among Variables

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<td>Health &amp; Safety</td>
<td>.355(**)</td>
<td>.297(**)</td>
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<td>Career Development</td>
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<td>.217(**)</td>
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<td>Job satisfaction</td>
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<td>.231(**)</td>
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<td>.227(**)</td>
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<td>Collective Bargaining</td>
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<td>.316(**)</td>
<td>.305(**)</td>
<td>.206(*)</td>
<td>.187(*)</td>
<td>.373(**)</td>
<td>.322(**)</td>
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<td>Participation in Management and human relations</td>
<td>.214(**)</td>
<td>.167(*)</td>
<td>.234(**)</td>
<td>.193(*)</td>
<td>.066</td>
<td>.246(**)</td>
<td>.175(*)</td>
<td>.300(**)</td>
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Note: *Correlation is significant at the 0.05 level (2-tailed).
**Correlation is significant at the 0.01 level (2-tailed).

Sources: Authors Compilation

Research Findings of Quality of Work Life Parameters in Promotion of Industrial Relations

Analysis of individual parameters of QWL in a consolidated form (covering all statements of each parameter) for ITC, ABD-ILTD as prepared the ranking of performance of the opinions in respect of each parameter. Ranking as presented as follows: welfare facilities, working conditions, health and safety are ranked as first, second, and third, respectively. Career development, job satisfaction and grievance redressal mechanism, aspects are ranked four, five and six and remaining three aspects are compensation, collective bargaining and employees participation in management and human relations are the seventh, eight, and ninth respectively. These fall in between the highest and the lowest showing moderate performance.

Over all comparison of the score of various parameters conveys that participation in decision-making, collective bargaining and compensation, offer scope for further improvement in the organisations in promotion of IR. Those rated moderate can also be focused upon for special attention in the near future. Conclusion in respect of all parameters is satisfactory. Special attention needs to be devoted for improving the performance of indicators, which have recorded the lowest score, followed by those, which have recorded moderate performance. This is a need and scope for improvement to be given special attention by the management of the organisations for improving the QWL of employees.

Table 2: Consolidated Findings on QWL Parameters of Weighted Mean and Ranking

<table>
<thead>
<tr>
<th>Quality of Work Life Variables</th>
<th>Total Weighted Mean</th>
<th>Rank</th>
</tr>
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<tbody>
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<td>Welfare Facilities</td>
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<tr>
<td>Participation in Management and Human Relations</td>
<td>0.635</td>
<td>9</td>
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</table>

Sources: Field Work Data
FINDINGS OF STUDY

Based on the study the following are the findings:

- Working conditions of employees and other special categories shall be improved.
- Employers need to embrace a certain level of employment security, job safety, free from job anxiety, reasonable wage, family day/leisure life, work life balance, social life, enjoyment opportunity, participation in decision-making.
- The management of the organisations is very careful about employee grievances mechanism and showing willingness to remove quickly through open door system.
- Labour management supportive relationship and adopting lifelong welfare policies, top management forum on labour management cooperation to be organized and establishing profit sharing between employees and management.
- The management encourages collective bargaining in the organisations in order to reduce the gap between union and management with respect to work related issues to promote industrial peace and harmony.

CONCLUSION

The study reveals that majority of employees are permanent, length of service is more than four to six years, most of them age group is between 35 to 45 years, majority are come from rural areas and majority of their education is primary level. The weighted mean analysis indicated by rank wise. Majority of them are satisfied by welfare facilities, working conditions, health and safety facilities. Least satisfied are participation in management and human relations and collective bargaining facilities. The correlation analysis shows that welfare facilities, working conditions, health and safety, career development highly positive impact on quality of work life.

To improve harmonious industrial relations first to identify and train to satisfy employees needs their experience in their working environment. Since QWL parameters of health safety, welfare facilities and working conditions are improving the work efficiency. Providing good, safe and healthy working environment, fair compensation and improves the bargaining power, and develops the employees’ participation in decision-making. Finally, QWL is needed to improve happy and healthy industrial relations and reduce turnover, and also make sensible decisions; contribute organizational productivity. More over cordial relations are promoted with the help of on quality of work life parameters.

REFERENCES


*****

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BLENDING LEARNING AND SCIENCE PROCESS SKILLS

Dr. Prem Chabbra32 Shikha Saxena33

Abstract

The purpose of this study was to explore the effectiveness of blended learning and science process skills in a classroom setting. The research was conducted in a school in India, and the sample consisted of students from different grades. The study employed a mixed-methods approach, combining qualitative and quantitative data collection techniques.

The results indicated that students who participated in the blended learning program showed a significant improvement in their science process skills compared to those who received traditional instruction. The findings suggest that blended learning can be an effective tool for enhancing students' ability to think critically and solve problems.

Keywords:
Blended Learning, Science Process Skills, Classroom Setting, India

References


Blended Learning

A combination of instruction models. It integrates asynchronous and synchronous components to create a flexible learning environment that accommodates different learning styles and needs. This approach leverages the strengths of both online and face-to-face learning to provide a personalized and engaging learning experience for students.

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sIF (2012): 2.9, sIF (2013): 5.071, sIF (2014): 5.97

PEZZOTTAITE JOURNALS
• माध्यमिक स्तर पर अध्यायरत बालकः—वातावरणों के विज्ञान प्रक्रिया कौशलों पर मिश्रित अधिगम के प्रभाव का तुलनात्मक अध्ययन करना।
• माध्यमिक स्तर पर हिंदी एवं अंग्रेज़ी माध्यम में अध्यायरत विद्याविधियों के विज्ञान प्रक्रिया कौशलों पर मिश्रित अधिगम के प्रभाव का तुलनात्मक अध्ययन करना।

परिकल्पनाएँ
• शोध अध्ययन में प्रश्नात्मक समूह एवं मिश्रित समूह के विज्ञान प्रक्रिया कौशलों को मिश्रित अधिगम सार्थक रूप से प्रभावित नहीं करेगा।
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शोध विषय — प्रस्तुत अधिगम एक शैक्षिक प्रयोग है। अध्ययन हेतु न्यायाधीश के रूप में प्रश्नात्मक एवं मिश्रित प्रयोग के साथ क्रमशः दो समूह के साथ हेतु प्रयोग करना। शोध अध्ययन में मात्राओं का चयन उद्देश्य प्रतिष्ठान (Purposive Sample) के आधार पर किया गया क्योंकि शोध अध्ययन में उन्हीं विद्यालयों का चयन किया गया जहां स्टूडेंट बोर्ड है।

शोध उपकरण
शोध अध्ययन के उद्देश्य की पूर्ति हेतु प्रयोगकर्ता द्वारा विज्ञान प्रक्रिया कौशल परीक्षण (Science Process skill test) एवं मिश्रित अधिगम उपचार (Blended Learning Treatment) का निर्माण किया गया है।

विज्ञान प्रक्रिया कौशल परीक्षण (Science Process skill test) - विज्ञान प्रक्रिया कौशल परीक्षण कक्षा 8 वीं के विद्यार्थियों के द्वारा प्रयोगकर्ता द्वारा मिश्रित किया गया। इसमें विविध कौशल जैसे— निर्देशन करना (observing), मापन करना (measuring), वर्गीकरण करना (classifying), भविष्यवाणी करना (prediction), अनुमान लगाना (Infering) एवं समझन करना (communicating) सम्मिलित किये गये। परीक्षण की विषयरीतियों अंदाजे (Half and Split Method) से 0.95 प्राप्त हुई। परीक्षण की वितरण 0.97 रही।

मिश्रित अधिगम उपचार (Blended Learning Treatment) - मिश्रित अधिगम उपचार (Blended Learning Treatment) का कक्षा 8 वीं के विद्यार्थियों के द्वारा प्रयोगकर्ता द्वारा मिश्रित किया गया है। इस उपचार में कक्षा 8 वीं के विज्ञान विषय की मिश्रितिकृत इकाइयों का चयन किया गया—

• ब्रह्माण्ड (Universe)
• कोशिका — संरचना एवं कार्य (Cell-Structure and functions)
• सूक्ष्मजीव (Microorganisms)
• सामान्य रोग (Common diseases)
• ऊर्जा के स्रोत (Sources of Energy)
• खाद्य उपचार एवं प्रबंध (Food Production and Management)
• संतुलन में संतुलन (Equilibrium in Nature)
• प्राकृतिक प्रदूषण — कारण एवं विकार (Environmental Pollution- Causes and Effects)

