JOB SATISFACTION OF EMPLOYEES IN STATE BANK OF INDIA AT TIRUCHIRAPPALLI DISTRICT

Dr. M. Neela

ABSTRACT

The present study examined the job satisfaction level of employees in State Bank of India, Tiruchirappalli District. For the purpose of this study, the data was extracted from the branches of State Bank of India, Tiruchirappalli District. The sample consisted of 300 bank employees of Officer, Clerical and Subordinate cadre. The data collected was analysed by employing t test and Kruskal Wallis Test. In the analysis, it is found that there is a positive relationship between job satisfaction and Gender. In addition, the results revealed that high level of fair promotion, reasonable pay system, appropriate work itself and good working condition leads to high level of job satisfaction of employees. The findings of the study highlight important satisfiers, dissatisfies present in the job, and suggest the bank to take performance initiatives in the areas where employees have reported reduced satisfaction. The research study concluded that the job satisfaction level of employees is very high in State Bank of India in Tiruchirappalli District. Employees feel proud to be a part of State Bank of India and it is an extremely good organization for employee’s point of view.

KEYWORDS

Job Satisfaction, Employees, Welfare Facilities etc.

INTRODUCTION

An Organization is a group of people who work together to achieve common goals. The success and failure of any organization depends upon its human resource. Organization believes that satisfied employees are more performing. Hence, there is a requirement for the organization to satisfy their employees to achieve its objectives. From the employee’s point of view, job satisfaction renders several benefits such as reduced stress, freshness of mind, and good relationship with co-workers and creative thinking.

Today human resource is a source of competitive advantage for all organisations. Human behavior in an organization is generally concerned with the thoughts, feelings, emotions and actions of the people working in it. The Banking industry has realized that the human resource can play an important role to achieve a high rate of growth for the sector. The key to successful management in banking industry lies in effective utilization of human resource they recruit from time to time. Banking Industry in our country is fast developing and it has played an important role in the country’s economic development.

Job satisfaction is an integral component of organizational climate and an important element in employer and employee relationship. Job satisfaction is a positive emotional state that occurs when a person’s job seems to fulfil important job value, provided these values are compatible with one’s needs. People spend a sizable amount of their time in work environment. Therefore, they expect that portion of their lives to be more or less pleasant, agreeable, satisfying and fulfilling.

STATEMENT OF PROBLEM

The research problem selected is entitled as “Job satisfaction of employees in State bank of India, Tiruchirappalli District”. This study is undertaken to find out the level of job satisfaction among the employees of State Bank of India. Moreover, this study is to know the impact of working condition, monetary benefits, Leave facilities and its impact on job satisfaction.

The employees prefer the job because of two important factors namely monetary benefits and pride in the job. Through this research study, an attempt has been made not only to ascertain the degree of overall job satisfaction prevailing among the Bank employees but also to elicit their views on the different factors contributing to their job satisfaction, in the light of current realities. The purpose of the study at hand is to examine the level of job satisfaction of bank employees in State Bank of India.

SCOPE OF STUDY

Banking sector occupies major portion of everybody’s life. The success of banking sector lies in the hands of their employees because without employees any organization will not be able to achieve the objective. To attract the employees the management

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need to provide lot of welfare measures to satisfy their needs. This study aims to measure the level of job satisfaction of the employees of the State Bank of India in Tiruchirappalli District. It covers different cadres of employees working in the State Bank of India such as officers, clerical staff and sub staff. Further, the study measures the level of job satisfaction among different cadres of employees working in the State Bank of India and the factors such as Working Environment, Monetary Benefits, Administrative Practices, Communication, Interpersonal Relationship, Achievement, Advancement, Recognition, Responsibility, and Pride in the job, which cause job satisfaction among the employees. Job satisfaction is a concept measuring psychological satisfaction of the employees. In the present study, the level of job satisfaction has been analyzed from the point of view of the employees working in the State Bank of India in Tiruchirappalli District.

OBJECTIVES OF STUDY

The research study was undertaken with the following objectives:

- To find out the facilities provided by the State Bank of India to the Bank employees.
- To identify the problems hindering the job satisfaction of bank employees and make recommendations for improving the job satisfaction level of employees in State Bank of India.

RESEARCH HYPOTHESES

The following are the hypotheses formulated and tested in this study:

Hypothesis 1: There is no significant relationship between the Gender of the employees and their level of satisfaction.

Hypothesis 2: There is no significant relationship between the Income of the employees and their level of satisfaction.

METHODOLOGY AND TOOLS FOR DATA COLLECTION

The methodology for the study is analytical and descriptive. The Research Design chosen was descriptive in nature. The data type was primary and the data were primarily collected by administering questionnaire and by interviewing. A five point Likert scale was used to measure the level of satisfaction of the employees of State Bank of India.

Primary data were collected through administering the questionnaires personally to employees of State Bank of India. The responses are analyzed and evaluated to extract the required information. Secondary data have been collected by way of personal meeting with employees of State bank of India and from various reports collected from them. Information were also collected from websites, bank journals and magazines.

Sampling Design

The Sampling Technique used was Stratified (Proportionate) random sampling. The sample size considered for the study is 300 employees from the branches of State Bank of India. The Study was conducted on three different levels of employees like Officers, Clerical and Sub Staff.

WELFARE FACILITIES PROVIDED BY STATE BANK OF INDIA

Welfare measures may be introduced by the employers, government, employees or by any social or charitable agency. Labour welfare implies providing better working conditions and reasonable amenities. The purpose of labour welfare is to bring about the development of the whole personality of the workers to make a better workforce.

Employee welfare includes monitoring of working conditions, creation of industrial harmony through infrastructure for health, industrial relations and insurance against disease, accident and unemployment for the workers and their families. Labour welfare entails all those activities of employer, which are directed towards providing the employees with certain facilities and services in addition to wages or salaries.

Banks provide various facilities such as regulated working hours, rest intervals, satisfactory leave facilities, adequate salary, attractive allowances, uniform and liveries, bonus, grievance redressal system (GRS), sufficient loans, medical aid and leave fare concession

ANALYSIS AND INTERPRETATION

Hypothesis 1: There is no significant relationship between the Gender of the employees and their level of satisfaction.
It is inferred from the above table that, the P value is greater than 0.05 shows that there is no significant difference among the Gender of the respondents with regard to the various dimensions of job satisfaction namely Working Environment, Administrative Practices, Communication, Interpersonal Relationships, Advancement and Responsibility.

It is also found from the above table that, the P value is less than 0.05 denotes that there is significant difference among Monetary Benefits, Recognition, Achievement and Pride in the job and the overall job satisfaction. The P value for the overall job satisfaction is less than 0.05 indicates that there is significance in calculated value. Hence, the null hypothesis is rejected. Certain studies found that women employees are more satisfied with their jobs than men employees.

Hypothesis 2: There is no significant relationship between the income of the employees and their level of satisfaction.

It is inferred from the above table that, the P value is greater than 0.05 denotes that there is no significant difference among the monthly income of the respondents and their perceived level of job satisfaction with regard to the major variables of study such as Working Environment, Administrative Practices, Communication, Interpersonal Relationships, Recognition, Achievement, Advancement, Responsibility, and the overall job satisfaction.

It is found from the above table that, the P value is less than 0.05 shows that there is significant difference among the monthly income of the respondents and their perceived level of job satisfaction with regard to Monetary Benefits, Pride in the job. Hence, the null hypothesis is rejected. Shamima Tasnim (2006) in her study found that one of the main purposes of job is to get the payment or salary and it is very natural that a handsome salary will bring job satisfaction. The P value for the overall job satisfaction is greater than 0.05 indicates that there is insignificance in calculated value. Hence, the null hypothesis is accepted.

Therefore, in the present study, it has been proposed that there is no significant relationship between the monthly income of the respondents and their perceived levels of job satisfaction. Most of the employees of State Bank of India are highly satisfied with the amount of salary they receive with relation to their experience in the bank.
Debashish Sengupta (2009) from their study it was concluded that there is a conflict among the behavioural scientists over whether money is a motivator or not. Although there are divergent views, but two things can be said for sure in this regard. (1) Money is not the first and the biggest motivator. (2) Money is nevertheless important and plays some role in ascertaining job satisfaction.

**FINDINGS OF STUDY**

- 65.3% of the respondents are male and remaining 34.7% respondents are female.
- Majority (36%) of the respondents are earning above 40,000 per month, 24% of respondents are earning 20001-30,000 per month, 22% of respondents are earning 10,001-20,000 per month, 15.7% of respondents are earning 30,001 -40,000 per month and the remaining 2.3% of respondents are earning up to 10,000 per month.
- The Training facilities provided by the bank are extremely good.
- Communication between the peers and superiors is good. However, few employees feel a little uncomfortable in communicating with their superiors.
- The overall job satisfaction level of the employees is extremely good. This is due to job security in public sector banks like SBI.
- The top management of State Bank of India is more concerned about the development of employees. They ensure that employees enjoy work, learn and gain competencies. The line management supports their subordinates to overcome their weaknesses and help them learn their job.
- Every Human Resource Development mechanisms such as performance appraisal, career planning, performance rewards, feedback and counseling, training, employee welfare and job rotation is transparent and suitable with the changing needs of employees in State Bank of India.

**STRATEGIES FOR IMPROVING JOB SATISFACTION OF EMPLOYEES IN STATE BANK OF INDIA**

- The public sector banks are not using the technology aggressively. Only 80 percent of the business of all public sector banks has been computerized whereas new private sector banks and foreign banks have 100% of their business computerized and they are providing e-banking services. Public sector banks should now aim at fuller computerization not only branch wise but bank wise too. Since the State bank of India is fully computerized, some of the older employees are not well versed with the usage of computers. Therefore, Training should be given to such employees, as it will help them to carry out their job more efficiently.
- Employees must be encouraged to participate in decision-making. The employees giving valuable suggestions must be rewarded. Enough freedom must be given to the employees to take important decisions.
- Along with the healthy working environment, healthy relationship should also be maintained in the bank.
- The kind of work given to employees should be according to his or her abilities and knowledge and their efforts for doing a particular task must be valued by giving appreciations and rewards to the employees for their hard work so that their level of motivation increases. Rewarding system should be more transparent.
- Most of the employees in the State Bank of India feel that manpower planning need to be modified. Putting the right person in the right branch based on their efficiency is one of the most important tasks for the top management. However, the effective and most talented employees are placed under a branch where the consumers are small in number. They feel that their efficiency is being wasted doing small works.
- Transfers in State Bank of India are according to the policy of the bank. Employees are transferred to different branches as per needs of the bank. Transfers to different branches helps employees to learn working in varied work environments. However, employees are not satisfied with existing transfer system. Therefore, fair and transparent policies should be introduced capable of being applied uniformly to all. Needy employees must be granted a transfer on special conditions.

**CONCLUSION**

The present research is undertaken to study job satisfaction of employees in State Bank of India in Tiruchirappalli District. The results revealed that the respondents are more satisfied with factors like working conditions in bank, benefits received, welfare policies, challenging and responsible jobs, dignity and respect provided by the job, good opportunities for growth of employees and relatively less satisfied with working hours, study or training leaves, attitude of management, role overload, tedious work and quality time for family members.

The future of an organization largely depends on its productivity and productivity depends on the employees who work for the organization. To make the employee more productive, the organization must try to satisfy the employees to the maximum extent, in accordance with the parameters provided by this research. From this research study, it can be concluded that the job satisfaction level of employees is very high in State Bank of India, Tiruchirappalli District. Employees feel proud to be a part of State Bank of India and it is an extremely good organization for employee’s point of view.
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IMPACT OF PROFESSIONAL PARASITES AMONG EMPLOYEES IN ORGANIZATION: IN SPECIAL REFERENCE TO FACULTIES OF ARTS & SCIENCE COLLEGES AT CHENNAI CITY

Dr. P. Barani Kumari²

ABSTRACT

Only the employees ultimately achieve organization goals. Effective employee is fitted in the organization with an effective process of recruitment, selection, training, and development. It also involves measuring the economic value of people to the organization. Employees in an organization turn loyal when they reach their job satisfaction. “Loyal employees in any company create loyal customers, who in turn create happy shareholders”. Parasites are detrimental freeloaders who damage the functioning of an organization (Chong W. Kim). The study aims to identify the impact of professional parasites among effective employees in the organization.

INTRODUCTION

Professional Parasite

One who habitually takes advantage of the generosity of others without making any useful return? The Parasite is a loafer who desires a free ride, complains about everything, blames mistakes on others, and exudes pessimism in the workplace. The Parasite is not loyal to the organization, and cannot be trusted to contribute productively to the group’s goals. Such a worker is like the bad apple, corrupting much of what s/he touches. Many group members wish the Parasite to go away as soon as possible, as the organization would be much better off not having such a person around. (Chong W. Kim Marshall)

Conceptual Review

Parasite: This category of professionals are normally not welcomed by organizations because they are least productive and they not only fails to contribute positively toward the organizational sustainability but also harms other peers in the same group (Kim et al., 2011; Silverman et al., 2005).

According to Kim et al. (2011) these professional always complain about everything, blames mistakes on others, and emanates pessimism in the workplace, hence affecting the overall employee performance negatively.

According to Garvey (2000), these kinds of professionals should be better taken out of the organization before they damage the productivity of the rest of employees.

The key traits of parasites identified by Kim et al. (2011) includes; troublemaker, unreliable, unmotivated, lazy, incompetent, and immoral. In the development of our model, we have adopted these traits under professional traits. It is envisaged that parasite will negatively affect employee work performance.

OBJECTIVES

- To identify the employees performance in the organization.
- To analyze the impact of professional parasites among employees in the organization.

DATA COLLECTION

Data for the study were collected as small part of a smaller study through self-administered questionnaires from the Faculty of Arts and Science Colleges in Chennai City. Convenient sampling is been used. A total of 50 questionnaires were hand-delivered to respondents. After two days the 50 questionnaire distributed were collected and all the 50 were usable.

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FINDINGS AND SUGGESTIONS

Table-1

<table>
<thead>
<tr>
<th>Basis</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>40</td>
</tr>
<tr>
<td>Female</td>
<td>60</td>
</tr>
<tr>
<td>Marital Status</td>
<td></td>
</tr>
<tr>
<td>Single</td>
<td>24</td>
</tr>
<tr>
<td>Married</td>
<td>76</td>
</tr>
<tr>
<td>Educational qualification</td>
<td></td>
</tr>
<tr>
<td>PG with M. Phil.</td>
<td>82</td>
</tr>
<tr>
<td>Doctorate</td>
<td>18</td>
</tr>
<tr>
<td>Designation</td>
<td></td>
</tr>
<tr>
<td>Assistant Professor</td>
<td>76</td>
</tr>
<tr>
<td>Head of Department</td>
<td>24</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

From the above table it found that 60% respondents are female, 76% employees are married and Assistant Professor. 82% have their educational qualification as Post Graduation with M. Phil.

Table-2

<table>
<thead>
<tr>
<th>Experience</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 5 Years</td>
<td>18.0</td>
</tr>
<tr>
<td>6-10 Years</td>
<td>34.0</td>
</tr>
<tr>
<td>11-15 Years</td>
<td>30.0</td>
</tr>
<tr>
<td>16-20 Years</td>
<td>2.0</td>
</tr>
<tr>
<td>Above 20 Years</td>
<td>16.0</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

The table clearly states that 34% of the faculties have their teaching experience between 6-10 years, 30% of them between 11-15 years, 18% of them are friends in the field with less than 5 years, 16% of them are experienced in the field above 20 years and 2% of the respondents have their experience between 16-20 years.

Team Members

Table-3

<table>
<thead>
<tr>
<th>Team Members</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 4 Years</td>
<td>32.0</td>
</tr>
<tr>
<td>5-10 Years</td>
<td>36.0</td>
</tr>
<tr>
<td>Above 11</td>
<td>32.0</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

36% of the faculty work with 5 to 10 members in their team whereas 32% of the respondents work less than 4 members and above 11 members.