प्रयोगकर्ता द्वारा मिश्रित अधिगम उपचार में मिश्रितिकृत नवीन विषयविद्याओं का चयन किया गया—

• सक्षर अधिगम विधि (Active Learning Methodology)
• स्मार्ट बोर्ड (Smart Board)
• मोबाइल द्वारा शिखा (Mobile Education)
• कंप्यूटर सह अनुशासन (Computer Assisted Instruction)

इन चारों विषयविद्याओं को परस्पर तत्कालीन क्षेत्र से साइडबाय्स किया मिश्रित अधिगम उपचार (Blended Learning Treatment) प्रयोगकर्ता द्वारा मिश्रित किया गया है।

मिश्रित अधिगम उपचार (Blended Learning Treatment) का क्रियान्वयन — मिश्रित अधिगम उपचार का क्रियान्वयन प्रायोगिक समूह के कक्षा 8 वीं के विद्यार्थियों पर किया गया। मिश्रित अधिगम उपचार का क्रियान्वयन प्रतिकृतिव 45 मिनट तक 34 पाठ्यक्रम का विषय प्रयोगकर्ता द्वारा लिखा गया।

साइडबाय्स प्रबंध — प्रस्तुत अध्ययन में न्यायाधीशों में प्रज्ञान प्राप्ती पर प्रयोग परीक्षणों के माध्यम से प्रत्येक अंकों का विश्लेषण कम्प्यूटर के माध्यम से सुचित रही। विभिन्न प्रबंध विद्याओं को माध्यम (Mean), प्रायमाणिक विचार (Standard deviation), टी—परीक्षण (t-Test), प्रत्याशा विश्लेषण (Analysis of Variance) द्वारा किया गया।

परिणाम, विश्लेषण एवं निकार
उद्देश्यों एवं परिकल्पनाओं के आधार पर प्रस्तुत शोध में साइडबाय्स प्रबंध प्रत्याशा विश्लेषण (Analysis of Variance) का प्रयोग किया गया।
उद्धरण क्रमांक 1 संदर्भ अनुसार में प्रयुक्त प्रायोगिक समूह एवं निर्यातित समूह के विशिष्ट प्रतिक्रिया कौशलों पर मिश्रित अधिग्रहण के प्रभाव का तुलनात्मक आधारण करना। प्रदत्तों का विश्लेषण प्रस्तावना विश्लेषण (Analysis of Variance) द्वारा परिणाम सारणी क्रमांक 1 एवं सारणी क्रमांक 2 दोनों में प्रस्तुत है।

सारणी क्रमांक 1 से प्रदर्शित होता है कि उपचार से समायोजित / का मान 98.58256 है जो 0.01 स्तर पर सार्थक हैं एवं सारणी क्रमांक 2 से स्पष्ट होता है कि उपचार से समायोजित / का मान 6.034026 है जो 0.01 स्तर पर सार्थक है। अत: यहाँ प्रायोगिक समूह और मिश्रित समूह के संतर्ल में प्राप्त समायोजित / के मान में सार्थक असर है इसलिए स्पष्ट होता है कि प्रायोगिक समूह एवं निर्यातित समूह के विशिष्ट प्रतिक्रिया कौशलों को मिश्रित अधिग्रहण सार्थक रूप से प्रभावित करता है। अत: शून्य परिकल्पना क्रमांक 1 निरस्त की जाती है।

उद्धरण क्रमांक 2 माध्यमिक स्तर पर अवयवपूर्व बालक—बालिकाओं के विशिष्ट प्रतिक्रिया कौशलों पर मिश्रित अधिग्रहण के प्रभाव का तुलनात्मक आधारण करना। प्रदत्तों का विश्लेषण प्रस्तावना विश्लेषण (Analysis of Variance) द्वारा परिणाम सारणी क्रमांक 1 में प्रस्तुत है–

### सारणी क्रमांक – 1

<table>
<thead>
<tr>
<th>प्रतिक्रिया का स्त्रील (Source of Variance)</th>
<th>वर्ग का योग (SS)</th>
<th>DF</th>
<th>मध्यम वर्ग (MS)</th>
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<td>कुल</td>
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</tr>
</tbody>
</table>

* = 0.01 सार्थकता स्तर

सारणी क्रमांक 1 से स्पष्ट होता है कि उपचार से समायोजित / का मान 98.58256 है जो 0.01 स्तर पर सार्थक हैं लेकिन सिंग के संतर्ल में प्राप्त ए का मान 0.299175 है जो किसी भी स्तर पर सार्थक नहीं है। अतः शून्य परिकल्पना क्रमांक 2 निरस्त की जाती है। प्रदत्तों संस्थान उपचार के मध्य अनुक्रमण के लिए / का मान 0.563886 प्राप्त हुआ जो किसी भी स्तर पर सार्थक नहीं है।

उद्धरण क्रमांक 3 माध्यमिक स्तर पर हिंदी एवं अंग्रेजी माध्यम के अवयवपूर्व विद्यालयों के विशिष्ट प्रतिक्रिया कौशलों पर मिश्रित अधिग्रहण के प्रभाव का तुलनात्मक आधारण करना। प्रदत्तों का विश्लेषण प्रस्तावना विश्लेषण (Analysis of Variance) द्वारा परिणाम सारणी क्रमांक 2 में प्रस्तुत है–

### सारणी क्रमांक – 2

<table>
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<th>प्रतिक्रिया का स्त्रील (Source of Variance)</th>
<th>वर्ग का योग (SS)</th>
<th>DF</th>
<th>मध्यम वर्ग (MS)</th>
<th>f - Value</th>
</tr>
</thead>
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<td>1.18743</td>
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<td>कुल</td>
<td>12126.96</td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

* = 0.01 सार्थकता स्तर

सारणी क्रमांक 2 से स्पष्ट होता है कि उपचार से समायोजित / का मान 6.034026 है जो 0.01 स्तर पर सार्थक हैं लेकिन माध्यम के संतर्ल में प्राप्त ए का मान 1.18743 है जो किसी भी स्तर पर सार्थक नहीं है। अतः शून्य परिकल्पना क्रमांक 3 निरस्त की जाती है। प्रदत्तों संस्थान उपचार के मध्य अनुक्रमण के लिए / का मान 0.196484 प्राप्त हुआ जो किसी भी स्तर पर सार्थक नहीं है।

निषेध

उद्देश्यों के आधार पर जो निषेध प्रताप एवं क्रमनुसार प्रस्तुत है –

● This research paper highlights the importance of Blended Learning in improving the academic performance of students. The study was conducted at the university level and focused on the integration of traditional classroom teaching with online learning resources.

● The results indicated that students who participated in the Blended Learning program showed a significant improvement in their academic performance compared to those who followed the traditional teaching method. The findings suggest that Blended Learning can be an effective strategy for enhancing student engagement and achievement.

● Further research is needed to explore the long-term effects of Blended Learning on academic performance and to identify best practices for its implementation in different educational settings.

● References:


CONTINUOUS AND COMPREHENSIVE EVALUATION:
AN UNIQUE INNOVATION IN EDUCATION

Dr. Anil Kumar Jain34 Akanksha Choudhary35

Keywords:

- Continuous and comprehensive evaluation
- Right to Education
- Right Education System
- Right to learn
- Right of education

Abstract:

This article discusses the unique innovation in education known as Continuous and Comprehensive Evaluation (CCE) in the context of Right to Education (RTE) 2009. The authors present a comprehensive analysis of CCE as a tool for evaluation in education, highlighting its benefits and implementation challenges. The article aims to provide insights into the effectiveness of CCE in enhancing educational outcomes and promoting inclusive education for all children.

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लेकिन भारतीय शिक्षा पादरी में मूल्यांकन शब्द परिभाषा, तत्वावधार और दृष्टिस्थल से जुड़ा हुआ है। साल में एक या दो बार परीक्षाएँ आयोजित कर विद्यार्थी का मूल्यांकन करने वाली परिभाषा प्रणाली सीमाएं-सीमाओं की प्रक्रिया में बाहर उपलब्ध नहीं है। बाहर परिभाषाओं की अवधारणा और परिभाषा को नकारात्मक रूप में समायोजित करने एवं सामयिकी में सृजन करना है। दूरसंचारी परीक्षाओं उन मार्कों को स्पष्ट करने में सक्षम है जिनका लिए शिक्षार्थी प्रशस्त पाने हैं और अभ्यास अनुसार बच्चों के गुणांक और विवेचन के बारे में जानकारी बांटते हैं। अंक दिये भी बच्चों का अंकन किया जा सकता है। इस लिये संदर्भ एवं समावेश मूल्यांकन एवं अभ्यास पहल के रूप में उन्नत कर आगे बढ़ाने का प्रयास है।

सत्र एवं वापसी मूल्यांकन: सत्र एवं वापसी मूल्यांकन योजना एवं उसकी विशेष बन्धुता मनो विवेचन का केंद्र नहीं है बल्कि बच्चों के सीमाएं का सार व सीमाएं-सीमाओं की प्रक्रिया में आने वाली कार्यक्रमों के समायोजन से समायोजित है। शिक्षा का अवधारणा अभिविद्या (RTE 2009) प्रकार वालक की विवेचन करने के रूप में निर्देश प्रदान करता है। मूल्यांकन की अवधारण में निगमित किये जाने को स्पष्टरूप से रही है।

इस परिभाषा से देखा जा सकता है कि सत्र एवं वापसी मूल्यांकन की प्रक्रिया में प्रमुख अवधारणा नहीं है। शिक्षा का महत्वपूर्ण अभ्यास एवं सामाजिक एवं राष्ट्रीय विवेचनात्मक कार्य करने के लिए रहता है। इस प्रक्रिया से देखा जा सकता है कि शिक्षा का महत्वपूर्ण अभ्यास और शासित विवेचना पर प्रत्येक बालक और बालिका का इसका अनुभव करने के लिए विवेचन का अभ्यास नहीं है। इस विवेचना के प्रदान करने के लिए शिक्षा का महत्वपूर्ण अभ्यास और शासित विवेचना के अभ्यास के प्रमुख अभ्यास नहीं है। इस प्रक्रिया से देखा जा सकता है कि शिक्षा का महत्वपूर्ण अभ्यास और शासित विवेचना का अभ्यास नहीं है। इस प्रक्रिया से देखा जा सकता है कि शिक्षा का महत्वपूर्ण अभ्यास और शासित विवेचना का अभ्यास नहीं है।

सत्र एवं समावेश मूल्यांकन एवं अभ्यास पहल हेतु उपयोगी तथा समावेश मूल्यांकन भी है। इस अभ्यास पहल के रूप में मानव संसाधन शाखा को क्रिया रूप से 2007 में C.B.S.E. विवेचना समावेश मूल्यांकन योजना को विवेचना के बारे में पाठ्यपुस्तकों के तत्व को केंद्र रूप से संगठित करने एवं संरचित की विकास के द्वारा संरचना के धारण में उद्धेष्य द्वारा उत्पन्न कर दिया गया। यह मूल्यांकन प्रणाली विवेचना के अभ्यास सर्वेक्षण के रूप में आने वाले कार्यक्रमों की पहल के रूप में निर्देशक एवं साहित्यिक विचारक के पहल के रूप में लिखता है। इस प्रकरण से देखा जा सकता है कि शिक्षा का महत्वपूर्ण अभ्यास और सामाजिक विवेचना का सही इक्ष्य को अवधारणा करने है। इस प्रकार सत्र पर सार्वजनिक विवेचना प्रकार एवं वापसी मूल्यांकन अवधारणा के अभिविद्या संबंध में आने वाले कार्यक्रमों की पहल के रूप में लिखता है।

प्राधिक रूप से सत्र एवं वापसी मूल्यांकन का एक दो पहल के रूप में निर्णय में लिखता है। इस प्रकार सत्र एवं वापसी मूल्यांकन का लघु-परिवर्तन है। इस प्रकार सत्र एवं वापसी मूल्यांकन का लघु-परिवर्तन है।}

### संदर्भ चुनी
1. NCF (2005)
2. RTE (2009)
3. MHRD-NPE (1986)
5. उद्विद्यान भारतीय समाज एवं शिक्षा (1999), मंत्रा, राष्ट्र प्रकाशन।

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EFFECTIVENESS OF CORPORATE SOCIAL RESPONSIBILITY: A CASE STUDY OF ITC

Dr. G. Subba Raju36 Dr. M. Vijay Kumar37 M. Prudhvy Raj38

ABSTRACT

Corporate Social Responsibility is an emerging concept in the Indian business scenario. This has attained major importance after the CSR law was framed and enforced. Any company irrespective of their nature has to engage in the CSR activity for the upliftment of the weaker sections of the society. This paper in detail discusses the various CSR activities done by the ITC, which was the leading FMCG Company in India and tries to enlighten the reader the series of activities taken by this company for the community welfare and social development.

KEYWORDS

Responsibility, Welfare, Development, Society, Environment etc.

INTRODUCTION

Wealth should be created, distributed or else it will be destroyed as quoted by Ratan Tata. This saying emphasizes itself the whole concept of CSR. CSR is the rent we want to stay on this planet. As responsible citizens of the country, we have to give some share back to the society as we have earned from the society and we are surviving because of the society. CSR is a concept that was being there from long time and it was recently undergoing radical changes as corporates are realizing the value of the CSR in the recent times. On 27th February 2015, Government of India has amended rules with affective from 1st April, 2014.

Companies having the below eligibility, criteria should adhere to the CSR activities as per the new CSR law amendment:

- Net worth of minimum Rs. 500 Crores,
- Rs. 1000 crores turnover,
- At least 5 crore net profit.

All the programmes mentioned in the schedule 7 of the CSR act and the programmes that are recommended by the CSR committee of the organization in accordance with the CSR policy can be undertaken as CSR activities of that particular organization. The below acts may be considered as CSR activities:

- Contributing to Corpus and Society,
- Renewable energy projects,
- Eradicating hunger and poverty,
- Rural Development,
- Social Business Projects etc.

NEED FOR STUDY

As discussed above CSR is now the trending topic in the economy and the talk of the moment in the corporate world. CSR directly and indirectly contributes a vast amount of development towards the community development and the welfare of the society. FMCG industry is one of the few industries, which contribute to the larger extent in the Indian economy. Therefore, it would be apt to study the CSR activities of the leading FMCG Company of India ITC and their service to the society.

LITERATURE REVIEW

This paper was conceptual in nature and mainly concentrates on the concept of CSR in Indian context and the CSR activities of ITC. The literature for this paper was based on the secondary data from the company websites and various companies’ literature and arriving at a basic idea from the various articles on the context of CSR in India.

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Companies have to undertake CSR activities as there are many forces, which are impelling them to do so, and some of those are: a) Globalization, b) Ethics, c) Leadership, and d) Governance etc.

**EVOLUTION OF CSR IN INDIAN CONTEXT**

Until 1850’s CSR was a part of our culture, tradition, family values and religion and from 1900 to 1980 Industrialization had begun to show its effect on CSR and at present is an era of command and control where CSR is integrated into the business for sustainable development of business. Kautilya in the olden days itself has emphasized on the concept of ethical practices in doing the business. Many scriptures of our ancient India mention the joy of sharing one’s wealth with the community. Religions also follow CSR like Muslims: Zaakat, Hindu: Dharmaada and Sikhs: Daashanth as a part of religious practices.

**Corporate Social Responsibility is now Corporate Responsibility. (CSR to CR)**

**FMCG SECTOR IN INDIA**

India’s FMCG sector was the fourth largest sector of the Indian economy with a market size of above US $ 13 million. It has good distribution network and intense competition in both the organized and unorganized sectors with low operational cost. Indi’s FMCG industry is expected to grow at 12% in the year 2016 reaching the final figures of US $ 49 billion. Food products are the leading segment followed by personal care and fabric care in terms of market share. The top FMCG companies of India are:

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Company Name</th>
<th>S. No.</th>
<th>Company Name</th>
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<tbody>
<tr>
<td>1</td>
<td>ITC</td>
<td>6</td>
<td>MARICO</td>
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<td>2</td>
<td>HUL</td>
<td>7</td>
<td>GODREJ</td>
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<td>NESTLE</td>
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<td>COLGATE PALMOLIVE</td>
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<td>5</td>
<td>BRITANNIA</td>
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<td>AMUL</td>
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</table>

Sources: http://listz.in/top-10-fmcg-companies-in-india.html

From the above detailed list, we have taken only ITC to make the study of their CSR activities.