Ranking the Variables of Qualities of Employees in Workplace

Table-4: One-Sample Statistics for Qualities of Employees in Workplace

<table>
<thead>
<tr>
<th>Variables</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Std. Error Mean</th>
<th>t</th>
<th>Sig. (2-tailed)</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feel Free to Work</td>
<td>50</td>
<td>6.04</td>
<td>10.15384</td>
<td>1.43597</td>
<td>4.206218</td>
<td>0.000</td>
<td>1</td>
</tr>
<tr>
<td>Reach on Time</td>
<td>50</td>
<td>4.66</td>
<td>0.84781</td>
<td>0.1199</td>
<td>38.8664</td>
<td>0.000</td>
<td>2</td>
</tr>
<tr>
<td>Complete Daily Work</td>
<td>50</td>
<td>4.46</td>
<td>0.90824</td>
<td>0.12844</td>
<td>34.7232</td>
<td>0.000</td>
<td>3</td>
</tr>
<tr>
<td>Motivate Myself</td>
<td>50</td>
<td>4.4</td>
<td>0.53452</td>
<td>0.07559</td>
<td>58.20653</td>
<td>0.000</td>
<td>4</td>
</tr>
<tr>
<td>Help my Colleagues in Tough Situation</td>
<td>50</td>
<td>4.2</td>
<td>0.9689</td>
<td>0.13702</td>
<td>30.65162</td>
<td>0.000</td>
<td>5</td>
</tr>
<tr>
<td>Understand Organization Commitment</td>
<td>50</td>
<td>4.18</td>
<td>1.10083</td>
<td>0.15568</td>
<td>26.84969</td>
<td>0.000</td>
<td>6</td>
</tr>
<tr>
<td>Engage Myself to the Organization</td>
<td>50</td>
<td>4.12</td>
<td>0.96129</td>
<td>0.13595</td>
<td>30.30589</td>
<td>0.000</td>
<td>7</td>
</tr>
<tr>
<td>Keep Myself Updated</td>
<td>50</td>
<td>4.12</td>
<td>0.93982</td>
<td>0.13291</td>
<td>30.99821</td>
<td>0.000</td>
<td>8</td>
</tr>
<tr>
<td>Understand my Need to the Society</td>
<td>50</td>
<td>4.02</td>
<td>0.91451</td>
<td>0.12933</td>
<td>31.08301</td>
<td>0.000</td>
<td>9</td>
</tr>
<tr>
<td>Motivate my Colleagues</td>
<td>50</td>
<td>4.02</td>
<td>0.93656</td>
<td>0.13245</td>
<td>30.3512</td>
<td>0.000</td>
<td>10</td>
</tr>
<tr>
<td>Myself as a Problem Solver</td>
<td>50</td>
<td>4</td>
<td>1.04978</td>
<td>0.14846</td>
<td>26.94301</td>
<td>0.000</td>
<td>11</td>
</tr>
<tr>
<td>Problem Solver</td>
<td>50</td>
<td>3.92</td>
<td>0.96553</td>
<td>0.13655</td>
<td>28.70821</td>
<td>0.000</td>
<td>12</td>
</tr>
<tr>
<td>Knowledgeable Person</td>
<td>50</td>
<td>3.92</td>
<td>0.96553</td>
<td>0.13655</td>
<td>28.70821</td>
<td>0.000</td>
<td>13</td>
</tr>
<tr>
<td>Not Absent</td>
<td>50</td>
<td>3.9</td>
<td>1.34392</td>
<td>0.19006</td>
<td>20.51994</td>
<td>0.000</td>
<td>14</td>
</tr>
<tr>
<td>Team Members Encouragement</td>
<td>50</td>
<td>3.9</td>
<td>0.97416</td>
<td>0.13777</td>
<td>28.30878</td>
<td>0.000</td>
<td>15</td>
</tr>
</tbody>
</table>
The faculty of various colleges responded to these 20 variables in Likert’s 5 point scale which ranges from strongly agree to strongly disagree in order to reduce the 20 variables into meaningful predominant factors. The researcher applied factor analysis by principle component method and the following table results are obtained.

### Table 5: One-Sample Statistics for Professional Parasites in Workplace

<table>
<thead>
<tr>
<th>Variables</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Std. Error Mean</th>
<th>t</th>
<th>Sig. (2-tailed)</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Without Work Commitment</td>
<td>50</td>
<td>4.26</td>
<td>5.875615</td>
<td>0.830938</td>
<td>5.126739</td>
<td>0.000</td>
<td>1</td>
</tr>
<tr>
<td>Non-committed Workers does not affect my work</td>
<td>50</td>
<td>3.8</td>
<td>1.010153</td>
<td>0.142857</td>
<td>26.6</td>
<td>0.000</td>
<td>2</td>
</tr>
<tr>
<td>Comes and Leaves the Organization on Time</td>
<td>50</td>
<td>3.78</td>
<td>1.250143</td>
<td>0.176797</td>
<td>21.38047</td>
<td>0.000</td>
<td>3</td>
</tr>
<tr>
<td>Sharing Gossips in Work Place</td>
<td>50</td>
<td>3.54</td>
<td>0.973317</td>
<td>0.137648</td>
<td>25.7178</td>
<td>0.000</td>
<td>4</td>
</tr>
<tr>
<td>Recommend Some Spiritual Techniques</td>
<td>50</td>
<td>3.5</td>
<td>1.147313</td>
<td>0.162255</td>
<td>21.57105</td>
<td>0.000</td>
<td>5</td>
</tr>
<tr>
<td>Modify the Irrelevant Behavior</td>
<td>50</td>
<td>3.48</td>
<td>0.973946</td>
<td>0.137737</td>
<td>25.26558</td>
<td>0.000</td>
<td>6</td>
</tr>
<tr>
<td>Non-committed Employees would not Bother ME</td>
<td>50</td>
<td>3.4</td>
<td>1.124858</td>
<td>0.159079</td>
<td>21.37303</td>
<td>0.000</td>
<td>7</td>
</tr>
<tr>
<td>Convey to Superior</td>
<td>50</td>
<td>3.4</td>
<td>1.160577</td>
<td>0.16413</td>
<td>20.71524</td>
<td>0.000</td>
<td>8</td>
</tr>
<tr>
<td>Quality of Work Gets Affected</td>
<td>50</td>
<td>3.38</td>
<td>1.158641</td>
<td>0.163857</td>
<td>20.6278</td>
<td>0.000</td>
<td>9</td>
</tr>
<tr>
<td>Self-Centered</td>
<td>50</td>
<td>3.3</td>
<td>1.182353</td>
<td>0.16721</td>
<td>19.73566</td>
<td>0.000</td>
<td>10</td>
</tr>
<tr>
<td>Never Does Any Work</td>
<td>50</td>
<td>3.12</td>
<td>1.099907</td>
<td>0.15555</td>
<td>20.05781</td>
<td>0.000</td>
<td>11</td>
</tr>
<tr>
<td>Employee Who Sit Idle</td>
<td>50</td>
<td>3.06</td>
<td>1.300078</td>
<td>0.183859</td>
<td>16.6432</td>
<td>0.000</td>
<td>12</td>
</tr>
<tr>
<td>Switch my Job to Other Organization</td>
<td>50</td>
<td>2.8</td>
<td>1.17803</td>
<td>0.166599</td>
<td>16.80686</td>
<td>0.000</td>
<td>13</td>
</tr>
<tr>
<td>Learn Negative Attitude</td>
<td>50</td>
<td>2.54</td>
<td>1.296935</td>
<td>0.183414</td>
<td>13.84843</td>
<td>0.000</td>
<td>14</td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation

These t values are statistically significant at 5% level. Therefore, the ranking can be done based on mean values as well as the t values. Hence it can be concluded that majority of the respondents strongly agree that there are some employees without work commitment that does not affect their work. They also strongly agree about the employees who come and leave their organization on time irrespective of their work completion, shares unnecessary gossips and the respondents recommend to them some spiritual exercises like yoga, prayer etc.,

The respondents strongly accept in modifying professional parasite behavior. Professional parasites behavior does bother respondents and convey about them to superior. Respondents also accepts that their work does not get affected and there are certain employees who are self-centered and self-importance. Respondents also agree that there are some employees who does not do any work and sit idle. Their behavior does not make the respondents to switch over to other organization or learn such negative attitude.

**Factor Analysis**

The faculty of various colleges responded to these 20 variables in Likert’s 5 point scale which ranges from strongly agree to strongly disagree in order to reduce the 20 variables into meaningful predominant factors. The researcher applied factor analysis by principle component method and the following table results are obtained.
Table-6: KMO and Bartlett's Test

<table>
<thead>
<tr>
<th>Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</th>
<th>.744</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bartlett's Test of Sphericity</td>
<td>Approx. Chi-Square</td>
</tr>
<tr>
<td></td>
<td>d.f.</td>
</tr>
<tr>
<td></td>
<td>Sig.</td>
</tr>
<tr>
<td>.706.050</td>
<td>190</td>
</tr>
<tr>
<td>.000</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table-7: Rotated Component Matrix

<table>
<thead>
<tr>
<th>Components</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivate my Colleagues</td>
<td>.894</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rely on my Work</td>
<td>.759</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Help my Colleagues in Tough Situation</td>
<td>.738</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reach on Time to Work Place</td>
<td></td>
<td>.406</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Motivate Myself</td>
<td>.707</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Engage Myself</td>
<td>.550</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Understand my Need to the Society</td>
<td>.464</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Team Members Encourage Me</td>
<td>.607</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Myself as a Problem Solver</td>
<td>.819</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Close to my Colleagues to Share my Opinion</td>
<td>.789</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Problem Solver</td>
<td>.717</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complete my Daily Work</td>
<td>.610</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Knowledgeable Person</td>
<td>.844</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Keep Myself Updated</td>
<td>.776</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communicate with Others</td>
<td>.553</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not Absent Unnecessarily</td>
<td>.803</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Understand my Organization Commitment</td>
<td>.772</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Get into Troubles</td>
<td>.845</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Postpone my Work</td>
<td>.794</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Feel Free to Work</td>
<td>.564</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
Note: Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 8 iterations.

The variables of 20 are reduced in to 5 factors that are statistically significant that are as follows as:

- Impulse Employee: These employees are self-motivated and motivate others. They also rely on others, encourage other employees and help them in tough situation.

- Empathic Employee: Empathic employees always engage themselves to the work, understand their actual need to the organization/society, share their views to others, believe others, be as problem solver and completes their work on time.

- Cognitive Employee: The employees are more knowledgeable in their field, keeps on updated and good communicator to others.

- Regular Employee: Regular employees is one who reaches to the organization on time, does not absent himself unnecessarily, and understand the organization commitment and works accordingly.

- Idle Employee: Such employees are sometimes fit into trouble, sit idle and do not feel free to work.
Table-8: Anova showing Impulse Employee

<table>
<thead>
<tr>
<th>Variables</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>Non-committed workers does not affect my work</td>
<td>8.67</td>
<td>3</td>
<td>2.892857</td>
<td>3.2203</td>
<td>0.03</td>
</tr>
<tr>
<td>Within Groups</td>
<td>41.32</td>
<td>46</td>
<td>0.898292</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>49</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

From the above table it is clear that impulse employee strongly agree that non-committed workers do not affect their work.

Table-9: Anova Showing Cognitive Employee

<table>
<thead>
<tr>
<th>Variables</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>Non-committed workers does not affect my work</td>
<td>10.19643</td>
<td>3</td>
<td>3.39881</td>
<td>3.92792</td>
<td>0.014085</td>
</tr>
<tr>
<td>Within Groups</td>
<td>39.80357</td>
<td>46</td>
<td>0.865295</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>49</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

From the above table it is clear that cognitive employee strongly agree that non-committed workers do not affect their work.

Table-10: Anova Showing Regular Employee

<table>
<thead>
<tr>
<th>Variables</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>I find an employee in my team who comes and leaves the organization on time irrespective of work completion.</td>
<td>19.68</td>
<td>4</td>
<td>4.92</td>
<td>3.89</td>
<td>0.008</td>
</tr>
<tr>
<td>Between Groups</td>
<td>56.89</td>
<td>45</td>
<td>1.26</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Within Groups</td>
<td>76.58</td>
<td>49</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>62</td>
<td>49</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The existence of non-committed employees would not bother me.</td>
<td>21.35</td>
<td>4</td>
<td>5.33</td>
<td>5.90</td>
<td>0.001</td>
</tr>
<tr>
<td>Between Groups</td>
<td>40.64</td>
<td>45</td>
<td>0.90</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Within Groups</td>
<td>62</td>
<td>49</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>68</td>
<td>49</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I will switch my job to other organization.</td>
<td>20.77</td>
<td>4</td>
<td>5.19</td>
<td>4.94</td>
<td>0.002</td>
</tr>
<tr>
<td>Between Groups</td>
<td>47.22</td>
<td>45</td>
<td>1.04</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Within Groups</td>
<td>68</td>
<td>49</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>66</td>
<td>49</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

From the above table, it clearly states that regular employees are not highly influenced about the employee who leaves the organization on time and does not affect their work. The respondents also states that they may switch over the job and they will convey about them to their superior.

Table-11: Anova Showing Idle Employee

<table>
<thead>
<tr>
<th>Variables</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>I will convey the unwanted behavior of employees to my superior</td>
<td>15.42</td>
<td>4</td>
<td>3.86</td>
<td>3.43</td>
<td>0.02</td>
</tr>
<tr>
<td>Between Groups</td>
<td>50.58</td>
<td>45</td>
<td>1.12</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Within Groups</td>
<td>66.00</td>
<td>49</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

The table clearly states that idle employees strongly agree that unwanted behavior of the employee will be informed to their superiors.

Empathic employees are not influenced by the professional parasites.
CONCLUSION

The organization goal is to be achieved only by the employees in the organization. The colleges need to produce a better and disciplined successful product to the society, as they are the future citizens of the country. For such process faculty acts as ladder and shapes the students as a sculptor. In such process, there must not be any professional parasite. These professional parasites existence can be controlled by orientation to the faculty, spiritual exercise, exposing need to the society by them. In this study, it is clearly proved that the faculty of arts and science colleges accept there are some professional parasites existences and they are not highly influenced by such professional parasites.

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OCCURRENCE OF ORGANISATIONAL STRESS & ITS EFFECTIVE MANAGEMENT

Dr. A. Arun Prakash3, P. Anuratha4

ABSTRACT

In organizational context, most of us are not aware that job stress in an increasing problem in today’s Organization. It has become significant due to dynamic social factor and changing needs of life styles. One finds stress everywhere, whether it be within the family, business organization or any other social or economic activity. Right from the time of birth until the last breathe drawn, an individual is invariably exposed to various stressful situations. It is man’s adaptive reaction to an outward situation, which would lead to physical, mental and behavioural changes. In this regard, the study throws light on the wide spread silent problem by name Stress in organizational context. The objective of the study is to find out the association and difference between the selected socio demographic profiles of the respondents. The present descriptive study was conducted among the 150 employees of Rane Brake Lining Limited, Tiruchirappalli. The response rate for the present study is 98 percent. The study reveals that there is a significant difference between nature of employment and domicile of the respondents with their opinion on organizational stress. The study suggested that in addition to training, career development opportunities should be established, communicated, and encouraged. Having a career goal to work toward will help alleviate role ambiguity, reduce turnover, enhance job performance, and encourage other high-performing employees. The conclusion made that look around the workspace and analyze for vision, caring, empowerment, timelines, professional growth, morale, reward, staff development, and organization all within a pleasant environment.

KEYWORDS

Job Stress, Social Factor, Physical, Mental and Behavioural Changes etc.

ABOUT THE STUDY

The nature of work has gone through drastic changes over the last century and it is still changing at whirlwind speed. They have touched almost all professions, starting from an artist to a surgeon, or a commercial pilot to a sales executive. With change comes stress, inevitably. Professional stress or job stress poses a threat to physical health. Work related stress in the life of organized workers, consequently, affects the health of organizations. In this regard, anything that poses a challenge or a threat to our well-being is a stress. Some stresses get by us going and they are good for us - without any stress at all many say our lives would be boring and would probably feel pointless. However, when the stresses undermine both our mental and physical health they are bad. In this text, we shall be focusing on stress that is bad for us. It is a feeling that is created when we react to particular events. It is the body’s way of rising to a challenge and preparing to meet a tough situation with focus, strength, stamina, and heightened alertness. Therefore people need a balance for stress involved unfortunately how to achieve that balance in people’s personnel and work if lives are not clear.

RATIONAL OF STUDY

In organizational context, most of us are not aware that job Stress in an increasing problem in Organization. According to Keith Davis (1994), almost any Job condition can cause stress depending upon the employee’s reaction to it. There are number of conditions that frequently cause stress for employees’ reaction to it. There are number of Conditions that frequently cause stress for employees.

Work over load, time deadlines, quality of supervision, role ambiguity, difference between work values and employee values, change type of work, Temporary layoff or transfer etc. by analyzing these factors in his job, the organization can work on the individual worker, its policies. About one-third of workers report high levels of stress. One-fourth of employees view their jobs as the number one stressor in their lives. Three-quarters of employees believe the worker has more on the job stress than a generation ago. Evidence also suggests the stress is the major cause of turnover in organizations. With continued stress at the workplace, workers will develop psychological and physiological dysfunctions and decreased motivation in excelling in their position.

The present study is an attempt to find out the perseverance of the stress of the employees towards their nature of job.

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NEED AND IMPORTANCE OF STUDY

Stress has become significant due to dynamic social factor and changing needs of life styles. Stress is man's adaptive reaction to an outward situation which would lead to physical, mental and behavioural changes. Even though stress kills brain cells, not all stresses are destructive in nature. Appropriate amount of stress can actually trigger passion for work, tap latent abilities and even ignite inspirations. The study throws light on the wide spread silent problem by name Stress in organisational context.