**ITC (Profile)**

ITC was one of the India’s top multi business enterprises with a total market capitalization of US $ 40 billion and a turnover of US $ 8 billion. ITC was one of the biggest companies of the world and was rated by Forbes as one of the World’s most reputable company and by Fortune India Magazine as India’s most admired company. It was providing employment directly to 32,000 people. Business Week also ranks it as Asia’s best business company. ITC was into the following sectors:

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Sector</th>
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<tbody>
<tr>
<td>1</td>
<td>FMCG</td>
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<tr>
<td>2</td>
<td>HOTEL</td>
</tr>
<tr>
<td>3</td>
<td>PAPERBOARDS &amp; SPECIALITY PAPERS</td>
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<td>4</td>
<td>PACKAGING</td>
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<td>5</td>
<td>AGRI BUSINESS</td>
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<td>6</td>
<td>IT</td>
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</tbody>
</table>

Sources: Authors Compilation

**CSR ACTIVITIES OF ITC**

ITC believes that business enterprises are economic organs of the society. It believes in Triple Bottom-line contribution of Economic, Social and Environmental Capital. ITC believes in Replicable, Scalable and Sustainable projects under CSR can add value and make difference in the society. **ITC Center of Excellence of Sustainable Business Development** is a giant leap by any Indian Company in this aspect:

- **ITC e-Choupal**: This is to integrate the markets with rural communities. Under this programme, kiosks called echoupals are placed in every village from where the farmers from remote locations can access to real-time conditions...
like Weather, price in order to improve there capacity to manage risk. This is a two-way channel-creating livelihood for more than 4 million farmers.

- **Farm to Food Products Value Chain:** This was started after the successful implementation of e-Choupal network, which proved to be a good example for value chain augmentation. This was supported by watershed management and livestock development programmes. This involves eliminating intermediaries, transparent procurement channel and giving higher incomes to the local farmers.

- **Social and Farm Industry:** This converge business needs and social purpose. This involves growing renewable plantations, which provides livelihood for the waste landowners, and the byproducts of these plantations are cultivated. ITC has also introduced agro forestry model where both the food and wood security are taken care off. ITC has also received a certificate from Forest Stewardship Council in recognition for its services. It has covered 1,98,000 hectares and 89 million person days of employment.

- **Integrated Watershed Development:** Supporting watershed development programmes in water scarcity areas for agriculture, people and livestock. This focuses on building, reviving and maintaining water storage structures. Helps in reversing land degradation and improves agricultural productivity. It was taking the help of NABARD and plans to cover 1,58,000 hectares of India’s drought prone areas. It brought 2,10,000 hectares in soil and moisture conservation.

- **Animal Husbandry and Dairy Development:** It assists cattle owners in upgrading their livestock over cross breeding. Cattle development centers are provided and managed by local trained members. It provides services to nearly 12,00,000 cattle.

- **Women Empowerment:** ITC believes economic empowerment of women strengthens families and societies. Under this scheme, ITC gives Micro credit self-finance under which women can start their own business and earn their livelihood. The project in Mungar where women prepare incense sticks and sell is already a success and women spend this money on their child’s education etc., there by developing the whole family. Over 45,000 women are benefitting from this scheme.

- **Primary Education:** It focuses on quality primary education in rural areas. Supplementary learning centers, which offer additional coaching, are also planned. Also provides infrastructural assistance to government schools. READ INDIA PLUS was started where educational programmes to children in and around areas of ITC’s operation are taken care. This initiative has covered above 36,000 children until now and a total of 4,20,000 children across India are being benefitted.

- **Health and Sanitation Initiative:** This strategy involves supplying low cost family owned toilets to rural areas to fight open defecation. Awareness programmes at an intensive stage are conducted to target men and women in rural areas to fight this open defecation issue. Until now, 8,000 family owned toilets are building under this initiative across India.

- **Green Center:** ITC was committed to make the India a pollution free country and a Green Country and the first step towards this was the construction of Green Center at Gurgaon, which was the head office of the ITC Hotel division. This was the first Indian monument to receive Platinum LEED certification from US Green Building Council (USGBC) in 2004.

- **Renewable Energy Initiative:** ITC was dedicated to reduce the carbon footprint in the manufacturing process and currently 42% of the total energy consumed in ITC was from renewable energy sources and the company was dedicated to make it 50% by 2020. Black liquor waste, sawdust waste and wind farms are some of the glimpses of the same.

- **Wellbeing out of Waste (WOW) Initiative:** This was the unique initiative of ITC to promote resource conservation and recycling among all the sections of the society. Awareness programmes are conducted to public and school children to segregate the waste and recycle the same. About 3 million people 5,00,000 school children, 350 corporate companies, 1000 commercial establishments and nearly 200 plants across India are supporting WOW.

- **Sangeet Research Academy:** To protect the rich tradition of Hindustani Classical Music this academy was started by ITC in the year 1977, which has become the world, is primarily modern Gurukul, which was professionally managed with a rich relation of Guru and Shisya.

- **Rejuvenating the differently abled:** When provided a chance even the differently abled people can also contribute to the success of the organization. ITC proved this right by providing jobs to differently abled people with empathy in diverse functions like housekeeping, bakeries, musicians etc., and ITC was conferred with prestigious Shellen Keller medal for the same.
GLIMPSES OF ITC CSR INITIATIVE SUCCESS

- Named as one of the top 3 companies for corporate reputation in 2014-15 by Nielsen corporate image monitor.
- Received World Business and Development award 2012 for social and forestry programmes.
- AIM Asian CSR award for creating sustainable livelihoods.
- CII water excellence award for watershed management.
- CII best environmental practices award for WOW.
- 12th Business world FICCI CSR award for social initiatives.
- STOCKHOLM challenging award for e-Choupal.
- 2nd in India and 7th in Asia for CSR activities.

Table 3: Overview of ITC CSR Initiatives

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Name of the Initiative</th>
<th>Target Group</th>
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<tbody>
<tr>
<td>1</td>
<td>e-Choupal</td>
<td>Farmers</td>
</tr>
<tr>
<td>2</td>
<td>Farm to Food Products Value Chain</td>
<td>Farmers and general public</td>
</tr>
<tr>
<td>3</td>
<td>Social and Farm Industry</td>
<td>Farmers and rural population</td>
</tr>
<tr>
<td>4</td>
<td>Watershed Development</td>
<td>Farmers and rural population</td>
</tr>
<tr>
<td>5</td>
<td>Animal husbandry and Dairy Development</td>
<td>Farmers and rural population</td>
</tr>
<tr>
<td>6</td>
<td>Women Empowerment</td>
<td>Women</td>
</tr>
<tr>
<td>7</td>
<td>Primary Education</td>
<td>Children</td>
</tr>
<tr>
<td>8</td>
<td>Health and Sanitation</td>
<td>Society at large and Rural areas in specific</td>
</tr>
<tr>
<td>9</td>
<td>Green Center</td>
<td>Society at large</td>
</tr>
<tr>
<td>10</td>
<td>Renewable Energy</td>
<td>Society at large</td>
</tr>
<tr>
<td>11</td>
<td>WOW</td>
<td>Society at large</td>
</tr>
<tr>
<td>12</td>
<td>Sangeet Research Academy</td>
<td>Young musicians</td>
</tr>
<tr>
<td>13</td>
<td>Differently abled empowerment</td>
<td>Special Children</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

CONCLUSION

CSR is the old concept as far as India was concerned and it was rooted in our rich tradition, culture and heritage. Gradually CSR has become a global concept and suddenly today, CSR has occupied the center stage with utmost importance. Every company has to spend a certain amount of its income under CSR initiative for the community welfare and society development.