REVIEWS RELATED TO CONCEPTS

Geeta Kumari and K. M. Pandey (2011) describe a case study on stress management of Avatar Steel Industries in Chennai. In this work, the analysis has been done on stress management of Avatar Steel Industries, Chennai. A sample size of 100 is taken for the purpose of analysis made from primary and secondary data. Out of the total sample, most of the respondents are male and many are between 50 and above. Most of the respondents are under graduate and have professional qualification. Most of the respondents have 10-15 years of long association with the organization. Almost all the respondents are satisfied with the physical and psychological working condition of the organization, and only fewer respondents are dissatisfied with the psychological working condition of the organization. The opinion about the training programs conducted by the organization is almost better, according to majority of the respondents.

Mamta Jain, Reetika Bhatia and Mathur (2012) have done a study on work place stress & suicide: a study with reference to Public sector organization. Initially, job stress shows itself as irritability, mood changes and short temper, which sometimes lead to extreme measures like suicide. Suicide is a particularly awful way to die: the mental suffering leading up to it is usually prolonged, intense, and very deep. The suffering of the suicidal is private and inexpressible, leaving family members, friends, and colleagues to deal with a deep sense of loss, as well as guilt. A research was conducted to understand the public sector environment and the reasons of stress and the suicidal tendencies. Public sector organizations can set an example for others by becoming an ideal employer with a Zero Suicide environment. The research points out that workplace stress are the number one reason of employees committing suicide in the public sector.

Bushara Bano and Rajiv Kumar Jha (2012) have done a comparative study on Organizational Role Stress among Public and Private Sector Employees. The aim of this study is to explore the differences in job-related stress, if any, between public and private sector employees, based on ten role stressors. It also examines the role of demographic variables on the stress levels of both public and private sector groups. The methodology entails a survey of 182 public and 120 private sector employees in Uttar Pradesh, India, whose responses are measured according to an occupational role stress scale. The sample was collected through convenience sampling. On applying the t-test and ANOVA test to the data, they find that both public and private sector employees face moderate levels of stress. While there is no significant difference, overall between public and private sector employees in terms of total stress levels, certain individual stressors—such as work experience and educational qualifications do yield differences.

OBJECTIVES OF STUDY

- To study the intervention of Socio-Demographic Variables.
- To know the opinion of the respondents towards selected statements of organizational stress.
- To find out the association and difference between the selected socio demographic profile of the respondents.
- To examine variance among educational qualification of the respondents and their opinion about organizational stress.
- To suggest suitable measures to cope with stress of the employees.

HYPOTHESIS OF STUDY

- There is a significant difference between employment nature of the respondents and their opinion about organizational stress.
- There is a significant difference between domicile of the respondents and their opinion about organizational stress.
- There is a significant difference between type of family of the respondents and their opinion about organizational stress.
- There is a significant association between age of the respondents and their opinion about organizational stress.
- There is a significant variance among educational qualification of the respondents and their opinion about organizational stress.

METHODS AND RESPONDENTS

The study is an attempt to reveals the organizational stress of the employees working in Rane Brake Lining Limited, Tiruchirappalli. The pilot study helped the researcher to strengthen his rapport with the officials, employees and to decide the
future course of action such as sample size, sampling techniques, data, collecting tools, period of data collection and research design. Later, to test whether the instrument would elicit responses required to achieve the research objectives the pre-test was conducted on 20 respondents in the selected industry and few modifications were made in the final schedule based on response of the respondents. As there are 156 employees have been finalized through, whose name has been enrolled in payroll records?

The researcher decided to select all the respondents for the present study. While going for data collection, 2 employees were absent according to their daily work sheet. Hence, the researcher distributed the questionnaire to the remaining 154 employees by providing an equal chance to all the employees by finalizing the defined population as samples through census method. Out of this, 3 employees did not return the questionnaire.

Thus, the researcher was able to collect the data from 151 employees. While processing the data, it was found that 1 questionnaire was not completely filled in and was not found suitable for analysis. Finally, 150 employees were taken into account for analysis. The response rate for the present study is 98 percent. Hence, the study is descriptive in nature, which involves observing and describing the behaviour of a subject without influencing it in any way.

**RESULTS AND DISCUSSIONS**

**Figure 1:** Bar Diagram showing Socio-Demographic Data of Respondents

**Inference:** In order to investigate the socio demographic data of the respondents with regard to their various aspects that 30 percent of the respondents are in the age group of above 30 years, 28 percent of the respondent’s occupation is at technical area, 54 percent of the respondents are unskilled, 60.7 percent of the respondents are working in technical department, 54 percent of the respondents domicile is urban, 74.7 percent of the respondents are living as join family system, 77.3 percent of the respondents are married, 48 percent of the respondents family size is three and 33.3 percent of the respondents income is below Rs. 10000.
In viewing the 2nd Rank of mean value the statement “Favoritism / bias has affected me in my office” has strongly disagreed by 73.3 percent of the respondents and the 50 percent of the respondents have strongly disagreed with the statement on “At times I feel I am not important in the organization”. Besides mean 4.01 supported high disagree level among the respondents.
Table-2: Difference between Nature of Employment of Respondents and their Stresses

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean</th>
<th>S.D</th>
<th>Inference</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employment Nature</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unskilled (n = 81)</td>
<td>75.72</td>
<td>11.722</td>
<td>( T = 7.234 )</td>
</tr>
<tr>
<td>Skilled (n = 69)</td>
<td>61.90</td>
<td>11.586</td>
<td><strong>.000 &lt; 0.05</strong></td>
</tr>
<tr>
<td><strong>Domicile</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rural (n = 69)</td>
<td>66.25</td>
<td>11.437</td>
<td>( T = -2.656 )</td>
</tr>
<tr>
<td>Urban (n = 81)</td>
<td>72.01</td>
<td>14.621</td>
<td><strong>.009 &lt; 0.05</strong></td>
</tr>
<tr>
<td><strong>Type of Family</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nuclear (n = 112)</td>
<td>69.45</td>
<td>13.726</td>
<td>( T = .134 )</td>
</tr>
<tr>
<td>Joint (n = 38)</td>
<td>69.11</td>
<td>13.067</td>
<td><strong>.894 &gt; 0.05</strong></td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation

**Inference:** The student ‘\( t \)’ test was used to test the Hypothesis.

In order to investigate the above table in the Item-1 of Employment Nature reveals that there is a significant difference between nature of employment of the respondents and their opinion about organizational stress. The researcher has formulated the Null Hypothesis as that there is no significant difference between employment nature of the respondents and their opinion about organizational stress. It is revealed that the calculated value is less than table value (\( p < 0.05 \)). *Hence, the research hypothesis has been accepted and the null hypothesis has been rejected.*

In examining the Item-2 of Domicile, reveal that there is a significant difference between domicile of the respondents and their opinion about organizational stress. The researcher has formulated the Null Hypothesis as that there is no significant difference between domicile of the respondents and their opinion about organizational stress. It is revealed that the calculated value is less than table value (\( p < 0.05 \)). *Hence, the research hypothesis has been accepted and the null hypothesis has been rejected.*

In viewing the Item-3 of Type of Family, reveal that there is no significant difference between type of family of the respondents and their opinion about organizational stress. The researcher has formulated the Null Hypothesis as that there is a significant difference between type of family of the respondents and their opinion about organizational stress. It is revealed that the calculated value is greater than table value (\( p > 0.05 \)). Hence, the research hypothesis has been rejected and the null hypothesis has been accepted, as there is a no significant difference between types of family of the respondents.

Table-3: Association between Age of Respondents and their Stresses

<table>
<thead>
<tr>
<th>Dimensions of Stresses</th>
<th>Below 25 years (n = 27)</th>
<th>26 to 35 years (n = 40)</th>
<th>36 to 45 years (n = 38)</th>
<th>46 years &amp; above (n = 45)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Organization Stress</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low</td>
<td>6 (22.2%)</td>
<td>22 (55%)</td>
<td>15 (39.5%)</td>
<td>45 (100%)</td>
</tr>
<tr>
<td>High</td>
<td>21 (77.8%)</td>
<td>18 (45%)</td>
<td>23 (60.5%)</td>
<td>0</td>
</tr>
</tbody>
</table>

**Statistical Inference:** \( X^2 = 52.488 \) d.f. = 3 \( .000 < 0.05 \) Significant

**Sources:** Authors Compilation

**Inference:** The above table reveals that there is a significant association between age of the respondents and their opinion about Organizational stress. The researcher has formulated the hypothesis as that there is no significant association between age of the respondents and their opinion about organizational stress. The Chi-square test was used to test this hypothesis. It is revealed that the calculated value is less than table value (\( p < 0.05 \)). *Hence, the research hypothesis has been accepted and the null hypothesis has been rejected.*
Table 4: One-way ANOVA Variance among Educational Qualification of Respondents

<table>
<thead>
<tr>
<th>Education</th>
<th>SS</th>
<th>d.f.</th>
<th>MS</th>
<th>Statistical Inference</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Between Groups</td>
<td>3781.319</td>
<td>5</td>
<td>756.264</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>23453.241</td>
<td>144</td>
<td>162.870</td>
</tr>
</tbody>
</table>

**Inference:** The above table reveals that there is a significant variance among educational qualification of the respondents and their opinion about organizational stress. The researcher has formulated the Null Hypothesis as that there is no significant variance among educational qualification of the respondents and their opinion about organizational stress. The One-way ANOVA 'F' test was used to test this hypothesis. It is revealed that the calculated value is less than table value (p<0.05). Hence, the research hypothesis has been accepted and the null hypothesis has been rejected.

**RECOMMENDATIONS**

In this regard, here the suggestions are recorded based on questions, which are accessed, and from the part of the researcher side. According to the statistically interpretation and with personal teaching experiences the researcher suggested the following points to the company management, academicians, policy makers, administrator and to the implementers.

- Many institutions support wellness programs consisting of exercise and health classes, both of which are effective in helping employees cope with organizational stress. To get optimum benefit from such programs, however, it is important not only to offer the wellness programs, but also for leaders and administrators to model a balance of work and life.
- In addition to training, career development opportunities should be established, communicated, and encouraged. Having a career goal to work toward will help alleviate role ambiguity, reduce turnover, enhance job performance, and encourage other high-performing employees.
- Employee Assistance Programs (EAPs) can help alleviate stress by providing a free, confidential avenue for employees to openly express the stress they are experiencing. Many times, having a trained professional who objectively listens rather than commiserates or becomes defensive will produce a healthier environment, and potentially a safer one as well.
- Performance appraisal time can be a stressful experience for both the supervisor and the employee, but it does not have to be. Appropriate use of performance management can actually be effective in reducing organizational stress.
- Communication is important at all times, but especially during times of stress. It should be timely and multidirectional. Newsletters and e-mail distribution lists can be effective methods for disseminating information. Utilizing a Web site with e-mail links is also a good way to hear from or communicate to, large groups of individuals. On a smaller scale, holding all-inclusive weekly or biweekly staff meetings to voice concerns or ask questions is an effective method of keeping employees informed and involved. To help alleviate fear, it is crucial to enhance communication as soon as a new stressor is perceived.

**CONCLUSION**

Numerous studies have shown that odor can affect mood, anxiety and stress, performance in memorizing and memory retrieval tasks, sustained attention projects and problem solving (Jellinek 1994). A 2005 Census of more than 600 businesses found that the single most important driver for improved organizational performance is a solid strategy to hire, retain, develop and reward employees (HR for ROI’s sake). That “single most important driver” is composed of a very complex set of factors that enable to create a pleasant work environment and reduce stress.

So look around the office or work space and analyze for vision, caring, empowerment, timelines, professional growth, morale, reward, staff development, and organization all within a pleasant environment. Keep in mind when dealing with the “complex” human being the solution itself is also complex, so numerous factors contribute to success.
REFERENCES


*****

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(sd/-)

(Editor-In-Chief)
A STUDY ON WORK LIFE BALANCE OF WOMEN COLLEGIATE TEACHERS AT TIRUCHIRAPPALLI DISTRICT

Dr. K. Rajam

ABSTRACT

Work-life Balance of women employees has become an important subject since the time has changed from men earning the family living in today's world where both men and women equally share the responsibility of earning for the betterment of their family life. Hence, it is for the betterment of their family life. Hence, it is very necessary to know how the women balance very professional and domestic life. In the initial stages, women had to struggle a lot to establish their identity in this competitive world, both in the society as well as in the professional life. However, with the advancement in educational and training institutions, things have improved largely. Historical data from employment survey in India indicates that the employment rate of women has remarkably increased by 3.6% per year from the year 1991 to 2001. Women in India have broken barriers and built bridges in the professional flat forms. Work-Life Balance focuses on two main aspects called Achievement and enjoyment. This means that a woman should be able to have job satisfaction (Enjoyment) and at the same time be able to grow up in his career (Achievement) when a worker is able to achieve and enjoy her professional and personal life; it means she has a positive work-Life Balance. After the Industrial Revolution in the second half of the 18th century, there was a tremendous change in the pattern and concept of professionalism. This has given a new dimension to work-life balance. However, there is no one perfect shape to work-life balance. It varies from individual to individual because priorities differ according to individual life styles. It not only changes in priorities but also changes in status, like when one is unmarried, after marriage, after childbirth, when a new career begins and this keeps on changing till one's retirement. With this increasing industrialization and education, employment opportunities for women have also increased. In addition, with increasing economic conditions, it has become a necessity that both husband and wife need to work to have a normal life. In this fast growing and competitive world, as every possible opportunity for employment is increased, the organizations need to create a congenial atmosphere where employees can balance their professional and personal life. Only when an employer has a positive WLB, she can be productive and give her best to her organization. Hence, industries are working out schemes, which can attract as well as retain their employees.

KEYWORDS

Work Life Balance, Compensation, Work Environment, Training, Job Satisfaction etc.

INTRODUCTION

Work life balance studied the effects of family life on women's job performance and work attitudes. The result revealed that women with children were significantly lower in occupational commitment relative to women without children; contrary to expectation, women with younger children outperformed women with older children. The importance of work-life balance highlights the current concern within society and organizations about the impact of multiple roles on the health and well-being of professional women and its implications regarding work and family performance, and women's role in society. Studies have shown that the majority of women are working 40-45 hours / week out of which almost 53% of them struggle to achieve work-life balance. The reason behind this struggle is that they are being challenged by the demands of their organization versus the commitments of their home. They need to manage the daily requirements of their family as one side and the multiple schedules, meetings, business requirements and other routine responsibilities at work. Women at work need to be taken care by their employers. Employers to work out schemes that would not only attract and retain the employees for a longer period but also make them highly productive. Organizations have many such facilities like, Transport, Canteen, Day care centres, Postal/saving schemes, Flexi-working hours, part-time working, provide the information about work-life balance policies and special leave arrangement such as Annual leave & public holiday leave, Career Break leave, Leave for elective representative, Leave to attend as witness at court in your organization, Health care centres, rewards & recognition, career growth, Insurance plans, Job rotation, Incentives, Performance related pays, Rest rooms and other government schemes like maternity, marriage, sick leave benefit, & medical benefits. In addition, other work life balance options like Staff counseling, Organizational psychology unit, Workplace Health Promotion, Social clubs, Pre-retirement club, Women's network, Breast-feeding support groups etc. These schemes help the women employees to work peacefully without any family, children tension so that they able to give their best at work. Moreover, organizations have women empowerment schemes like Forums, Committees, Grievance redresses system, suggestion schemes where a women is empowered to share her views, complaints and suggestions with the Top Management and derive solutions for the same. Hence, a study on Work Life Balance of women collegiate Teachers in Tiruchirappalli district are made.

5Assistant Professor, Srimad Andavan Arts and Science College (Autonomous), Tamil Nadu, India, brssrajam73@rediffmail.com
The following are the various objectives of this research study:

- To study the socio-economic profile of the women collegiate teachers in Tiruchirappalli district.
- To examine the effect of work life balance on women’s performance and work attitude.
- To determine the factors affecting work-life balance.
- To give valuable suggestions for the women collegiate teachers to be successful in their work and family life.

**HYPOTHESES**

The hypotheses of the study are as follows:

- There is no significant association between age of the respondents and their overall work life balance.
- There is no significant difference between educational qualification of the respondents and their overall work life balance.
- There is no significant difference between designation of the respondents and their overall work life balance.
- There is no significant difference between monthly income of the respondents and their overall work life balance.
- There is no significant difference between size of family of the respondents and their overall work life balance.
- There is no significant difference between type of family of the respondents and their overall work life balance.
- There is no significant difference between type of institutions of the respondents and their overall work life balance.
- There is no significant difference between type of employment of the respondents and their overall work life balance.

**DATA COLLECTION**

Primary data was collected by questionnaire survey method based on a pilot study. The secondary data were collected from the Journals, Books, Magazines and printed electronic media i.e. Internet, websites.

**REVIEW OF LITERATURE**

Some researchers like Gutek et al. (1991), Frone et al. (1992a), Williams and Alliger (1994), Eagle et al. (1997), Frone et al. (1997), Hammer et al. (1997), Hsieh et al. (2005), Wesley and Muthuswamy (2005), Kinnunen and Mauno (2007) and Rajadhyaksha and Ramadoss (2010) have focused on assessing work family conflict / work life balance among employees in various settings and also identified the direction of spillovers. Gutek et al. (1991) conducted a study using two separate samples of employed people with families, a systematically selected sample of psychologists and a volunteer sample of managers. The findings indicated that the two types of perceived work family conflict (work interference with family and family interference with work) were clearly separable and relatively independent of each other. The people perceived less family interference with work than work interference with family. However, when Frone et al. (1997) developed and tested an integrative model of work family interface using a sample of 372 employed adults who were married and/or parents, the findings supported the indirect reciprocal relation between work to family and family to work conflict. Family to work conflict was found to have indirect influence on work to family conflict via work distress and work overload. Work to family conflict had indirect impact on family to work conflict via increased parental overload.

Rajadhyaksha and Ramadoss (2010) tested the model given by Frone et al. (1997) on a sample of 405 women in India and found that Indian data moderately supported within and cross-domain relationship hypothesized in the model. Hammer et al. (1997) collected the data from 399 dual-earner couples and found that work family conflict had strong crossover effects for both males and females, indicating that individual’s level of work family conflict was a significant predictor of their partner’s level of work family conflict.

Frone et al. (1992a) in a study of randomly drawn sample of 631 employed adults (278 men and 353 women) also found that work to family conflict is more prevalent than family to work conflict, suggesting that family boundaries are more permeable to work demands than are work boundaries to family demands. Williams and Alliger (1994) also found that work interfered with family more than family interfered with work in a study of 41 full time working parents (13 men and 28 women). Eagle et al. (1997) found that work and family boundaries were asymmetrically permeable with work to family conflict being significantly more prevalent than family to work conflict. In a study of Taiwanese managers, Hsieh et al. (2005) found that very few Taiwanese managers had difficulty balancing work and personal lives and work interfered with personal life more frequently than personal life did with the work. Wesley and Muthuswamy (2005) in a study of 230 teachers in an engineering college in Coimbatore, India, found that work to family conflict was more prevalent than family to work conflict, thus indicating that permeability of work into family was more than permeability of family into work. Kinnunen and Mauno (2007) collected data from a sample of 501
employees working in four organizations, i.e., municipal and social healthcare, manufacturing for exports, a bank and a supermarket. The results indicated that interference from work to family was more prevalent than interference from family to work between both sexes. However, there were no gender differences in experiencing either work to family or family to work conflict. The findings of the studies reported above suggest that work to family conflict is more frequent than family to work conflict. However, Baral (2010) in a study of 485 employees working in varied organizations in India found that working men and women in India experience more work family enrichment than the work family conflict. It was also found that there were no gender differences in the employee perception of work family enrichment.

**INTERPRETATION AND ANALYSIS**

Table-1: Demographic Profile of Respondents

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Number of Respondents</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td></td>
<td></td>
</tr>
<tr>
<td>25-30 years</td>
<td>10</td>
<td>3</td>
</tr>
<tr>
<td>31-40 years</td>
<td>137</td>
<td>41.5</td>
</tr>
<tr>
<td>41-50 years</td>
<td>120</td>
<td>36.9</td>
</tr>
<tr>
<td>Above 50 years</td>
<td>63</td>
<td>19.1</td>
</tr>
<tr>
<td>Qualification</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PG with M. Phil.</td>
<td>109</td>
<td>33.0</td>
</tr>
<tr>
<td>PG / M. Phil. / SLET / NET</td>
<td>126</td>
<td>38.2</td>
</tr>
<tr>
<td>P.G. / M. Phil. / Ph.D.</td>
<td>93</td>
<td>28.2</td>
</tr>
<tr>
<td>PG &amp; M. Phil. with SLET / NET Ph.D.</td>
<td>2</td>
<td>0.6</td>
</tr>
<tr>
<td>Designation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assistant Professor</td>
<td>166</td>
<td>50.3</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>137</td>
<td>41.5</td>
</tr>
<tr>
<td>Dean</td>
<td>15</td>
<td>4.5</td>
</tr>
<tr>
<td>Head of Department</td>
<td>12</td>
<td>3.6</td>
</tr>
<tr>
<td>Marital status</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Married</td>
<td>318</td>
<td>96.4</td>
</tr>
<tr>
<td>Unmarried</td>
<td>12</td>
<td>3.6</td>
</tr>
<tr>
<td>Monthly income</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Below Rs. 20,000</td>
<td>53</td>
<td>16.1</td>
</tr>
<tr>
<td>Rs. 20,001 - 40,000</td>
<td>111</td>
<td>33.6</td>
</tr>
<tr>
<td>Rs. 40,001 - 50,000</td>
<td>11</td>
<td>3.3</td>
</tr>
<tr>
<td>Above Rs. 60,000</td>
<td>155</td>
<td>47.0</td>
</tr>
<tr>
<td>Size of the Family</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Small (1-3)</td>
<td>199</td>
<td>60.3</td>
</tr>
<tr>
<td>Medium (4-5)</td>
<td>129</td>
<td>39.1</td>
</tr>
<tr>
<td>Large (above 6)</td>
<td>2</td>
<td>0.6</td>
</tr>
<tr>
<td>Nature of the family</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Joint Family</td>
<td>182</td>
<td>55.2</td>
</tr>
<tr>
<td>Nuclear Family</td>
<td>142</td>
<td>44.8</td>
</tr>
<tr>
<td>Years of Experience</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Below 5 years</td>
<td>44</td>
<td>13.3</td>
</tr>
<tr>
<td>5-10 years</td>
<td>94</td>
<td>28.5</td>
</tr>
<tr>
<td>11-15 years</td>
<td>59</td>
<td>17.9</td>
</tr>
<tr>
<td>16-20 years</td>
<td>61</td>
<td>18.5</td>
</tr>
<tr>
<td>21 &amp; above 21 years</td>
<td>72</td>
<td>21.8</td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation

Table-2: Mean Rank about Various Dimensions and Overall Work Life Balance

<table>
<thead>
<tr>
<th>Various Dimensions</th>
<th>Low</th>
<th>High</th>
<th>Min.</th>
<th>Max.</th>
<th>Median</th>
<th>S.D</th>
<th>Mean</th>
<th>Mean Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Environment</td>
<td>181 (54.8%)</td>
<td>149 (45.2%)</td>
<td>12</td>
<td>26</td>
<td>19.00</td>
<td>2.952</td>
<td>19.90</td>
<td>5th</td>
</tr>
<tr>
<td>Organization Culture</td>
<td>145 (43.9%)</td>
<td>185 (56.1%)</td>
<td>14</td>
<td>31</td>
<td>27.00</td>
<td>3.267</td>
<td>26.73</td>
<td>1st</td>
</tr>
<tr>
<td>Relation and Co-Operation</td>
<td>188 (57%)</td>
<td>142 (43%)</td>
<td>11</td>
<td>28</td>
<td>20.00</td>
<td>3.273</td>
<td>20.98</td>
<td>4th</td>
</tr>
<tr>
<td>Training and Development</td>
<td>175 (53%)</td>
<td>155 (47%)</td>
<td>7</td>
<td>22</td>
<td>15.00</td>
<td>2.728</td>
<td>15.83</td>
<td>7th</td>
</tr>
<tr>
<td>Compensation &amp; Rewards</td>
<td>186 (56.4%)</td>
<td>144 (43.6%)</td>
<td>13</td>
<td>21</td>
<td>15.00</td>
<td>2.083</td>
<td>15.55</td>
<td>8th</td>
</tr>
<tr>
<td>Facilities</td>
<td>114 (34.5%)</td>
<td>216 (65.5%)</td>
<td>13</td>
<td>21</td>
<td>18.00</td>
<td>1.765</td>
<td>17.82</td>
<td>6th</td>
</tr>
<tr>
<td>Job Satisfaction &amp; Job Security</td>
<td>157 (47.6%)</td>
<td>173 (52.4%)</td>
<td>19</td>
<td>33</td>
<td>27.00</td>
<td>2.795</td>
<td>26.63</td>
<td>2nd</td>
</tr>
<tr>
<td>Autonomy of Work</td>
<td>140 (42.4%)</td>
<td>190 (57.6%)</td>
<td>17</td>
<td>25</td>
<td>22.00</td>
<td>1.791</td>
<td>21.88</td>
<td>3rd</td>
</tr>
<tr>
<td>Adequacy of Resources</td>
<td>132 (40%)</td>
<td>198 (60%)</td>
<td>8</td>
<td>13</td>
<td>12.00</td>
<td>1.456</td>
<td>11.28</td>
<td>9th</td>
</tr>
<tr>
<td>Overall Work Life Balance</td>
<td>170 (51.5%)</td>
<td>160 (48.5%)</td>
<td>152</td>
<td>198</td>
<td>176.00</td>
<td>7.841</td>
<td>176.59</td>
<td></td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation
Table-3: Association between Age of Respondents and their Overall Work Life Balance

<table>
<thead>
<tr>
<th>Age (in years)</th>
<th>25 to 30</th>
<th>31 to 40</th>
<th>41 to 50</th>
<th>Above 50</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>(n=10)</td>
<td>(n=137)</td>
<td>(n=120)</td>
<td>(n=63)</td>
<td>(n=330)</td>
<td></td>
</tr>
<tr>
<td>Low</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>High</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Statistical Inference

**Work Environment**

<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>5</td>
<td>61</td>
<td>44.5%</td>
<td>75</td>
<td>62.5%</td>
</tr>
<tr>
<td>High</td>
<td>5</td>
<td>76</td>
<td>55.5%</td>
<td>45</td>
<td>37.5%</td>
</tr>
</tbody>
</table>

**Organization Culture**

<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>4</td>
<td>75</td>
<td>54.7%</td>
<td>42</td>
<td>35.0%</td>
</tr>
<tr>
<td>High</td>
<td>6</td>
<td>62</td>
<td>45.3%</td>
<td>78</td>
<td>65.0%</td>
</tr>
</tbody>
</table>

**Relation and Co-operation**

<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
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<td>High</td>
<td>3</td>
<td>72</td>
<td>52.6%</td>
<td>41</td>
<td>34.2%</td>
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**Training and Development**

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<td>74</td>
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<tr>
<td>High</td>
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<td>76</td>
<td>55.5%</td>
<td>46</td>
<td>38.3%</td>
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**Compensation and Rewards**

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<tr>
<td>High</td>
<td>7</td>
<td>63</td>
<td>46.0%</td>
<td>47</td>
<td>39.2%</td>
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**Facilities**

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<td>44.5%</td>
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<td>High</td>
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<td>76</td>
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**Job Satisfaction and Job Security**

<p>| | | | | | |</p>
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</thead>
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<td>Low</td>
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<td>77</td>
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<td>High</td>
<td>5</td>
<td>60</td>
<td>43.8%</td>
<td>70</td>
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**Autonomy of Work**

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<tbody>
<tr>
<td>Low</td>
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<td>75</td>
<td>54.7%</td>
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<td>62</td>
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**Adequacy of Resources**

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</thead>
<tbody>
<tr>
<td>Low</td>
<td>4</td>
<td>56</td>
<td>40.9%</td>
<td>45</td>
<td>37.5%</td>
</tr>
<tr>
<td>High</td>
<td>6</td>
<td>81</td>
<td>59.1%</td>
<td>75</td>
<td>62.5%</td>
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</table>

**Overall Work Life Balance**

<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
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<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>5</td>
<td>61</td>
<td>44.5%</td>
<td>69</td>
<td>57.5%</td>
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<tr>
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<td>5</td>
<td>76</td>
<td>55.5%</td>
<td>51</td>
<td>42.5%</td>
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</tbody>
</table>

Sources: Authors Compilation

**Statistical Test:** Chi-square test was used in the above table.

**Research Hypothesis:** There is a significant association between age of the respondents and their overall work life balance.

**Null Hypothesis:** There is no significant association between age of the respondents and their overall work life balance.

**Findings:** The above table reveals that there is no significant association between age of the respondents and their overall work life balance. Hence, the calculated value greater than table value (.185>0.05). So the research hypothesis is rejected and the null hypothesis is accepted.
Table 4: One way Anova Difference between Monthly Income of the Respondents and their Overall Work Life Balance

<table>
<thead>
<tr>
<th>Monthly Income</th>
<th>Mean</th>
<th>S.D</th>
<th>SS</th>
<th>d.f.</th>
<th>MS</th>
<th>Statistical Inference</th>
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</thead>
<tbody>
<tr>
<td><strong>Work Environment</strong></td>
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<td></td>
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<tr>
<td>Between Groups</td>
<td>1172.443</td>
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<td>390.814</td>
<td></td>
<td></td>
<td>F=75.154 0.000&lt;0.05 Significant</td>
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<td>Below Rs. 20000 (n=53)</td>
<td>18.62</td>
<td>2.195</td>
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<tr>
<td>Rs. 20001 to Rs. 40000 (n=111)</td>
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<tr>
<td>Rs. 40001 to Rs. 60000 (n=11)</td>
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<td>2.084</td>
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<tr>
<td>Within Groups</td>
<td>1695.257</td>
<td>326</td>
<td>5.200</td>
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<td><strong>Organization Culture</strong></td>
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<td>Between Groups</td>
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<td>2.075</td>
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</table>
Statistical Test: Oneway Anova ‘F’ test was used the above table.

Research Hypothesis: There is a significant difference between monthly income of the respondents and their overall work life balance.

Null Hypothesis: There is no significant difference between monthly income of the respondents and their overall work life balance.

Findings: The above table reveals that there is a significant difference between monthly income of the respondents and their overall work life balance. Hence, the calculated value less than table value (.000<0.05). So the research hypothesis is accepted and the null hypothesis is rejected.

SUGGESTIONS
- Women must have more confidence among themselves that too, for every collegiate teachers confidence level must be more than the men collegiate teachers.
- Each organizations should give opportunity to do the research work for every women collegiate teachers without any personal bias.
- They should complete their Ph.D. Degree at the earliest.
- The foremost suggestion is to clear the SLET/ NET examinations for their career development.
- They should have the unity among themselves to improve their performance level in their organizations.

CONCLUSION
As jobs become more demanding, achieving success in the workplace and life outside of work continues to prove difficult. It is reasonable to conclude that modern organizations, especially educational institutions, should address the Work Life Balance related issues among their staff, specifically women and take a holistic approach to design and implement policies to support the teaching staff to manage their work life balance, which would add to the performance of these staff members.

ACKNOWLEDGMENT
I thank to University Grants Commission for providing financial assistance for this project. I want to thank to our former secretary Shri. N. Kasturirangan for guiding and encouraging for applying this project. I am also extent my thanks to our college Secretary Shri. CA. Ammangi V. Balaji, Principal Dr. J. Radhika and Vice-Principals Dr. M. Pitchaimani and Dr. G. Jothi for their continuous support.

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A STUDY ON PSYCHOLOGICAL STRESS AMONG EMPLOYED & UNEMPLOYED WOMEN

A. Sivaranjani

ABSTRACT

Stress is defined as “the non-specific response of the body to any demand placed upon it”. Psychological stress may have evolved from a real event that caused an emotional disturbance in the past. This event may have been the messy splitting up from a relationship that leads to emotional pain. As the event recedes into the past, other sentiments within the persons psyche tend to cause anxiety and stress.

Stress is a psychological response of the body that occurs whenever we must adapt to changing conditions, whether those conditions be real or perceived, positive or negative. In psychology, stress is a feeling of tired, loneliness, loss of memory, excessive anger, negative thinking. It may cause more serious conditions like heart problems. The main objective of this study is to find out the difference between employed and unemployed women in their psychological stress.

This study is descriptive in nature. Convenience sampling techniques was adapted for selecting sample. The sample size is 50 (25 employed and 25 unemployed women). Both primary and secondary data was used for data collection. Percentage and Mann-Whitney U test was used. The findings of this study that there is a significant difference between employed and unemployed women in their psychological stress.

KEYWORDS

Psychological Stress, Employed Women, Unemployed Women etc.

INTRODUCTION

Modern era is the era of science and technology where everyone is striving to excel in his / her field whether it is at home or at work place. In this modern era, stress has become a universal phenomenon. Abrol - discusses that every person wants more and more for the attainment of pleasure, due to this competition is increased in every field of life and this competition generates stress among people.

Stress is your body’s way of responding to any kind of demand or threat. When you feel threatened, your nervous system responds by releasing a flood of stress hormones, and including adrenaline and cortisol, which rouse the body for emergency action. Your heart pounds faster, muscles tighten, blood pressure rises, breath quickens, and your senses become sharper. These physical changes increase your strength and stamina, speed your reaction time, and enhance your focus. This is known as the “fight or flight” or mobilization stress response and is your body’s way of protecting you.

Stress management is the need of the hour. However hard we try to go beyond a stress situation, life seems to find new ways of stressing us out and plaguing us with anxiety attacks. Biologists explain stress as a negative feeling you experience when your body does not appropriately respond to a threat. The word stress is “a state of affair involving demand on physical or mental energy”. A condition or circumstance, which can disturb the normal physiological and psychological functioning of an individual. Psychosocial stress refers to a specific type you experience that originates from any type of interaction with people. Stress may manifest itself in many different ways, such as high blood pressure, sweating, rapid heard beat, dizziness and feelings of irritability or sadness.