When we look at the Indian companies, which spent hefty amounts on CSR, undoubtedly ITC can be considered as one of the foremost company in the Indian context. Its CSR activities covers all the weaker and deprived sections of the society and all the lifeline sectors of the economy like Education, health, agriculture and even the fine arts sectors are also covered under this. The unique initiative of CSR by ITC was Go Green concept, which has made deep vibrations and made the world look at us. Renewable sources of energy was also one of the highlights of the companies CSR and this shows their dedication towards making India and the planet a better place to live.

By reviewing these entire activities one can conclude that if responsibility is deeply rooted in the company’s culture, there is no need of regulations or statutory provisions and the company itself can bring dynamic changes in the society and it can make miracles and ITC was the outstanding example for the same in the Indian context. Hope that in the coming days ITC would deeply route into the social and sensitive issues in India and bring a rapid change.

“CSR isn’t a particular programme; it’s what we do every day, maximizing positive impact and minimizing negative impact.”

Quoted in: Responsible Business Summit, 2013

REFERENCES


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An author should present an accurate account of research performed and an objective discussion of its significance, and present sufficient detail and reference to public sources of information so to permit the author's peers to repeat the work.

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(Editor-In-Chief)

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ESTABLISHMENT OF HR DEPARTMENT IN UNDERGRADUATE COLLEGES IN UTTARAKHAND: A CASE STUDY OF UTTARAKHAND UNDERGRADUATE DEGREE COLLEGES

Shikha Verma 39  Jyoti Gupta 40

ABSTRACT

With the advent of new technology, the world has become one market. People, new ideas, new thoughts migrate and interact, which have given, rise to more and more new arenas of work and professions. Due to this change, scenario or we can say globalization of market and business the need and demand of the societies have changed. The changed demand and need has given rise to the need of the new educational pattern and syllabus. This is enrolling number of students as well as the faculties. The educational institutions are becoming the Centre of the meeting of people of varied interest, culture, educational background, expectations, and one common goal. This educational institution has to cater to the need and growth of both the faculties and students. They have to be provided with the incentives and environment that make them feel at home and work hard for the benefit of the institution. So that the institution can grow and survive in the competitive world.

Modern organizational setting is characterized by constant change relating to the Environment forces and human resources. Though there are office bearers who does the work of work of administration such as collection of fees, issue and collection of the forms, correspondence with other colleges and universities, maintaining accounts and so on they do not deal with the professional part of HR. They Objective of the study are to deal with the HRM as a system, where the HR in the institution is the core subject matter.

KEYWORDS

HR Department, HRM etc.

INTRODUCTION

History shows there are tremendous changes from the very existence of the earth until today. Change from the simple to complexity of life, change from hardship to comfort in life from far to near from natural to artificial from the part to one …. One can name the change in every field of life and occupations. Change is the essence of life. There is no field, no area where the change has not spread its wings. This change has led to the transformation of the culture, societies, communities, business and education. When we look into the whole scenario of Indian Education system, we will find it has evolved with the time and need of the societies during the past centuries. To start with Ashram the first formal educational institution where children were send to learn the ideologies of life the way to tackle the problems of life and find a solution but somewhat in spiritual and divine method. There were many ashrams with the Maharishis as the head of the ashrams. By the Colonial era, the Gurukul system was almost dead in India expecting in few remote region. British for their smooth administration started a uniform system of education where the new language and new thoughts and culture were introduced. This educational institution was termed as school. Modern thinkers introduced National schools during British period which had a combination of Indian and western culture. After independence, same educational system and culture prevailed. However, the number of school increased with the effort of government with a view to make the country literate, number of schools was introduced in the nook and corner of the country. Population increased, private organization or an individual was given the permission to start educational institution, which runs under the strict control and inspection of educational department.

With the advent of new technology, the world has become one market. People, new ideas, new thoughts migrate and interact, which have given, rise to more and more new arenas of work and professions. Due to this change, scenario or we can say globalization of market and business the need and demand of the societies have changed. The changed demand and need has given rise to the need of the new educational pattern and syllabus. This is enrolling number of students as well as the faculties. The educational institutions are becoming the Centre of the meeting of people of varied interest, culture, educational background, expectations, and one common goal. This educational institution has to cater to the need and growth of both the faculties and students. At the same time, it has also to see that both are satisfied and get the worth of what they are giving and receiving in lieu of their services and payments. The educational institution has to see that they are satisfied and happy to be in the institution for the longer period. They have to be provided with the incentives and environment that make them feel at home and work harder for the benefit of the institution. So that the institution can grow and survive in the competitive world.

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Modern Organizational setting is characterized by constant change relating to the Environment forces and human resources. Environmental factors are related to economic, political and social patterns in which organizations exist. Human resource factor includes changes in affecting employment relationships. Management of human resources is known as human resource management or personnel management. It is the part of human resources. Personnel Management is concerned with human problems of an organization so that individual can make their maximum contribution to accomplishment of common goals and at the same time attain social satisfaction.

People in any organization manifest themselves, not only as individuals but also through group interactions. When individuals come to work place, they come with not only technical skill, knowledge etc., but also with their personal feeling perception, desires, motives, attitude, aptitude, values etc. Therefore, employee management in an organization does mean management of not only technical skills but also other factors of the human resources. A close observation of employees reveals that they are complex being i.e. Physiological, Psychological, sociological and ethical. The Proportions or intensities of these dimensions of the human factor in employment may differ from one situation to another but the fact remains that these are the basic things of the human factor in organizations. Undoubtedly, the physical and mental attributes of human resources are highly pertinent to organizational performance and productivity. Further, it is important to note that the employees in any organization are not to be viewed as static individuals since the quantity as well as quality of human resources is modified by such environmental factor as education, training, development etc. Hence, the handling of human resource is entirely different from that of other resources. If human factor is properly utilized it may even prove as a dynamic motive force for running an organization. Otherwise it become as passive and destructive force.

Human resources management is relatively new and developed as a part of management (Concerned with the management of human resources). In simple terms personnel management is the task of dealing with human relationship, moulding and developing the human behavior and attitude towards the job and organizational requirements. The personnel manager involves himself in administering a social system. In this process, the manager has to see that there is economic satisfaction for a reasonable livelihood; the social satisfaction of working together as members of a group and individual job satisfaction of a worker are attained.

An organization may be a manufacturing company, a banking undertaking an insurance corporation, a transportation unit, an educational organization, a hospital, a court, a club, a religious or a social unit. The nature and significance of personnel management have undergoes rapid changes recognizing the people not as a cost Centre but as a profit Centre. Consequently, the modern personnel manager is concerned not only with the organization to provide able and willing workforce to attain company goals, but also with general society, which demands contributing to minimization of socio-economic evils and maximization of social and economic welfare of its members, particularly the deprived and weaker sections. The role of the personnel manager has also been expanded, in ascertaining and accommodating various needs of the people.

No, other than a professional Human Resource Executive can deal better with the Human resources. Therefore, a need arises to establish a HR department in Undergraduate Colleges.

**REVIEW OF LITERATURE**

A Literature review summarizes and evaluates published material in a subject on order to present current knowledge in the coherent and understandable way. Its purpose is to provide an integrated, organized overview of significant literature Published on a topic a researcher has to research on his topic. He goes through much data, which is available to him on his topic. A review of literature will make him understand what would be the past present and future trend, impact or effect on his topic would be. A review if the literature would also enable the reader to know why the topic is undertaken to study whether any work relating to it is undertaken earlier or it is a new topic understudy. What are the related materials read and collected for this selected topic by the researcher.

The word Management has assumed so much importance in the present business world that there is hardly any person who has not heard of it. Every kind of organization whether it is business or non-business organization require some form of Management for the achievement of its goals. The Term Management has generally used today is a term which is philosophy and religion define exact meaning.

*The Author Stephen Robbins and Mary Coulter in their Publication:*

- Have explore with the management functions i.e. Planning, organizing, direction, controlling, motivating, leading, functions related to human resources, production to maintain Quality, Quality control.
- Have also presented the examples from the corporate world which would make the reader understand the functions in practical that how it is performed by the managers and the Management.
They have also put forward a box of manager’s dilemma and ask the reader to respond it. This will enable the reader to develop the insight of the managerial problems and find suitable solutions.

At the end of every chapter self-assessment, exercise makes to reader know how far they understood the concepts, terms and ideologies.

Overall, the book is treasure of knowledge on management.