Stress: Definitions

Stress is difficult to define precisely. Selye Hans first introduced the concept of stress in the life sciences in 1936. It was derived from the Latin word ‘stringere’; it meant the experience of physical hardship, starvation, torture and pain.

According to Robbins and Sanghi (2006) “A dynamic condition in which an individual is confronted with an opportunity, constraints, or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important.” Stress affects not only our physical health but our mental wellbeing, too.
Ivancevich and Matteson (1987) define stress simply as “the interaction of the individual with environment” but then they go on to give a more detailed working definition, as follows: “as adaptive response, mediated by individual differences and or psychological processes, that is a consequence of any external action, situation or event that places excessive psychological and/or physical demands on a person”.

**Psychological Stress**

Stress is a complex term to define. Its simplest definition might be that it is an event or situation that forces a person to adapt to the event. Stress is the event itself and the reaction to that event within the person experiencing it. Thus, stress is completely subjective. What may be stressful to one person might be pleasant or fun to another. The body’s stress response is to increase the flow of hormones adrenaline and cortisol in the bloodstream. This has the affect or raising the heart rate, redirecting blood from the extremities and stomach to the vital organs, changing the consistency of the blood for potential injury and making our senses more aware. Psychological stress is another cause of stress. Psychological stress comes from both internal external sources, which threaten our ego and identity.

In psychology, stress is a feeling of strain and pressure. Small amounts of stress may be desired, beneficial, and even healthy. Positive stress helps improve athletic performance. It also plays a factor in motivation, adaptation, and reaction to the environment. Excessive amounts of stress, however, may lead to bodily harm. Stress can increase the risk of strokes, heart attacks, ulcers, dwarfism, and mental illnesses such as depression. Causes of psychological stress, called psychological stressors, can be classified as chronic or acute.

**Three Types of Stress**

- **Eustress**: Good stress (e.g., falling in love),
- **Neustress**: Neutral stress (e.g., earthquake in remote corner of world),
- **Distress**: Bad stress (e.g., death of a close friend),
  - **Acute stress**: Short-term events, which do not last long but if traumatic, can have a lasting impact on us.
  - **Chronic stress**: Ongoing stresses which last into the long-term. These may include the stress of illness or the friction of a fractious relationship.

**Types of Stressors**

A stressor is any event, experience, or environmental stimulus that causes stress in an individual. These events or experiences are perceived as threats or challenges to the individual and can be either physical or psychological. Stressors are more likely to affect an individual's health when they are "chronic, highly disruptive, or perceived as uncontrollable". In psychology, generally classify the different types of stressors into four categories:

- **Crises / Catastrophes**: This type of stressor is unforeseen and unpredictable and, as such, is completely out of the control of the individual. Examples of crises and catastrophes include devastating natural disasters, such as major floods or earthquakes, wars, etc. Combat stress is a widespread acute and chronic problem. Prevention requires stress reduction, emphasis on vehicle and other identification training, awareness of the tactical situation, and continual risk analysis by leaders at all echelons.

- **Major Life Events**: Common examples of major life events include marriage, going to college, death of a loved one, birth of a child, moving houses, etc. These events can be either positive or negative. The major life events are somewhat rare to be major causes of stress, due to its rare occurrences. The length of time since occurrence and whether or not it is a positive or negative event are factors in whether or not it causes stress and how much stress it causes. Life events can be linked to stress and the health problems that accompany it. However, positive experiences and positive life changes can predict decreases in neuroticism.

- **Ambient Stressors**: As their name implies, these global (as opposed to individual) low-grade stressors are a part of the background environment. They are defined as stressors that are “chronic, negatively valued, non-urgent, physically perceptible, and intractable to the efforts of individuals to change them”. Typical examples of ambient stressors are pollution, noise, crowding, and traffic. Unlike the other three types of stressor, ambient stressors can (but do not necessarily have to) negatively affect stress without conscious awareness.
Daily Hassles / Micro Stressors: This category includes daily annoyances and minor hassles. Ex. include: making decisions, meeting deadlines at work or school, traffic jams, encounters with irritating personalities, etc. Often, this type of stressor includes conflicts with other people. Daily stressors, however, are different for each individual, as not everyone perceives a certain event as stressful.

Psychological Causes of Stress

The situations and pressures that cause stress are known as stressors. We usually think of stressors as being negative, such as an exhausting work schedule or a rocky relationship. However, anything that puts high demands on you can be stressful. This includes positive events such as getting married, buying a house, going to college, or receiving a promotion. Of course, not all stress is caused by external factors. Stress can also be internal or self-generated, when you worry excessively about something that may or may not happen, or have irrational, pessimistic thoughts about life.

Common External Causes of Stress

- Major life changes,
- Work or school,
- Relationship difficulties,
- Financial problems,
- Being too busy,
- Children and family.

Common Internal Causes of Stress

- Chronic worry,
- Pessimism,
- Rigid thinking, lack of flexibility,
- Negative self-talk,
- Unrealistic expectations / Perfectionism,
- All-or-nothing attitude.

The top 10 Causes of stress in life are:

- Physical illness,
- Tension at work or within the family,
- Divorce,
- Death in family,
- Moving,
- Jail term,
- Marriage,
- Debt,
- Unemployment,
- Major life changes.

Factors that Influence your Stress Tolerance

Your resiliency to stress depends on many factors, but there are steps you can take to improve your tolerance and handle more setbacks and challenges without becoming overwhelmed by stress.

- Emotional awareness,
- The quality of your relationships and support network,
- Physical activity,
- Diet.

Other Factors that Influence your Tolerance

- Your attitude and outlook,
- Your knowledge and preparation.
How Stress Affect your Health

Natural Reaction: These days, you are not likely to face the threat of being eaten. However, you probably do confront multiple challenges every day, such as meeting deadlines, paying bills and juggling childcare that make your body react the same way. As a result, your body’s natural alarm system the “fight or flight” response may be stuck in the on position. In addition, that can have serious consequences for your health.

Pressure Points: Even short-lived, minor stress can have an impact. You might get a stomachache before you have to give a presentation, for example. More major acute stress, whether caused by a fight with your spouse or an event like an earthquake or terrorist attack, can have an even bigger impact.

Chronic Stress: When stress starts interfering with your ability to live a normal life for an extended period, it becomes even more dangerous. The longer the stress lasts, the worse it is for both your mind and body. You might feel fatigued, unable to concentrate or irritable for no good reason, for example. However, chronic stress causes wear and tear on your body, too.

Strategies for Reducing Stress

- Identify what's causing stress,
- Build strong relationships,
- Walk away when you're angry,
- Rest your mind,
- Get help.

REVIEW OF LITERATURE

Nuzhat Huma Akhtar (1998) studied the effect of stress on women health. Results reveal that employed women in the stress scale have a higher average score than that of the non-employed women. It has been determined that total stress scores of employed women were higher as compared to non-employed women and that there was a significant difference between women’s working status and total stress scores. Employed women had higher level of stress than non-employed women.

Hashami HA., Khurshid M., and Hassan I. (2007) found that working married women have to face more difficulties in their lives as if they experienced more stress and depression as compared to non-working married women.

RESEARCH METHODOLOGY

The research design of this study is descriptive.

Sampling Method
In this study used convenience sampling method, 50 samples have been selected in Tiruchirappalli district.

Data Collection
The primary data was collected with the help of questionnaire. The questionnaire was prepared after considerable and deep understanding of the research problem. Secondary data was collected from books, magazines, journals, newspapers, past research, reports and various website.

Tools for Analysis
Percentage Analysis and Mann-Whitney U Test.

Hypothesis
For the present study following hypothesis were formulated;

- **H₀**: There is no significance difference between employed and unemployed women in their psychological stress.
- **H₁**: There is significance difference between employed and unemployed women in their psychological stress.

OBJECTIVES OF STUDY

- To find out the level of stress of employed and unemployed women.
- To find out the psychological stress of employed and unemployed women.
ANALYSIS AND INTERPRETATION

Percentage Analysis

<table>
<thead>
<tr>
<th>Level of Stress</th>
<th>Working status of the respondents</th>
<th>Employed Women</th>
<th>Percentage</th>
<th>Unemployed Women</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number of Respondents</td>
<td></td>
<td>Number of Respondents</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low</td>
<td>9</td>
<td>36</td>
<td>7</td>
<td>28</td>
<td></td>
</tr>
<tr>
<td>Medium</td>
<td>5</td>
<td>20</td>
<td>10</td>
<td>40</td>
<td></td>
</tr>
<tr>
<td>High</td>
<td>11</td>
<td>44</td>
<td>8</td>
<td>32</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>25</td>
<td>100</td>
<td>25</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Primary Data

The above table shows the level stress:

For employed women: It is observed from the above table that 36 percent of the respondents have low levels of stress, followed by 20 percent of the respondents have medium level of stress, followed by 44 percent of the respondents have high level of stress. It can be concluded from the above table that the majority of the respondents have high level of stress.

For unemployed women: It is observed from the above table that 28 percent of the respondents have low levels of stress, followed by 40 percent of the respondents have medium level of stress, followed by 32 percent of the respondents have high level of stress. It can be concluded from the above table that the majority of the respondents have Medium level of stress.

Mann-Whitney U test

Mann-Whitney U test is the alternative test to the independent sample t-test. It is a non-parametric test that is used to compare two population means that come from the same population, it is also used to test whether two population means are equal or not. It is used for equal sample sizes, and is used to test the median of two populations. Usually the Mann-Whitney U test is used when the data is ordinal. Wilcoxon rank sum, Kendall’s and Mann-Whitney U test are similar tests and in the case of ties, it is equivalent to the chi-square test.

Hypothesis

H₀: There is no significance difference between employed and unemployed women in their psychological stress.
H₁: There is significance difference between employed and unemployed women in their psychological stress.

The analysis indicates which group had the highest psychological stress, namely the groups with highest mean rank. In this case, employed women had the highest psychological stress. It can be concluded that there is significant difference between the employed and unemployed women groups. Mann-Whitney U test \( U = 876.000 \), P value is 0.012 which is significant at 5% level. Thus, there is significant difference between employed and unemployed women in their psychological stress. Hence, the null hypothesis is rejected, alternate hypothesis is accepted.

FINDINGS AND SUGGESTION

Majority of the employed women have high level of psychological stress. There is significance difference between employed and unemployed women in their psychological stress.

Many different options to manage it properly and effectively. Everyone has stress in his or her lives but it is how you react to that stress that is important. You can learn to cope with stress by looking for positive solutions. Ask for help when you need it and keep an open line of communication with your spouse, co-workers, friends and family members.

You can cope with the stress in your life if you learn to expect to positive outcome rather than a negative one. People who live under chronic stress tend to expect the worst-case scenario. Stop dwelling on the negative and envision the positive. Stress saps your energy. It takes the joy out of living life. Learn to manage your stress rather than letting it control you.
CONCLUSION

Most causes of psychological stress are perennially related to emotional and psychological disorders. Stressful situations, whether long-term or short-term, psychological stress is more to do with the turning off the body’s stress responses to a situation. When we are psychologically stressed out, our bodies are also worn out. Psychological stress in the result of a cognitive appraisal of what is at stake and what can be done about it. More simply put, it is concluded that the majority of the employed women high level of psychological stress and there is a significance difference between employed and unemployed women.

To successfully manage stress in everyday lives, individual can learn to relax and enjoy life. The best way to manage stress is to prevent it. This may not be always possible. Therefore, the next best things are to reduce stress and make life easier. For these purpose different stress management techniques like meditation, yoga, hypnosis, guided imagery, muscle relaxation, mindfulness breathing etc., should be used.

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(Ed/-)
(Editor-In-Chief)
A STUDY ON JOB SATISFACTION OF WOMEN WORKING IN TEXTILES AT KARUR

N. Chitra7 Dr. G. Mettilda Buvaneswari8

ABSTRACT

Job satisfaction is usually defined as a one-dimensional subjective construct representing an overall emotional feeling individuals have about their job as a whole. Hence, affective job satisfaction for individuals reflects the degree of pleasure or happiness their job in general. Job satisfaction can also be seen within the broader context of the range of issues, which affect an individual’s experience of work, or their quality of working life. Job satisfaction can be understood in terms of its relationships with other key factors, such as general wellbeing, stress at work, control at work, homework interface, and working conditions.

KEYWORDS

Women, Job, Satisfaction, Motivators, Well-Being etc.

INTRODUCTION

Job satisfaction is an overall emotional feeling of an individual about the job as a whole. Individual job satisfaction shows the level of pleasure or happiness in their job. This can be made clear in terms of its relationships with key factors like general wellbeing, work stress, control at work and working conditions. The challenges in maintaining balance between work and family roles affect the equal opportunities in occupation of women, in particular.

The job satisfaction study helps the researcher to find out which matters most to the workers. Job satisfaction questionnaire may be useful to collect information related to various measures that are satisfying to them. The study on job satisfaction will help the textile industry to understand the major factors, which lead to satisfaction and dissatisfaction of employees in an organization, and the reasons for dissatisfaction and what can be done to improve their employee job satisfaction level.

Job satisfaction, a worker's sense of achievement and success, is generally perceived to be directly linked to productivity as well as to personal wellbeing. Job satisfaction implies doing a job one enjoys, doing it well, and being suitably rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work.

FACTORS INFLUENCING JOB SATISFACTION

The major factors influencing job satisfaction are presented below:

Supervision: To a worker, Supervision is equally a strong contributor to the job satisfaction as well as to the job dissatisfaction. The feelings of workers towards his supervisors are usually similar to his feeling towards the company.

Co-workers: The workers derive satisfaction when the co-workers are helpful, friendly and co-operative.

Pay: The relative important of pay would probably changing factor in job satisfaction or dissatisfaction.

Age: Age has also been found to have a direct relationship to level job of satisfaction of employees.

Marital Status: Marital status has an important role in deciding the job satisfaction. Most of the studies have revealed that the married person finds dissatisfaction in his job than his unmarried counterpart. The reasons stated to be are that wages were insufficient due to increased cost of living, educations to children etc.

Education: Studies conducted among various workers revealed that most of workers who had not completed their school education showed higher satisfaction level. However, educated workers felt less satisfied in their job.

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8Assistant Professor, Cauvery College for Women, Tamil Nadu, India, mettildabuvaneswari@gmail.com
Working Condition: Good working atmosphere and pleasant surroundings help increasing the production of industry. Working conditions are more important to women workers than men workers.

DETERMINANTS OF JOB SATISFACTION

Besides the nature of job and job environment, there are individual variables, which affect job satisfaction. Thus, all those factors, which provide a fit among individual variables, nature of job, and situational variables, determine the degree of job satisfaction. These factors are:

Individual Factors: Individuals have certain expectations from their jobs. If their expectations are met from the jobs, they feel satisfied. These expectations are based on an individual’s level of education, age and other factors. Level of Education: Level of education of an individual is a factor, which determines the degree of job satisfaction. Age: Individuals experience different degree of job satisfaction at different stages of their life. Job satisfaction is high at the initial stage, is gradually reduced, starts rising up to certain stage, and finally dips to a low degree.

Other Factors: Besides the above two factors, there are other individual factors which affect job satisfaction. If an individual does not have favourable social and family life, he may not feel happy at the workplace. Similarly, other personal problems associated with him may affect his level of job satisfaction. Personal problems associated with him may affect his level of job satisfaction. Nature of Job: Nature of job determines job satisfaction, which is in the form of occupation level and job content. Occupation Level: Higher-level jobs provide more satisfaction as compared to lower levels. Job Content: Job content refers to the intrinsic value of the job, which depends on the requirement of skills for performing it, and the degree of responsibility and growth it offers. A higher content of these factors provides higher satisfaction.

REVIEW OF LITERATURE

Komal Khalid Bhatti & Tahir Masood Qureshi, “Impact of Employee Participation on Job Satisfaction, Employee Commitment and Employee Productivity”, International Review of business Research Papers: Vol. 3, No. 2, pp. 54-68, June 2007. It is widely believed that the employee participation may affect employee’s job satisfaction; employee productivity, employee commitment and they all can create comparative advantage for the organization. The main intention of this study was to find out relationship among employee participation, job satisfaction, and employee productivity and employee commitment. Increasing employee participation will have a positive effect on employee’s job satisfaction, employee commitment and employee productivity.

Dr. R. Anitha, “A study on Job Satisfaction of Paper Mill Employees with special reference to Udumalpet and Palani Taluk” Journal of Management and Science: Vol. 1, No. 1, p. 36-47, September 2011. Employee is a backbone of every organization, without employee, no work can be done. Therefore, employee’s satisfaction is very important. The main aim of this study is to analyze the satisfaction level of paper mill employees. The organizations lack the relationship between workers and supervisors, working conditions, Canteen, rest room facilities, rewards, recognition and promotion policy, reward system of the employees and promotions must be given based on merit, educational qualification and experience, and if these factors are given little more care, the company can maintain high level of satisfaction, organizational commitment and involvement. This will in turn lead to effectiveness and efficiency in their work, which leads to increased productivity.