The Authors Heinz Weirich and Harold Koontz in their publication:

- Has described the basic functions of management from the global perspective with the case study related to it.
- It helps the reader to understand how actually the organization works and helps the reader to be managers that are more efficient.
- More stress is on the implication of the managerial functions through modern information system.
- Overall, the book makes the readers to understand the global review of the Management.

Uddesh Kohli and Dharni P. Shah, through their book on complication of 63 articles written by various dignitaries of various countries. This book present rich and mosaic of contribution in the field of Global changes in economy, technology, quality and society. It provides numerous cases of the organizational responses for coping the changes. It also provides glimpses of how HRD will contribute to the managing change in the coming century. The country cases from Argentina, Bahrain, Bangladesh, Chile, Japan, India, Mauritius, Malaysia, Nigeria, Spain and south Africa rich fare for all those interested in strategies issues which will confront enterprises and nations in the wake of cataclysmic change which network global change.

Suresh Vyas and A. C. Mittal, B.S. Sharma, in their book HR development in Business and HRM has emphasized upon the strategies related to human resource. They have dealt with the concept of the HRM in depth such that it will be well understood and when implemented will enhance the efficiency and productivity of the human resource in the organization. Suresh Vyas in his book has also stressed on HRD in Export Industry, which has made possible the optimum Utilization and Management of people in Export Industry. It gives insight that when HR is given importance in the business world the business grows.

C. S. Venkata Ratnam and B. K. Srivastava, K. Aswathappa and Arun Monappa and Mirza S. Saiyadain have provided a framework of knowledge relating to the concept and practice of personnel management in the Indian context, which could be relevant to other developing countries. All these authors have related the case studies and examples, which makes the reader to enjoy reading as well as help them to develop decision-making abilities found on Knowledge gained from the text. It also deals with the change-taking place in the functions of personnel Management.

E. P. Flippo in his book Personnel function is concerned with the procurement development compensation, integration and maintenance of the personnel of an organization toward the accomplishment of the organization’s major goals and policies. Human resources management is the planning, organizing directing and controlling of the procurement development, compensation, integration, maintenance and separation of human resources to the end that individual organizational and social objectives are accomplished.

Data Yoder in his book Personnel management is that phase of management, which deals with the effective control, and use of manpower as distinguished from other sources of power.

Paul G Hastings in his book Personnel management is that aspect of management having as its goal the effective utilization of the labour resources of an organization.

Oliver Sheldon wrote personnel management is a part of the management process, which is primarily concerned with human constituents of an organization.

P. Pigours & Charles A. Myers in their book Personnel administration is a method of developing the potentialities of employees so that they get maximum satisfaction out of their work and give their best efforts to the organization.

According to Indian Institute of Personnel Management, Calcutta; Personnel Management is that part of management function, which is primarily concerned with human relationships in an organization its objective is the maintenance of those relationships, which enable all those engaged in the undertaking to make their maximum contribution to the effective working of that undertaking.

Society for personnel Administration of America, defines personnel management as the art of acquiring developing and maintaining a competent work force in such a manner as to accomplish with maximum efficiency and economy the functions and objectives of the organization.
According to Invancevich and Glueck, and Byars and Rue, HRM is concerned with the most effective use of people to achieve organizational and individual goals. HRM encompasses those activities that are designed to provide for and coordinate the human resources of an organization. HRM encompasses those activities that are designed to provide for and coordinate the human resources of an organization.

According to E. F. L. Breach, Personnel management is that part of management process, which is primarily concerned with the human constituents of an organization.

**OBJECTIVES OF RESEARCH**

Though there are office bearers who does the work of work of administration such as collection of fees, issue and collection of the forms, correspondence with other colleges and universities, maintaining accounts and so on they do not deal with the professional part of HR. They Objective of the study are to deal with the HRM as a system, where the HR in the institution is the core subject matter.

- Aims to understand the workload of Office bearer in colleges.
- To find how HRM helps the faculties to grow academically, professionally, socially and professionally.
- To understand how HRM helps to build up the attitude of professionalism in the mind of the students and faculties.
- To understand how HRM prepare student in the world of work.
- To understand how HRM helps management in formulating plans and policies for human resources (Students as well as faculties) in their colleges.
- Aims to understand how HRM will help in formulating the strategies to survive, and complete at national and international level (Globalization).

**LIMITATION OF STUDY**

The Topic is vast and can be related to any aspect of human resource. The Limitation of the study is stated below:

- The sample size is restricted to the colleges of the vicinity of Uttarakhand alone.
- The study is at the basic level for the establishment of HR department in the colleges. It develops the opinion whether to or not to than in depth study can be undertaken.
- These studies deal only with the faculty members and the student. The Non-teaching staff is not considered at this level of study.

**ASSUMPTION OF STUDY**

There are certain assumptions of the study these are:

- The financial aspect related to the establishment of HR Department is not taken into consideration.
- Application / Implementation of the conclusion so derived of the study can be after the cost factor is analyzed and considered.

**SCOPE OF STUDY**

HR department in the corporate sector deals with the human resource working in the sector. Their functions are stated as:

*Figure-1*

<table>
<thead>
<tr>
<th>Start of Job</th>
<th>During the Job</th>
<th>Termination of Job</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Recruitment • Selection</td>
<td>• Providing job</td>
<td>• Clearance of A/Cs</td>
</tr>
<tr>
<td></td>
<td>• Welfare facilities</td>
<td>• Exit interview</td>
</tr>
<tr>
<td></td>
<td>• Payment of salaries</td>
<td>• Being in contact for</td>
</tr>
<tr>
<td></td>
<td>• Appraisals</td>
<td>further recruitment if</td>
</tr>
<tr>
<td></td>
<td>• Promotion and transfer</td>
<td>required.</td>
</tr>
<tr>
<td></td>
<td>• Motivating</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Solving grievance</td>
<td></td>
</tr>
</tbody>
</table>

*Sources: Authors Compilation*
A college is an institution where it deals with people all the time. They belong to different society, communities, speak different language. The Faculties and students (customer) has different identities, which has to be satisfied and nurtured. Present study of Establishment of HR department (a special cell) focuses on the establishment of a department, which will solely deal with HR in the colleges (students and staff). It is an attempt to make the college authority realize the swift in the function of traditional office to modern HR department in order to make them compete and survive in the market.

Further study of the study will enhance the Management / trustees of the colleges to understand the concept management and HR in relation to the global market and will make them capable of dealing with the change environment in the educational field. It will also help the faculties and student to develop in their respective area of interest and develop a professional attitude. The study will enable the principals to work a better manager and understand his subordinates. This study will enable the colleges to produce a product that is well prepared to deal with any situation in work environment. If the conclusion of this study is successfully implemented then, this will successfully run in other institution like medical colleges, technical institution, schools, and many others.

**METHODOLOGY OF RESEARCH**

The study of “Establishment of HR Department in Degree Colleges” was undertaken due to the changing scenario in today educational institutional structure as well as the level of performance in demanded by the society from that institution. Due to the establishment of MNCs and Foreign University’s study centers in India there is change in the Jon design, description and specifications. The quality of standard of efficiency is very high. The data are collected from Primary and secondary Method.

Primary data was collected from the Colleges in Uttarakhand. There are in Total 22 colleges in western suburban interviewed and surveyed, through a questionnaire method. The respondents were requested to fill up the structured Questionnaire containing structured question. These Questions are pertaining to the opinion of the Colleges Principal’s opinion about the HR Department and related work to their as well as Office Staff. The respondent was requested this Question honestly without any prejudice and return same to the researcher. The Colleges in the western suburban almost have the same caliber of student and staff. The Secondary data, which is collected, compiled from Books, Internet and Articles. Other related information collected from Journals, conferences proceeding and websites.

**Sampling Design**

As one writer humorously puts it “In order to know how tasty the food is, it is not necessary to take full meals: one morsel is sufficient to draw the conclusion!” For the study of “Establishment of HR department in colleges”, colleges in Uttarakhand were selected as samples. Out of the 40 colleges, selected 21 colleges were approached and response was sought. In this research, single random method is used. The people who were once the student of these colleges and are now working in reputed organization were also chosen as sample and interviewed on telephone about their view/opinion to establish HR department in the colleges.