Daljeet Singh Wadhwa, Manoj Verghese & Dalvinder Singh Wadhwa “A Study on Factors Influencing Employee Job Satisfaction - A Study in Cement Industry of Chhattisgarh” International Journal of Management & Business studies: Vol. 1, No. 3, p. 109-111, September 2011. This study focuses on impact of various factors on job satisfaction. It has been found out that all the three variables that are environmental, organizational and behavioral factors have a positive impact on job satisfaction. It means that if the employees are treated equally and fairly and they are properly supervised, their level of satisfaction can be increased towards their job. Organizational factors will thus contribute to job satisfaction. Hence, from this research it can be concluded that organizational factors are the most important aspect for job satisfaction of the employees in a company.

OBJECTIVES

- To study the socio-economic aspects of the women workers in textiles at Karur District.
- To know the job satisfaction of women working in textiles.
- To analyze and compare the selected demographic variables with the occupational job satisfaction among women textile workers.
- To suggest suitable measures to improve job satisfaction (if any).
HYPOTHESIS

- There is a significant difference between educational status and job satisfaction of the women textile workers.
- There is a significant difference between designation with department and job satisfaction of the women textile workers.
- There is a significant association between years of experience and job satisfaction of the women textile workers.
- There is a significant association between age and job satisfaction of the women textile workers.

METHODOLOGY

The present study has adopted descriptive research design. Sample size of 50 was chosen using Simple random sampling.

Sources of Data

The primary sources of data were obtained from the respondents through the interview schedule. The secondary sources were the books, articles, journals and the internet.

Tools

Interview schedule was used for this research work, which addresses the job satisfaction of women Textile workers. For the purpose of this research work, Organizational Job Satisfaction questionnaire by Hardeo Ojha was used. The tool used consists of thirty-two items with Positive and negative questions and the respondent’s response are based on selection on “Yes” or “No”.

For the purpose of analyzing and assessment of Dependent variables one way Anova, and Chi-square test were used.

RESULTS AND DISCUSSIONS

Table-1: Sample Distribution of Respondents

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Factors</th>
<th>Category</th>
<th>Number of Respondents (n: 50)</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Age</td>
<td>21-30 years</td>
<td>10</td>
<td>20.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>31-40 years</td>
<td>10</td>
<td>20.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>41-50 years</td>
<td>26</td>
<td>52.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Above 50 years</td>
<td>4</td>
<td>8.0</td>
</tr>
<tr>
<td>2.</td>
<td>Education</td>
<td>Illiterate</td>
<td>6</td>
<td>12.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Middle school</td>
<td>25</td>
<td>50.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>High school</td>
<td>14</td>
<td>28.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Higher secondary school</td>
<td>3</td>
<td>6.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Under-Graduation</td>
<td>2</td>
<td>4.0</td>
</tr>
<tr>
<td>3.</td>
<td>Marital Status</td>
<td>Married</td>
<td>37</td>
<td>74.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Unmarried</td>
<td>6</td>
<td>12.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Divorced</td>
<td>7</td>
<td>14.0</td>
</tr>
<tr>
<td>4.</td>
<td>Designation and Department</td>
<td>Packing</td>
<td>20</td>
<td>40.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Piece checking</td>
<td>27</td>
<td>54.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Tailor</td>
<td>2</td>
<td>4.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Supervisor</td>
<td>1</td>
<td>2.0</td>
</tr>
<tr>
<td>5.</td>
<td>Years of Experience</td>
<td>Less than a year</td>
<td>4</td>
<td>8.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1 to 5 years</td>
<td>21</td>
<td>42.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>6 to 10 years</td>
<td>17</td>
<td>34.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>11 to 15 years</td>
<td>3</td>
<td>6.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>More than 15 years</td>
<td>5</td>
<td>10.0</td>
</tr>
<tr>
<td>6.</td>
<td>Nature of Home</td>
<td>Own</td>
<td>14</td>
<td>28.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Rented</td>
<td>36</td>
<td>72.0</td>
</tr>
<tr>
<td>7.</td>
<td>Abuse at Work Place</td>
<td>Yes</td>
<td>1</td>
<td>2.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>No</td>
<td>49</td>
<td>98.0</td>
</tr>
<tr>
<td>8.</td>
<td>Sharing about Workplace with Family</td>
<td>Yes</td>
<td>40</td>
<td>80.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>No</td>
<td>10</td>
<td>20.0</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
The table above shows that half of the respondents (52%) were of the age group 41–50 years of age which shows that the demand for women workers were more in textiles industries. Exactly half of the respondents have completed their middle school education. Most of the respondents are married (74%). 42% of the respondents are having nearly five years of experiences. Most of the respondents live in a rented house, Majority of the respondents share about the workplace with their family members.

Table-2: One-way Analysis of Variance among various Educational Qualifications of the Respondents with regard to Job Satisfaction

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Source</th>
<th>d.f.</th>
<th>SS</th>
<th>MS</th>
<th>$\bar{X}$</th>
<th>Statistical Inference</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Between Groups</td>
<td>4</td>
<td>5.256</td>
<td>1.314</td>
<td>G1= 19.00</td>
<td>F = 0.381</td>
</tr>
<tr>
<td>2</td>
<td>Within Groups</td>
<td>45</td>
<td>155.06</td>
<td>3.446</td>
<td>G2= 18.72</td>
<td>P &gt; 0.05</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>G3= 18.29</td>
<td>Not Significant</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>G4= 18.33</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>G5= 17.50</td>
<td></td>
</tr>
</tbody>
</table>

**Note:** G1 = Illiterate, G2 = Middle School, G3 = High School, G4 = Higher Secondary, G5 = UG

**Sources:** Authors Compilation

Table-2 shows that there is no significant relationship between the educational status of the respondents and their level of job satisfaction as the workers need not be paid according to the position.

Table-3: One-way Analysis of Variance among Designation and Department of the Respondents with regard to Job Satisfaction

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Source</th>
<th>d.f.</th>
<th>SS</th>
<th>MS</th>
<th>$\bar{X}$</th>
<th>Statistical Inference</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Between Groups</td>
<td>3</td>
<td>2.629</td>
<td>0.876</td>
<td>G1= 18.55</td>
<td>F = 0.256</td>
</tr>
<tr>
<td>2</td>
<td>Within Groups</td>
<td>46</td>
<td>157.6</td>
<td>3.428</td>
<td>G2= 18.48</td>
<td>P &gt; 0.05</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>G3= 19.00</td>
<td>Not Significant</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>G4= 20.00</td>
<td></td>
</tr>
</tbody>
</table>

**Note:** G1=Packing, G2 = Piece Checking, G3 = Tailor, G4 = Supervisor

**Sources:** Authors Compilation

From table-3, it is inferred that there is no significance between the department where the respondents are working and the level of job satisfaction by using one-way ANOVA test.

Table-4: Association between Years of Experience of the Respondents and the Level of Job Satisfaction

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Years of Experience</th>
<th>Level of Job Satisfaction</th>
<th>Statistical Inference</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Low (n: 36)</td>
<td>High (n: 14)</td>
</tr>
<tr>
<td>1</td>
<td>Less than 1 year</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>2</td>
<td>1–5 years</td>
<td>16</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>6–10 years</td>
<td>10</td>
<td>7</td>
</tr>
<tr>
<td>4</td>
<td>11–15 years</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>5</td>
<td>More than 15 years</td>
<td>4</td>
<td>1</td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation

From table-4, it is inferred that no significance association between the years of experience of the respondents and the level of job satisfaction. Though there is increase in the years of experience, there is no rise in the wage of the respondents.

Table-5: Association between Age of the Respondents and the Level of Job Satisfaction

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Age</th>
<th>Level of Job Satisfaction</th>
<th>Statistical Inference</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Low (n: 36)</td>
<td>High (n: 14)</td>
</tr>
<tr>
<td>1</td>
<td>21–30 years</td>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td>2</td>
<td>31–40 years</td>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td>3</td>
<td>41–50 years</td>
<td>19</td>
<td>7</td>
</tr>
<tr>
<td>4</td>
<td>More than 51 years</td>
<td>1</td>
<td>3</td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation

It is inferred from table-5 that there is no significance association with the age of respondents and the level of job satisfaction.
FINDING OF STUDY

The demographic table shows that half of the respondents (52%) were of the age group 41-50 years of age which shows that the demand for women workers were more in textiles industries. Exactly half of the respondents have completed their middle school education. Most of the respondents are married (74%). 42% of the respondents are having nearly five years of experiences. Most of the respondents live in a rented house, Majority of the respondents share about the workplace with their family members.

STATISTICAL FINDINGS

The findings based on the results obtained depicts that for job satisfaction, using Chi-square test, and one way ANOVA test values shows that no significant association found among the selected demographic variables like age, education, designation and experience with the level of job satisfaction.

SUGGESTIONS

The present study was carried out to find the job satisfaction of women workers in textiles for which the factors like salary, working conditions, personal life, job security, supervision, work, job status, promotion, responsibility, ability utilization, recognition, co-worker and achievement were included. None of these has association with the various demographic variables.

The organization has to have a welfare officer or an industrial counselor either full time or part time to give chances for the women workers to vent their feelings.

The organization can organize group sessions for better work environment.

The women employees with less job satisfaction can be called for group meeting to enhance their involvement in job.

CONCLUSION

Women workers’ age, education, position and experiences do not play a vital role in determining the level of satisfaction with their job. The reason might be the stagnation in their wage and position irrespective of their years of experiences. The women workers take up job in textiles as an alternative to agricultural activities, which is seasonal. Moreover, only few women seem to continue their job in textiles after ten years of service. The level of job satisfaction is low with regard to age and experiences. Women workers take-up the textile job voluntarily with an assumption that wage is constant with no hike unless raised by the employer and so not much expectations with the job is reflected in the study.

REFERENCES


Retrieved from http://kamal4790.blogspot.in/2012/01/job-satisfaction.html
A STUDY ON FUTUROLOGY TOWARDS ORGANIZATIONAL COMMITMENT OF EMPLOYEES IN SPECIAL REFERENCE TO SUPERVA HOSPITAL AT BANGALORE

R. Dhanya9 Dr. R. Thanga Prashath10

ABSTRACT

“Futurology” is the scientific method of predicting the future. Individual’s anxiety factors have been studied in than other levels like role divergence and ambiguity with the composition to workload, changes, employee commitment, reward, employees’ participation and like. The above said factors help in identifying the future of management of any organisation. The ‘futurology’ and ‘foresight, emphasizes on multiplicity of changes. It suggests that recalling the past of futures is indispensable to determine the crisis of identity reinvention. Futurology is the insight of future for a long term with the assistance of existing criteria and feature. It involves taking a prudent and buoyant assertion to arrive at a better strategy.

KEYWORDS

Employee Commitment, Reward Practices, Employee Participation, Motivation, Job Satisfaction, Social Identification, Values and Beliefs etc.

INTRODUCTION

Futurist is an expression to state that “Management Consultants”, who advise private and public organisation on comprehensive trends, risk management and market opportunities. The basic factor governing every organisation is the art of anticipating the expectations of the competitors, employees and customers that have an impact on the organisation. Thus, it is true to some extent that all effective leaders are futurists. The term ‘futurology’ was first introduced by Ossip Flechteim in his 1966 book History and Futurology Initially our economy was dependent on agriculture where it was handling resources, which included human resources. However, then was an era where manufacturing companies started to come up and US became the giant in their industries, where India managed to set industries.

The first Indian cotton cloth mill was established in 1818 at Fort Gloaster near Kolkata, which turned to be a failure. The second mill was established by KGN Daber in 1854 is called the true foundation of modern cotton industry in India named was Bombay Spinning and weaving Company, Bombay. Until the year 1985, development of industrial sector, particularly textile industry in India took place in terms of general policies. It was only in 1985, the magnitude of textile sector was realized and a separate policy statement was announced for its development. In 1993, Government of India made this industry license free by its Textile Development and regulation Order 1993. The initial system of management proved to be apprehensive.

In the short period between 1890 and 1915, modern management had been invented and implemented. It was then the management practices started to take its own dimension and reinventions. In the initial days, the owners have to contribute for the capital. The trend changed where shares became available to the public. The data of the year 1925 says that out of 53 mills only 14 were under the control of the British. The management and directorship also took a turn, where, out of 386 directorships, it was only 44 that were available for British. The other management practices included-Pay/reward for performance, capital budgeting, delegation, staffing, division of labour, staff welfare facilities and like.

The theories and practices took a diverse facet where not only in secondary sector but also in service sectors it had its own domination as under mentioned.

In the Field of Transportation: Initially this sector was underestimated as to carrier of goods and making the products available in the market. Now it has become one of the complicated functions that the management has to undertake. The improvement led to logistics, supply chain management, operations management, distribution management, and warehousing management.

In the Field of Banking: Where there is a drift from usage of with drawl slip, cheques and cash to demonetization, management play a greater role. The banking industry is becoming complicated, as there is range of procedure involved. To administer these process again the art of management play a very vital role.

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In the Field of Health Care Industry: In the initial days, the hospitals or clinics were concerned with particular area of medicine. However, due to many reasons these days’ hospitals take up scores of departments where specialists are recruited to provide services. The divergent functions include not only human resources, finance or pharmacy but also material records department, billing, and general stores.

The above-mentioned examples endorse that management process are indispensable subjected to change at the course of time for the growth of any sector.

LITERATURE REVIEW

Herbert Simon, a noble prizewinner in Economics, has made substantial contributions in the field of management chiefly administrative behaviour and decision-making. He had covered both social systems and decision theory approaches. Simon asserted that the organizational problems arise out of socio-psychological context and that decision-making takes place in this context. Some of the key inputs of Herbert Simon towards management are concept of organisation, decision-making, bounded rationality, administrative man, organizational communication.

Henry L. Gantt (1861-1919) a consulting industrial engineer viewed the modern management and its future in a different way. He proposed that differential rate system has a trifle effect on motivation and suggested that every worker who finished day has assigned workload win 50 percent bonus. He then added a second motivation where the supervisor would earn a bonus for each worker who reached the daily standard, which would stimulate supervisor to train his or her workers to do a better job. This paved a way for the origination of PERT and CPM by the navy.

Frank B. and Lillian M. Gilbreth (1968-1924) and (1878-1972) made their contribution to the scientific management. They worked on fatigue and motion studies to elevate the employees’ welfare. Their aim was to make the employees unleash their potential. Contemporary theories have come to include the Systems Approach, which recognizes the role that each division and department plays within the whole organization. It states that the answer to any involving question is “it depends”. The contingency approach cites that methods or approach depends on the situations. It also mentions that results differ as per the situation and it is the foremost duty of the managers to identify the techniques for situations. Current views of management theory stress the changing nature of the external environment and the need to understand and address these external forces for change.

OBJECTIVES OF STUDY

The objective of the study is to bring out the:

- Futurology of the management with respect to various factors.
- To analyze the factors that are involved in the field of future management.
- To analyze the factors that lead to an increase in the level of commitment.
- To find out the overall commitment level of the employees towards Superva hospital.

SCOPE OF STUDY

The notional concern to be examined is organizational commitment of the employees related with various factors as said earlier, which includes the futuristic aspect of the management. The study covers the selected hospital in metropolis, Superva hospital. The primary data was collected through the questionnaire, where the samples were drawn from the employees of the same hospital. The research is to weigh the changes in the management owing to the future need and its impact on organizational commitment. Secondary data was acquired through published sources like journals, internet and books. The study focused this hospital and the fundamental inspiration here was to comprehend the objectives of the study with the help of the committed employees.

LIMITATIONS OF STUDY

Every organisation, particularly in service sector, aims to improve the organizational commitment of the employee. The management has identified that it is only through committed employees the organisation can sustain the market. The research could have been extensively conducted. Due to inflexible time, the survey was restricted to 100 employees of the hospital. It was a challenge to earn their confidence and cooperation as they had an ambiguous sketch about any survey. Language was the greatest barrier as almost all the questions were to be translated in vernacular language of the state. The questionnaire was circulated to the workers in distinct designations like executives, executive-trainees, junior executives, senior nurses and junior nurses with an aim to analyze their future requirement, which would prove worth to find out the futurology of management. The departments
undertaken for this purpose were human resources, finance, billing, front office, transport, pharmacy, housekeeping, materials / stores, outpatient department, in-patient department and ICU.

RESEARCH METHODOLOGY

Direct questions were put forward to hit upon the level of job satisfaction, motivation and stress relief. Conventionally there were statements in the questionnaire to perceive the authentic facts. There were variables like pay, experience, promotion, salary that were well thought-out. More than which the job satisfaction, loyalty, motivation, employee participation, stress levels were given emphasis in the survey. Various analytical tools like Anova, mean and standard deviations, t test were used to analyze the relationship between the organizational commitments of an employee with various other factors.

STIRRING THE FUTUROLOGY MANAGEMENT AHEAD

Fedrick W Taylor’s (1986-1915) Scientific Approach focused on efficiency in performance and selection of employees required to complete a specific task like providing only a particular service akin to general medication or specialization in particular area of medicine. The hospitals were of small size catering to a particular need.

Henri Fayol (1841-1925) took management principles to the subsequently higher plane by systemizing the management. He stated that by understanding the functions of planning, organizing, commanding, coordinating, and controlling, individuals could learn to be good managers. The professionals understood this where the hospitals took up multi treatment facilities with comparatively more specialization than the previously mentioned.

Max Weber (1864–1920) wrote his work at the start of the twentieth century, when Germany was undergoing its Industrial Revolution. Weber developed the principles of bureaucracy - a formal system of organization and administration designed to ensure efficiency and effectiveness recommending the organizational structure of clear lines of authority, which is witnessed in the today has changed trend where the hospitals have varied facilities with various departments like scan, ECHO, physiotherapy and like and heads were appointed for managing them.

During the evolution of 20th century Elton Mayo’s Hawthorne Studies was accepted which emphasized on meeting the social needs of the employees and improvising the workplace which will have a positive reflection on productivity. It could be stated that the area of Training and Development started to play a greater role then after. It can also be understood that there was a shift from “Human Resource Management” to “Human Resource Development”. The table below reflects the positive and congenial atmosphere due to training provided by the organisation whenever required.

<table>
<thead>
<tr>
<th>Designation</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive</td>
<td>4 (2.40)</td>
<td>10 (8.40)</td>
<td>16 (19.20)</td>
<td>30</td>
</tr>
<tr>
<td>Executive Trainee</td>
<td>0 (1.76)</td>
<td>6 (6.16)</td>
<td>16 (14.08)</td>
<td>22</td>
</tr>
<tr>
<td>Junior Executive</td>
<td>2 (2.24)</td>
<td>6 (7.84)</td>
<td>20 (17.92)</td>
<td>28</td>
</tr>
<tr>
<td>Senior Nurse</td>
<td>2 (0.80)</td>
<td>4 (2.80)</td>
<td>8 (6.40)</td>
<td>10</td>
</tr>
<tr>
<td>Junior Nurse</td>
<td>0 (0.80)</td>
<td>2 (2.80)</td>
<td>8 (6.40)</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td>8</td>
<td>28</td>
<td>64</td>
<td>100</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

The null hypothesis states that training need not be provided exclusively to create an affable working condition, which is rejected, as the value of p is .03, which is less than the significant level of 0.05. In orientation with Maslow’s Need Hierarchy theory focuses on the relationship between personal development and organizational commitment, which is clearly depicted in the table below.
It was argued that personal growth might also induce the employees to move away from the organisation, as they tend to feel that they have scope in any other organisation. To prove that it will not always be possible the null hypothesis stated that growth will not lead to organizational commitment. Yet, table above gives clarity that the null hypothesis is rejected as the p value is .005, which is less than the significance value of .05.

Engaging the employees will prove to be a tool for success of futurology management. Employees can be engaged only when they are satisfied with various parameters, which will lead to the raise in their commitment level towards organisation. There are diverse challenges faced by the organisation to cope up with the dynamic environment and other threats. For the sake of better understanding, these challenges can be classified as under.

**CURRENT MANAGEMENT CHALLENGES**

**Job Satisfaction**

Job satisfaction is achieved only if the employees are given the liberty in workplace. The organisation that gives room for its employees to go with their own plans, periods to accomplish their task will always have them at their side. The level of job satisfaction increases when employees can unleash their potentials. When it was told that imparting new techniques increases the level of job satisfaction there were opinions with regard to job insecurity and dexterity level. At times, we tend to forget that imparting the knowledge through training and development (on the job/off the job) will create an oneness in the minds of the employees and this helps in increasing the job satisfaction.

**Table-3: Impact of Job Satisfaction towards Organizational Commitment**

<table>
<thead>
<tr>
<th>Statement Related with Job Satisfaction</th>
<th>1 (%)</th>
<th>2 (%)</th>
<th>3 (%)</th>
<th>4 (%)</th>
<th>5 (%)</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>I would be very happy to spend the rest of my career with this department.</td>
<td>0</td>
<td>0</td>
<td>12</td>
<td>25</td>
<td>63</td>
<td>33.33</td>
<td>26.5</td>
</tr>
<tr>
<td>I would accept almost any type of job assignment, as I am satisfied to keep working for this organization.</td>
<td>0</td>
<td>5</td>
<td>6</td>
<td>35</td>
<td>54</td>
<td>25</td>
<td>23.81</td>
</tr>
<tr>
<td>This organization really inspires the very best in me in the way of job performance.</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>45</td>
<td>53</td>
<td>32.33</td>
<td>26.83</td>
</tr>
<tr>
<td>One of the few serious consequences of leaving this job would be the scarcity of available alternatives.</td>
<td>0</td>
<td>4</td>
<td>9</td>
<td>40</td>
<td>47</td>
<td>25</td>
<td>21.64</td>
</tr>
</tbody>
</table>

The table above mentions that almost all the employees are satisfied which confides they tend to work in the environment that is convincing and soothing.

**Motivation**

Motivation is a means of energizing people to realize their desired goal. The vigor visualizes and kindles the action to fulfill the aim. Higher the level of motivation higher will be the standards of subordinates’ work performance. In recent management, the tools of motivation have been rewards, employees’ participation, training, growth prospects and job satisfaction, which have substantiated success.

**Table-4: Elements of Motivation towards Organizational Commitment**

<table>
<thead>
<tr>
<th>R</th>
<th>r²</th>
<th>Slope</th>
<th>Y Intercept</th>
<th>Std. Error of Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.169</td>
<td>0.029</td>
<td>0.12</td>
<td>17.6087</td>
<td>7.7188</td>
</tr>
</tbody>
</table>
0.95 and 0.99 Confidence Intervals of rho

<table>
<thead>
<tr>
<th>Source</th>
<th>d.f.</th>
<th>SS</th>
<th>MS</th>
<th>F</th>
<th>P-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Treatments</td>
<td>2</td>
<td>218.133</td>
<td>109.067</td>
<td>5.3816</td>
<td>0.0215</td>
</tr>
<tr>
<td>Error</td>
<td>12</td>
<td>243.200</td>
<td>20.267</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>14</td>
<td>461.333</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Pair-wise comparisons via Tukey HSD Test

<table>
<thead>
<tr>
<th>Group</th>
<th>B</th>
<th>C</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>P&lt;.01</td>
<td>P&lt;.01</td>
<td>P&lt;.01</td>
</tr>
<tr>
<td>B</td>
<td>P&lt;.01</td>
<td>P&lt;.01</td>
<td></td>
</tr>
<tr>
<td>C</td>
<td></td>
<td>P&lt;.01</td>
<td></td>
</tr>
</tbody>
</table>

The above-proposed analysis visibly illustrates that the tools of motivations are distinctively established in the organisation, which induce them to work following organizational commitment.

**Reward Management**

The data below gives a precision that reward generates a psychological effect, which is linked with the job, which leads to organizational commitment.

**Table-5: Impact of Reward System towards Organizational Commitment**

<table>
<thead>
<tr>
<th>Designation</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive</td>
<td>0 (3.00)</td>
<td>28 (25.80)</td>
<td>2 (1.20)</td>
<td>30</td>
</tr>
<tr>
<td>Executive Trainee</td>
<td>0 (2.20)</td>
<td>22 (18.92)</td>
<td>0 (0.88)</td>
<td>22</td>
</tr>
<tr>
<td>Junior Executive</td>
<td>8 (2.80)</td>
<td>18 (24.08)</td>
<td>2 (1.12)</td>
<td>28</td>
</tr>
</tbody>
</table>

The above-proposed analysis visibly illustrates that the tools of motivations are distinctively established in the organisation, which induce them to work following organizational commitment.

**NEW MANAGEMENT PRACTICES**

**Change Management**

Change is an inevitable part of management. There may be resistance to change for many a reasons like conventional/traditional method of performing tasks, retention of positional power, Psychological effect of job insecurity, depth knowledge about the task where management themselves may feel that they may lose senior employees. The two-way contingency table visibly portrays that there exists an association between change and organizational commitment as boredom may be experienced after a course of time.
The null hypothesis set is that there is no correlation between change and organizational commitment, which is proved to be rejected as the value of p, is 0.0045, which is less than the significance level of 0.05.

Change in Areas of Operations

There are several reasons organizations continue to use traditional management models. One such rationale being satisfaction of the employees and provide them the best and feasible working condition. Some of the improvements / requirements that the employees suggested were to improve queuing system in case of patients and in case of dispatching / delivering medicines, transfer / sending reports online, internal communication through internet and like. This was proved with the help of correlation analysis, which stood as below.

Table 7: Changes Required Increasing Organizational Commitment

<table>
<thead>
<tr>
<th></th>
<th>R</th>
<th>r²</th>
<th>Slope</th>
<th>Y Intercept</th>
<th>Std. Error of Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Nurse</td>
<td>0.698</td>
<td>0.488</td>
<td>0.542</td>
<td>11.4561</td>
<td>16.9668</td>
</tr>
<tr>
<td>Junior Nurse</td>
<td>2</td>
<td>8</td>
<td>0</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>10</td>
<td>86</td>
<td>4</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

The above table clearly indicates that there is a requirement for change, which will corroborate to benefit for the organisation and its employees as well as the significance level is around 95%, which leads to acceptance of the null hypothesis.

Stress

Stress is defined as the incongruity faced involving the work culture and the culture of the individual. Individual’s stressor factors have been studied in reference with divergence and ambiguity of role, workload, embarrassment changes, the quality of interpersonal relationships, lack of social support and behaviour type. The common stress that are endorsed with organizational factors are cultural and management, non-participation in decision making, lack of information and lack of training and like

Table 8: Impact of Stress and Organizational Commitment

<table>
<thead>
<tr>
<th>Mean</th>
<th>S.d.</th>
<th>S.E. Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>16.67</td>
<td>4.93</td>
</tr>
<tr>
<td>B</td>
<td>29</td>
<td>5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>t</th>
<th>d.f.</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.041</td>
<td>2</td>
<td>one-tailed 0.038</td>
</tr>
<tr>
<td></td>
<td></td>
<td>two-tailed 0.055</td>
</tr>
</tbody>
</table>

0.95 Confidence Intervals of rho

<table>
<thead>
<tr>
<th>Lower Limit</th>
<th>Upper Limit</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.95</td>
<td>-0.799</td>
</tr>
<tr>
<td>0.99</td>
<td>-0.936</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
The respondents agreed that stress in the job would have an effect on productivity level. Stress may be due to any factor where the individuals’ behaviour does not coincide with the organizational behaviour. It was also stated very clearly from the test and questionnaire that the null hypothesis is accepted, as there exists a relationship between stress and organizational ethics.

**Employees’ Participation**

Working atmosphere as considered earlier has taken an immense intensity where it is imperative that the employees are allowed to participate in the management discussion. This gives the sense of belonging to the employees as they are given consideration in case of working affairs of the organisation.

<table>
<thead>
<tr>
<th>Statement Related with Job Satisfaction</th>
<th>1 (%)</th>
<th>2 (%)</th>
<th>3 (%)</th>
<th>4 (%)</th>
<th>5 (%)</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>I feel as if the organization’s problem is my own as I can participate in the decision-making.</td>
<td>0</td>
<td>0</td>
<td>8</td>
<td>40</td>
<td>52</td>
<td>33.3</td>
<td>22.74</td>
</tr>
<tr>
<td>I feel like “part of my family” as my suggestions are considered.</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>54</td>
<td>44</td>
<td>33.33</td>
<td>27.59</td>
</tr>
<tr>
<td>The meetings make me understand that I am indebted to my organisation.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>54</td>
<td>16</td>
<td>35</td>
<td>26.87</td>
</tr>
<tr>
<td>This organisation stirs me to give my own ideas and innovations.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>46</td>
<td>54</td>
<td>50</td>
<td>5.65</td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation

It could be clearly understood that the employees have agree and some of them strongly agree that they can participate in the decision making where the mean stands to be 33.3 and standard deviation with 22.74 which is a good indication. They are persuaded to give their ideas and opinions, which is implied where the mean stands for 50 and standard deviation with 6. The above findings goes hand in hand with the study of Fuller et al., (2006) who confirmed that there is a constructive relation between participation in decision making and organizational commitment which binds them together.

It is when the means and the ends meet there will be the best future for the organisation in terms of expansion due to committed and skilled employees. Though there were situations and questions where the employees could not give a stand most all of them are satisfied with the organisation due to quite a lot of reasons. Commitment in the workplace can further be alienated into distinct phase. Employee may be committed to career, occupation, goals, rewards and team. It is acclaimed that employees extend more than one work-relevant commitment in turn reducing the absenteeism. The table below predicts the organizational commitment of the employees.

**Table-10: Impact of Organizational Commitment towards Growth of Organisation**

<table>
<thead>
<tr>
<th>t</th>
<th>d.f.</th>
<th>P</th>
<th>one-tailed</th>
<th>two-tailed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.54</td>
<td>2</td>
<td></td>
<td>0.1508</td>
<td>0.1964</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>0.95 and 0.99 Confidence Intervals of rho</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lower Limit</td>
</tr>
<tr>
<td>0.95</td>
</tr>
<tr>
<td>0.99</td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation

Even though all of these are to be seen in the workplace and affect employees total workplace commitment, they all have their own characteristics. This statement is attested with the table above, which states that all the parameters so discussed leads to organizational commitment. Organization can reap the benefit from dedicated personnel in variety of means. In a broad degree, they have the potential to influence organization’s effectiveness.

**CONCLUSION**

In his book “The Future of Management,” Gary Hamel claims that organizations necessitate novelty. The management hypothesis of late revolves around employees’ participation, stress and areas of improvisation, where efficiency plays an imperative function. Efficiency in turn is nothing more than adaptability and creativity. Within all of the likely changes to management design, some
fundamentals of management like planning, organizing, evaluating and communicating, monitoring, directing and like should remain the same. Yet the changes could be adopted if the current challenges as if job satisfaction, reward system or training and development towards career progress are promising and are possibly met which will build the spirit of the employees towards organizational commitment.

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(Ed)/-
(Editors-In-Chief)
ABSTRACT

Employee performance appraisal is one of the most commonly used management tools in organizations irrespective of their type, size and objective. Performance appraisal is one of the most widely researched areas in industrial/organizational psychology.

INTRODUCTION

Human Resource Management (HRM) is a relatively new approach to managing people in any organization. People are considered the key resource in this approach. It is concerned with the people dimension in management of an organization. “Performance appraisal includes all formal procedures used to evaluate personalities and contributions and potentials of group members in a working organization.

REVIEW OF LITRATURE

The Performance appraisal approach is formal and structured system of measuring as well as evaluating an employee’s job related behavior and output for the same and to study how and why the employee is currently performing on the job and how he can perform his job more effectively in the near future. (Deepa E, et al, 2016).

STATEMENT OF PROBLEM

- Identification of the appraisal criteria is one of the biggest problems faced by the top management.

OBJECTIVES OF STUDY

- To examine the awareness among employees performance appraisal system in Golden Rock.
- To assess the level of perception.
- To analyze the attitude of employees.
- To establish their response of employees

METHODOLOGY USED

Data Collection: Secondary Data

Statistical Tools: The data collected are classified analyzed and tabulated. The statistical tools are applied for the analysis of the data. Percentage Method, Anova, and T-test.

ANALYSIS AND INTERPRETATION

<table>
<thead>
<tr>
<th>S. No</th>
<th>Gender</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Male</td>
<td>61</td>
<td>87.1</td>
</tr>
<tr>
<td>2</td>
<td>Female</td>
<td>9</td>
<td>12.9</td>
</tr>
</tbody>
</table>

Inference: The above table shows the Gender of the respondents. 87.1% are belongs to Male and remaining 12.9% are belongs to Female.

M. Phil Scholar, Bishop Heber College (Autonomous), Tamil Nadu, India, helanpepsi93@gmail.com
Table 2

<table>
<thead>
<tr>
<th>Age</th>
<th>Sum of Squares</th>
<th>d.f.</th>
<th>Mean Square</th>
<th>Mean</th>
<th>Statistical Inference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>.203</td>
<td>2</td>
<td>.101</td>
<td>G1=1.79</td>
<td>P=.829</td>
</tr>
<tr>
<td>Within Groups</td>
<td>36.140</td>
<td>67</td>
<td>.539</td>
<td>G2=1.67</td>
<td>F=1.88</td>
</tr>
<tr>
<td>Total</td>
<td>36.343</td>
<td>69</td>
<td>G3=2.00</td>
<td></td>
<td>p&gt;0.05 significant</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

ONEWAY q2 BY q12
G1=strongly agree g2=agree g3=neutral
H0=There is no significant difference between gender and team spirit of individuals.

Inference: The above table shows significant difference between gender and team spirit of individuals of the respondents. The F value is 1.88 and the P value is .829 P value is greater than 0.05.

Result: Hence, the null hypothesis is accepted.