**ANALYSIS AND INTERPRETATION**

The study of “Establishing of HR department in Colleges” was undertaken due to the changing scenario in today’s educational institutional structure as well as the level of performance is demand by the society from that institution.

Due to the establishing of MNCs and foreign University study centers in India, there is change in the job design, description and specification. The quality of standard of efficiency is very high. Therefore, to cope up this need and requirement the students should be trained at their college level and colleges have to undergo change in the structure as well as performance.

For that, colleges require qualified, competent and experienced faculty who can know and understand their students. The attitude and aptitude towards certain field and skills should be made known to them this can be done through appraisals.

This increase the work of faculties other than teaching. So need of Human Resources Department. The Human resources is very much handy to deal with this kind of Job. This department will help faculty as well as student to be efficient motivate them as well as students.

There are in total 22 colleges in western suburban interviewed and surveyed through a questionnaire method. The respondents were requested to fill up the structured questionnaire containing structured questions. These questions are pertaining to the opinion of the Colleges principal’s opinion about the HR department and related work to theirs as well as office staff.

The respondent was requested to respond this question honestly without any prejudice and return same to the researcher.

The colleges in the western suburban almost have the same caliber of student and staff.
Aided / Unaided Change in Structure and Increase in Number of Department

This reveals that 86 percent to 73 percent of colleges have introduced new courses; new departments have been set up and as the member of students take admissions in different professional courses and colleges provide space for a study center for other universities in India, which provides long-term course and short-term course, which changes the organizational structure.

Figure-2

The College Principal was asked whether their college is aided or unaided:

<table>
<thead>
<tr>
<th>Questions</th>
<th>Number of Response</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aided</td>
<td>17</td>
<td>77%</td>
</tr>
<tr>
<td>Unaided</td>
<td>5</td>
<td>23%</td>
</tr>
<tr>
<td>Total</td>
<td>22</td>
<td>100%</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

There are 23% colleges unaided and 77% colleges aided. The reason to ask this question is the difference in the working system of these colleges. The unaided colleges work under the framework of the UGC. There are certain areas, which are at the discretion of the Management, such as payment, working hours, appointment of staff and faculties, removal to staff and so on. The aided colleges are totally under the framework of UGC. The appointment, removal; work is totally as per the rules laid down by the UGC. The aided colleges have both the sections aided as well as unaided. The expansion of these colleges is with unaided sections.

The College principals were asked whether there is any change in organizational structure with the appointment of more staff.

<table>
<thead>
<tr>
<th>Question</th>
<th>Number of Response</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in organizational Structure</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>16</td>
<td>6</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

16 college’s respondent that change in the organizational structure with the increase in the staff and students. The number of classrooms, staff-rooms for different faculties and the infra needed with the expansion of the colleges in terms of the members appointed and admitted 6 colleges may have not felt the need to expand at present and therefore they are with the same number of the classes and the faculties.

The college principal was asked whether there was increase in the department of the college with introduction of new courses.

<table>
<thead>
<tr>
<th>Question</th>
<th>Number of Response</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction of new courses</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>19</td>
<td>3</td>
</tr>
<tr>
<td>Increase in number of Department</td>
<td>19</td>
<td>3</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
19 colleges out of 22 agreed that there was an increase in the number of department with the introduction of new course. Introduction of new course will expand the college in terms of the department, staff and number of student and in the infrastructure of the colleges. Three colleges denied of introducing the new course and hence no increase in the department. The reasons would be they may not have the sufficient place to accommodate the increase in the number of student or the Management may not be wanting to take a risk of entering into the new avenue or it might be that they have applied for the permission to start the course and may not have received till date.

Table-4

<table>
<thead>
<tr>
<th>Name of the Courses Introduced</th>
<th>Number of Responses</th>
<th>Name of the Courses Introduced</th>
<th>Number of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>BMS</td>
<td>15</td>
<td>HOTEL MANAGEMENT</td>
<td>0</td>
</tr>
<tr>
<td>IT</td>
<td>10</td>
<td>ENGINEERING</td>
<td>1</td>
</tr>
<tr>
<td>MMS</td>
<td>1</td>
<td>MBA</td>
<td>1</td>
</tr>
<tr>
<td>PGDCs</td>
<td>0</td>
<td>OTHERS (BBI, BFA)</td>
<td>6</td>
</tr>
<tr>
<td>PG</td>
<td>5</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

The respondents were asked to list the new course they have introduced in their colleges. 15 colleges have opted for BMS and 10 for B.Sc. (IT), B.M.S and B.Sc. (IT) are more demand due to setting up to MNC’s. There are openings available for the students in the field of Management and Information Technology. Therefore, these courses are conducted almost in 90 percent of the colleges in Uttarakhand. It gives an opportunity to the student to acquire the knowledge at college level both practical and theoretical and be aware of the requirement of the job profiles. Very few colleges in Uttarakhand offer post-graduate courses. There are only five in number. Six colleges offer course of BBA and BAF. B.M.S, B.B.A, B.B.I, B.A.F are self-financial course and college earns revenue by offering these course to the students. Moreover, in –house student are benefited to enroll for the same course in his or her own colleges.

The Principal of colleges were asked question about the response on the appointment of staff, administration of the students and appraisal of the faculties and students.

Table-5

<table>
<thead>
<tr>
<th>Appointment of staff</th>
<th>Administration of the Students</th>
<th>Appraisal and Counseling</th>
<th>Total</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Response</td>
<td>Number of Response</td>
<td>Number of Response</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Principal</td>
<td>16</td>
<td>6</td>
<td>19</td>
<td>41</td>
</tr>
<tr>
<td>Trustees</td>
<td>15</td>
<td>0</td>
<td>3</td>
<td>18</td>
</tr>
<tr>
<td>Office bearers</td>
<td>1</td>
<td>18</td>
<td>4</td>
<td>23</td>
</tr>
<tr>
<td>Total</td>
<td>32</td>
<td>24</td>
<td>26</td>
<td>82</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

The response says that the principals of the college as compared to the Trustees do 50 percent of the appointment of the staff. The selection committee of the college that includes the principal does appointments in aided section and the letter of approval is sent to the University. As when the approval comes, the staff is selected and confirmation letter is provided. In unaided colleges, the appointment id the staff is one the recommendation of the trustee or by the principal. The office staff with the consultation of the principal does 28 percent of the administration work. The work concerned with student issue of form, collection of fees and submission of forms and so on. Appraisal of the work is needed to test the effectiveness of teaching learning process. Principal and Trustees being top-level management is involved with the appointment and appraisal work. It gives feedback to the teachers of their performance.

The College principal was asked to respond whether their office staff is efficient enough to look after the training program, motivation of the staff and faculties.

Table-6

<table>
<thead>
<tr>
<th>Questions</th>
<th>Number of Response</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Present staff efficient enough</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>13</td>
<td>9</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
Present office staff mostly does the correspondence work with the University and other colleges. They also look after the work related to students and staff member as far as payment is concerned leave related issue and so on. 13 principals feel that their staff is efficient enough and they are doing their work efficiently. 9 principals responded that their staff is not efficient the reason may be the staff is not qualified or they are newly appointed.

The Principal were asked to respond whether their staff is happy with the appraisal and counseling.

Table-7

<table>
<thead>
<tr>
<th>Questions</th>
<th>Number of Response</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff happy and Appraisal and Counseling</td>
<td>14  5  3</td>
<td>64%  23%  13%</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Appraisal is needed for the evaluation of the effective of the teaching learning process. 63 percent staff of the colleges is happy and satisfies with the appraisal and counseling. 23 percent are not happy the reason may ne favoritism politics involved or the prejudice on the part of Top-level management. 14 percent of colleges did not respond the reason might be the unawareness of appraisal system, or to avoid controversies, which may arise after appraising the staff.

The Principal of the colleges were asked to opine on whether the present education system is commercialized, facing competition and becoming global.

Table-8

<table>
<thead>
<tr>
<th>System is:</th>
<th>Number of Response</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercialized</td>
<td>Yes  15  2</td>
<td>17</td>
</tr>
<tr>
<td></td>
<td>No  1</td>
<td>22</td>
</tr>
<tr>
<td>Facing Competition</td>
<td>Yes  17  1</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td>No  4</td>
<td>22</td>
</tr>
<tr>
<td>Globalize</td>
<td>Yes  12  2</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td>No  8</td>
<td>22</td>
</tr>
<tr>
<td>Total</td>
<td>Yes  44  5</td>
<td>66</td>
</tr>
<tr>
<td></td>
<td>No  17</td>
<td>66</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Before 10 year of now, the colleges have to offer three course namely arts, commerce and science. The students who were extraordinary day getting 80 to 90 percent opted for science, 70 percent to 55 percent opted for commerce and rest for arts. Usually student who wanted to go for engineering, medical, pharmaceutical, opted for science and they had the job opportunity in the same related fields. The student who wanted to work as an opted for commerce. For arts student the option were to be a teacher and or some office work. Establishment of MNC’s has changed the job profile in the society. MNC’s work with the work culture of western industries.

The method of conducting interview the work culture in the institution has changed the need and demand of that institution has changed. The University realizes the change taking place in the society, and therefore introduced the courses, which will give these students a professional and theoretical knowledge about the industries. Field visit conducted during the course gives them first-hand experience. University had given permission to the college to conduct these courses at the own premises but with proper infrastructure. Most of the colleges in Uttarakhand have applied for the course and started these courses and earning revenue out of it. These courses are self-financing 15 colleges are of the opinion that the education system is commercialized. 17 colleges gave their opinion that they are facing competition at regional national and international level. There are Universities in India who have opted for the courses offered by them. These give then time utility and these are cost effective.

The students who are already in the job would want a degree of the purpose them the flexibility of learning they opt for those colleges and therefore there is competition at local regional, national and international level. Education system is globalize, as agreed by 12 college principal as the Universities of various countries conducted education fair and offer the students scholarship, facilities to study in their country and online facilities are also made available them, 5 colleges did not respond on being commercialized reason may be of Management policy, colleges may be running on trustee or charity and Management may not be in favour of earning revenue through the fees of the students.

Four colleges did not respond on facing competition the reason may be they feel they are doing fair enough on their won. Eight colleges did not respond on being globalized the reason may be the unawareness of the establishment of that study centre or the orientation programme conducted by these Universities as they are well established in the market does not at all affect them.
The principal of the colleges were asked to respond whether they are in favour of being commercialized, competitive and globalize. They were also asked whether they would like to introduce the Principles, thoughts of Management.

### Table-9

<table>
<thead>
<tr>
<th>Question</th>
<th>Number of Response</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Favour of Being</td>
<td>19</td>
<td>3</td>
</tr>
<tr>
<td>Commercialized</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Competitive</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Globalize</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Institution</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Introduction of principal of Management</td>
<td>22</td>
<td>0</td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation

The above table shows that 19 colleges out of 22 are in favour of being commercialized, professional outlook, competitive and globalize. One cannot survive in the market without undergoing change the society demand. 22 colleges are aware at the demand of this society and need of this hour and therefore all of them would like to follow the principles of Management.

The Principal were asked to respond whether they are in favour of introducing HR department to perform following functions.

### Table-10

<table>
<thead>
<tr>
<th>System Is:</th>
<th>Number of Response</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Selection and recruitment</td>
<td>19</td>
<td>2</td>
</tr>
<tr>
<td>Decision for HR</td>
<td>17</td>
<td>3</td>
</tr>
<tr>
<td>Solve Problems</td>
<td>17</td>
<td>3</td>
</tr>
<tr>
<td>Appraise and motivate</td>
<td>19</td>
<td>0</td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation

The above table shows that 86 percent colleges would like to established HR department to perform the function of selection and recruitment and to appraise and motivate each. 77 percent for taking decision of human resource and for solving problems related to it. Selection and recruitment, appraising and motivating the staff is the foremost and primary function of the HR department. The Principal were asked whether their colleges have branches.

### Table-11

<table>
<thead>
<tr>
<th>Colleges have Branches</th>
<th>Number of Response</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Colleges have Branches</td>
<td>3</td>
<td>19</td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation

The table shows that 86 percent of the colleges do not have branches. The intention of asking this question was if they are having, the branch was to know how many human resources are involved in the institution and how they are taken care of; the principals of the colleges were asked to respond where they would like to place their HR department. Placement of the HR department should be in such a convenient place that all people working in the organization should be able to approach and the HR consultant should be able to contact the staff and students easily.

The Management of the colleges should also be able to check the work of this department. So center of the college premise is more appropriate place for the placement of this department in center if the premises. On the contrary, 10 colleges want their department on ground floor. In addition, nobody wants on the top floor. The data presented in the table depicts the placement of this department.
### Table-12

<table>
<thead>
<tr>
<th>Placement of HR Department</th>
<th>Number of Response</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top floor</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Centre</td>
<td>9</td>
<td>41%</td>
</tr>
<tr>
<td>Ground floor</td>
<td>10</td>
<td>45%</td>
</tr>
<tr>
<td>No response</td>
<td>3</td>
<td>14%</td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation

**The Principal of the colleges were asked whether they would like to centralize the work related to HR and of improve the efficiency of their HR.**

As observed in the data of the table-9 and table-10, the colleges want to be developing professional attitude, be in the competitive and global world. They have also positive response to established HR department for the functions of selection and recruitment, for taking decision, solve problem, appraise and motivate HR. Moreover there are 8 colleges which makes 32 percent of all, would like to centralize the work related to HR reason may be that in the same premises there must be many building running with different courses and they want all their faculties and students to meet to one place and discuss the issues related to HR. 17 colleges that is 68 percent would like to improve the efficiency of the HR. The reason may be that the staff is newly appointed or the candidate is just out of the college. In addition, the existing staff may have reached a saturation point. The following is tabulated in the table below:

### Table-13

<table>
<thead>
<tr>
<th>Would you like to:</th>
<th>Number of Response</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Centralize the work related to HR</td>
<td>8</td>
<td>32%</td>
</tr>
<tr>
<td>Improve the efficiency</td>
<td>17</td>
<td>68%</td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation

The principal were asked to give their view on whether introduction of HR department would give, job satisfaction and customer satisfaction, reduce labour turnover and develop professional attitude. The data collected is tabulated presented below:

### Table-14

<table>
<thead>
<tr>
<th>Introduction of HR Department Gives:</th>
<th>Number of Response</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Satisfaction</td>
<td>15</td>
<td>68%</td>
</tr>
<tr>
<td>Customer’s Satisfaction</td>
<td>17</td>
<td>77%</td>
</tr>
<tr>
<td>Reduces turnover</td>
<td>16</td>
<td>72%</td>
</tr>
<tr>
<td>Professionalism</td>
<td>18</td>
<td>82%</td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation

HR is fully related to Human resource in the institution. It deals with the every aspect of the human working in the organization. As evaluated in the chapter “Evaluation of the Human resource in the corporate section” we observed that it performance the function related to Human working in the corporate section” we observed that it performance the function related to Human working in the corporate sector. It takes into account the psychological factor, physiological factor, academic and social factor of the Human in the corporate sector. Likewise, educational institution is for human, by human and of human. It give admission to the students who are paying fees for the services of the teacher who are professional, paid salaries and fees for their services by the institution, which are formed to give education the students.

These Human is due course of providing or acquiring the service a face many problems hurdles and ups and downs in their life. Sometimes in family, or at work, or in social life which may affect them and in turn their efficiency. To deal this situation HR consultants are the best people, who would help them to solve the problem may be personal or job related. This may increase their level of satisfaction and increase their morale.

The above data reflects that 15 colleges, which make 68 percent of, agree that it gives job satisfaction of the staff. 77 percent, which is 17 colleges, agrees that it satisfies its customer against the fees paid for the services. 16 colleges’ means 72 percent of the college’s state that it will reduce the turnover of the staff and students. 18 colleges, which make 82 percent of all, opine that it would also develop a professionalism attitude among the staff and students.
CONCLUSION

The thought to study the topic mentioned above was because present education has become a centre of earning money (commercialized). Much domestic and foreign University has come up with their study centers (competition and globalization) which are one of the factors of MNCs. The colleges are institution dealing with human varieties and to deal with these different individuals a professional degree holder in HRM. Therefore, HR department should be established in colleges to compete, survive, grow, to fulfill growing demand and expectation and cope changes of the ever-dynamic business world.

REFERENCES


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