T-Test

Table 3: Purpose of Performance Appraisal

<table>
<thead>
<tr>
<th>Purpose of PA</th>
<th>Gender</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Statistical Inference</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Male</td>
<td>61</td>
<td>1.23</td>
<td>.462</td>
<td>T = 1.482 d.f. = 68 P=0.001</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>9</td>
<td>1.00</td>
<td>.000</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

H1 = There is a significance between gender and purpose of performance appraisal system.

Inference: Above table shows significant difference between gender and purpose of performance appraisal system respondents. The t value is 1.482 and the p value is 0.001 P value is lesser than 0.05.

Result: Hence, the null hypothesis is rejected.

FINDINGS

- It was found that the majority of the respondents were male.
- It was found through Anova analysis that there is no significance between gender and team spirit of individuals.
- It was found through t-test that there is significance between gender and purpose of performance appraisal.

SUGGESTIONS

It may be recommended to keep the employees informed about the areas in which they lack, so that they can concentrate more on such areas and improve their performance.

CONCLUSION

The purpose of the appraisal process reality check is to know whether the employees of the company are satisfied with their appraisal process for their work performance and to know how to well the employees know about their work.

LIMITATIONS

- The study is about 4 months only. It may vary in future based on employee’s appraisal system in the industry.
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DIGITAL CHALLENGES OF HR PROFESSION

Dr. A. Shameem12 C. Evangeline13

ABSTRACT

The transformation of digital HR faces two fundamental challenges to be addressed by HR Professionals. The first relates to how HR could support business leaders and employees shift to a digital mind-set. This makes it mandatory for HR professionals to find a completely new way of managing, organising, and leading change. Second refers to HR having an opportunity of completely revolutionising the entire employee experience by bring a transformation in the HR processes, systems, and the HR department via new digital platforms, apps, and by adopting completely new ways of delivering the various HR services. It is however to be noted that the second digital HR challenge is more serious and difficult as HR has to reimagine its and employee experience in a totally innovative digital world with which it may not be familiar. Thus this article focuses on the recent trends with respect to this more important HR digital challenge.

KEYWORDS

Digital Enterprise, Digital HR, HR Challenge, Employee Experience etc.

INTRODUCTION

Technology has brought about a change with respect to the HR function. Today various technologies including mobile technology are being contemplated to be used by HR professionals to completely revolutionise the experience of employees by adopting many, apps, and digital platforms in delivering varied HR services.

The transformation of HR into digital however poses two fundamental challenges to be addressed by HR Professionals. The first relates to how HR could help in transforming the traditional mind-set of management and employees into a digital mind set. This would require HR professionals to find completely new ways of managing, organising, and leading change. Second refers to HR having an opportunity of completely changing the way employee experience by ensuring that all HR processes, systems, and the HR organization operate via a digital platforms and apps. They would also have to bring about new ways of rendering HR services at large. It goes without saying that second HR challenge is more serious and difficult as HR has to reimagine its and employee experience in a totally new digital world with which it may not be familiar. This article would focus on the recent trends with respect to this more important HR digital challenge.

Today we find that there is constant increase in the number of people using mobiles u world over and research has p shown that more than 40 percent of all traffic on the internet is caused by mobile users. In spite of this, HR professionals have failed to take advantage of this situation. Very few professionally managed organisations in India alone have taken advantages of the situation. Thus concentrating on developing mobile apps for HR related aspects could be a totally new experience and difficult task for the HR professionals.

Digital HR, which helps in blending social, mobile, analytics, and cloud (SMAC) technologies, represents a new way of improving employee experience. Even though vendors offer integrated HR solutions, it would be apt for organisations to design and unique integrated digital HR strategies and programmes in line with their requirements as each company is unique in its structure and functioning.

The era of true digital transformation has led to compelling HR professionals to quickly transform the way HR professionals change the way they offer solutions to employees. HR today is expected by management to transforming the HR functions into a digital workplace. More concern is shown for this transformation as the barriers between work and personal life are disappearing gradually o account of mobile devices.

Today mobiles have become the preferred channel of networking at the work place, thereby providing organizations an opportunity of driving adoption of mobile HR technologies to an extent never before experienced by traditional HR platforms. By digitalising HR functions it would be possible for organisations also to integrated all activities like attendance maintenance, tracking appointment and meeting, provide online learning opportunities and track progress of teams It could also be used to

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review plans and offer intelligent solutions. Thus digitalisation of HR should be to integrate SMAC technologies so as to provide a new employee experience by making work easier thereby making them more productive, more rewarding which could ultimately lead to improving work-life balance.

It is high time that HR professionals start impressing on their management on these lines and make HR functions digitally enabled. By using a mobile app for performing the HR functions HR departments can expect to get responses from employees which could multiply by ten times as compared to what is gets using the traditional method of conducting its business. Such an initiative apart from improving productivity of employees would increase the quality of data. Thus is not surprising that a professionally managed organisations like DuPont, has focussed its attention on replacing the traditional HR system with a simpler and integrated app for HR and learning systems into one integrated portal. In place of a traditional “self-service” application, it designed and implemented an app which interfaces well to increase productivity.

Telstra, one of Australia’s largest telecommunication organisations, is using an app to transform its first-year employee experience. By using design thinking, studying the behaviour and frustrations of first-year employees, and creating personas, Telstra developed an integrated on-boarding program that dramatically improved employee engagement and retention of talent.

**OBJECTIVES OF STUDY**

The objective of this research is to bring to light the benefits of moving on to digital HR by making a comparison between non-digital HR delivery and digital HR, study the readiness of organisations by analysing the level of importance assigned by HR professionals to digital HR, identify the mobile applications with respect to HR functions and offer suggestions to transform in to digital HR.

**METHODOLOGY**

The study is empirical in nature. The study has made use of both primary and secondary data. Primary data has been collected through interview method. Discussions have also yielded vital and relevant data which has been consolidated and presented in the form of tables.

The respondents included HR Professionals working in different IT organisations in Chennai. The sampling technique was snowballing and the sample size was limited to 36 respondents working in responsible positions in the organisations covered by the study.

**DATA ANALYSIS AND INTERPRETATION**

The concept of digital enterprise not being new the concept of digital HR cannot thus even is considered as an incremental step as it is the need of the hour. The following table highlights the differences between how HR service delivery is presently being done and how it be done under the digital model. This differentiation could help in understanding the far reaching benefits to be enjoyed from digitalisation of HR.

<table>
<thead>
<tr>
<th>Traditional HR Service</th>
<th>Digital HR Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transactions and processes.</td>
<td>Integrated HR Service with respect to HR policies, processes, system and operations.</td>
</tr>
<tr>
<td>Systems with web browser access.</td>
<td>Mobile-first apps.</td>
</tr>
<tr>
<td>Web based forms moved from paper based forms.</td>
<td>Digital design.</td>
</tr>
<tr>
<td>Process-based design.</td>
<td>Human-centred, experience-driven design.</td>
</tr>
<tr>
<td>SLAs (Service Level Agreements).</td>
<td>Real-time (once and done).</td>
</tr>
<tr>
<td>HR (and shared) service centres.</td>
<td>Operations centres.</td>
</tr>
<tr>
<td>Periodic reports.</td>
<td>Real-time interactive dashboards.</td>
</tr>
<tr>
<td>Analytics add-ons.</td>
<td>Integrated analytics platform and dashboards.</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

It should however be borne in mind that digitalisation of HR does not just mean developing apps. The newly developed mobile platform should include a wide range of apps built with cloud and analytics technology behind the scenes. This newly developed mobile platform should have provision for the use of many apps which covers the entire gamut of the HR functions.
Table-2: Level of Readiness to Transform into Digital HR

<table>
<thead>
<tr>
<th>Level of Readiness to move Forward with Digital HR</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fully Ready</td>
<td>8%</td>
</tr>
<tr>
<td>Working on IT</td>
<td>30%</td>
</tr>
<tr>
<td>Are Yet to Start</td>
<td>62%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Though there is an urgent need for organisations to move on to digital HR, only 38 percent of organisations are even thinking about it and only 8 percent are fully ready. The remaining 62 percent are yet to start their work on moving on to digital HR.

Table-3: Level of Importance Assigned to Digital HR

<table>
<thead>
<tr>
<th>Level of Importance Assigned to Digital HR</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Important</td>
<td>30%</td>
</tr>
<tr>
<td>Important</td>
<td>54%</td>
</tr>
<tr>
<td>Not Important as of Now</td>
<td>16%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

54 percent believe this is an important priority and 30 percent define it as very important. Hence it can be expected that very soon this will become a major area of concern for HR professionals.

Table-4: Mobile Applications Presently in Use

<table>
<thead>
<tr>
<th>Mobile Application Presently in Use</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coaching</td>
<td>3%</td>
</tr>
<tr>
<td>Performance Management</td>
<td>7%</td>
</tr>
<tr>
<td>Time Scheduling</td>
<td>5%</td>
</tr>
<tr>
<td>Recruitment</td>
<td>10%</td>
</tr>
<tr>
<td>Leave Requests</td>
<td>18%</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Though the IT organisations surveyed have shown impressive results, the analysis shows that very many HR professionals are yet to embrace this transformation. Today, only 3 percent of organisations use mobile technology for coaching, 7 percent for performance management, 5 percent for time scheduling, 10 percent for recruiting and candidate management, and 18 percent for leave requests. This shows that slowly but gradually organisations are becoming aware of the power of transforming HR into digital HR. perhaps organisations are slow in the transformation process as it is a known fact that digital HR involves a totally new approach towards HR solutions.

To ensure success of this transformation HR professionals should necessarily partner with information technology be open to adopting a totally new way of thinking, gear up to have an analytical bent of mind from various perspectives include analysing vendor solutions Their mind-set should be such that they enter a new world where technology takes the front seat.

Moving forward…..

- **HR should consider digital HR as a most important challenge:** HR should take it up as the most important challenge. Combing mobile and cloud solutions and the pervasive access to smartphones as powerful as laptops and desktop computers can help redefine how HR processes are designed, delivered, accessed, and operated. The transfer to a mobile and platform way of thinking should be at the forefront of this challenge.

- **HR professionals should embrace design thinking:** Social, mobile, analytics, and cloud (SMAC) tools would only prove useful if employees are open to learning and adoption. HR must first be in embrace thinking about needs of the employees and user experience. This would help HR professionals to embark upon the right design thinking.
HR should be able to develop an approach, which integrates HR, technology, employees and business leaders in the best possible way. Hence, it would be necessary for HR to rope in HR specialists, system and app developers, designers, employees, and business leaders to work together as a team to arrive at the required results.

HR should develop an attitude and flair for digital world and spread the message across the organisation. HR could learn from early digital adopters – employees who are technology savvy and then share their experiences across the organisation. This would help in developing a digitally mind-set and capabilities across the organisation.

CONCLUSION

Transformation into digital HR should start with a change in the mind-set of employees first within the HR department. HR professionals should concentrate on prioritizing connectivity, through mobiles. This could most probably turn out to be a revolution in most organisations. Thus making transformation into digital HR the biggest challenge for today's Professionals.

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JOB STRESS AND IT’S IMPACT ON EMPLOYEE PERFORMANCE:
A STUDY IN PUBLIC AND PRIVATE SECTOR

Dr. B. Swathi

ABSTRACT

Stress at work place is a common phenomenon due to presence of various factors such as role ambiguity; peer rivalry, poor working conditions, and long working hours so on and so forth. The research examines a variety of dimensions of working conditions and its impact on employee performance. The data used in this study came from an employee performance survey conducted. The findings of the survey coupled with existing literature allowed the researcher to make recommendations to increase employee performance and ultimately increase employee productivity. The recommendations are increasing team building trainings, conducting an organizational culture inventory, increase recognition, and implementation of 360-degree evaluations of all employees. The study investigated various strategies for organizational culture and support and its effect on workers performance. Eight (10) organizations were selected by simple random sampling technique. They were stratified into three (5) public sector and five (5) private service organizations. Through proportional allocation method of the stratified sampling technique, a total of 60 respondents were selected. Questionnaires were either self-administered or through the face-to-face interview. Both descriptive and inferential statistics were used in the analysis.

KEYWORDS
Employee Performance, Employee Productivity, Organizational Culture, Team Building, Job Satisfaction, Stress at Work etc.

INTRODUCTION

The concept of employee performance in management refers to the contribution made by employees in day-to-day working of the organizations. Employees are regarded as assets to any organization as they possess talents, capabilities, skills and knowledge. Employee performance is influenced by employee participation which is considered as a mechanism where workers have a say in the decision making process of an enterprise. In other words, it is also known as Employee participation or employee involvement. Employees are the most important factors influencing the overall productivity of the organizations. Workers’ participation in management is a resounding phrase, bridging the past and the future. It echoes the millennial vision of 19th century thinkers while heralding the new forms of industrial organization under twentieth century pressures. According to Davis, “It is a mental and emotional involvement of a person in a group situation which encourages him to contribute to goals and share responsibilities in them.

Essential Conditions for Successful Employee Performance

Organizations should strive for favorable working conditions in order to increase productivity, growth, efficiency and reduce counterproductive behavior and turnover of employees. The success of employee performance depends upon the following conditions:

- Equal opportunity for each employee to realize his or her full potential within the company.
- Strong communication with all employees regarding policies and company issues.
- Strong company leaders with a strong sense of direction.
- Peaceful atmosphere that facilitates creative thinking.
- Participation should be real.
- Objectives should not be unrealistically high.

Job Stress: Meaning and Definition

Job Stress can be defined as a mental and physical condition, which affects an individual’s productivity, effectiveness, personal health and quality of work. Job stress has a negative impact on the performance of an employee. Lower the stress, it increases the performance. Hence, both are inversely proportional to each other.

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STATEMENT OF PROBLEM

Occupational stress will have adverse consequences on the growth of employee in particular and of the organization in general. No organization can function effectively and efficiently in the presence of occupational stressors. Resources such as human, financial, technological and others within the organization should be arranged in such a manner to achieve maximum profits with minimum costs. Hence, this study is aimed to examine the factors that cause stress within the organization and its corresponding effects on employee performance.

RESEARCH OBJECTIVES

The primary objective of this study is to assess the impact of occupational stress on employee performance as follows:

- To determine what constitutes stress at work.
- To examine empirically the relationship between job stress and employee performance.
- To examine how employees cope with stress factors at work.

SCOPE OF STUDY

The study carried out by taking a sample size of 60 employees of public and private sectors has presented a holistic conceptual framework of occupational stress and its impact on employees’ job performance.

RESEARCH METHODOLOGY

A structured questionnaire, using Likert five-point rating scale was prepared, which was administered as a schedule. A systematic variation in the occupational stress and employee performance was found between workplaces, and the variation in job analysis was attributed to several organizational levels. Organizational characteristics of workplaces have an impact on the working environment and thereby performance of employees.

LITERATURE REVIEW

Occupational stress is a critical issue which if neglected can give rise to dissatisfaction at work place. Stress at job can lead to increase in the organizational inefficiency and thereby affecting the overall productivity of an organization. Employees face a great deal of stress due to a variety of occupational stressors.

The Concept of Job Stress: Occupational stressors lead to high staff turnover, absenteeism due to sickness, decreased quantity and quality of products and services, decreased job satisfaction. Employee performance depends upon various factors such as timely communication, good relationship with superior, teamwork, good organizational culture, employee benefits, reasonable working hours etc. Arnold and Feldman (2000) define stress as “the reactions of individuals to new or threatening factors in their work environment”. Since our work environments often contain new situations, this definition suggests that stress is inevitable. This definition also highlights the fact that reactions to stressful situations are individualized and can result in emotional, perceptual, behavioral and physiological changes.

DATA ANALYSIS AND INTERPRETATION

Table-1: Details of the Respondents

<table>
<thead>
<tr>
<th>Variables (n=60)</th>
<th>Number</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Sector</td>
<td>30</td>
<td>50</td>
</tr>
<tr>
<td>Private Sector</td>
<td>30</td>
<td>50</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Sample: For the present study a sample consisting of five public sector organizations and 5 private sector organizations have been selected. Sample size includes 60 employees [30 from public sector and 30 from private sector] constituted the sample based on incidental sampling technique. The age ranges from 30–50 years. The study is limited to respondents selected from Hyderabad and Secunderabad.
Tools Used: The tools used for hypothesis testing Karl Pearson’s Coefficient Correlation. Research hypothesis states that job stress is not positively related to employee performance. The null hypothesis, which is assumed true until proven wrong, is that there is really no relation between these two populations.

Hypotheses

H₀: Job stress is not positively related to employee performance.
Ha: Job stress is positively related to employee performance.

RESULTS AND DISCUSSIONS

Table-2: Employee Performance Constructs:
Mean and Standard Deviation of Employees Agreeing and Disagreeing

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Employee Performance Constructs</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Do you clearly understand the basis on which your performance is judged?</td>
<td>4.1</td>
<td>0.40</td>
</tr>
<tr>
<td>2</td>
<td>Do you have clarity of goals and objectives?</td>
<td>4</td>
<td>0.63</td>
</tr>
<tr>
<td>3</td>
<td>Do you agree immediate supervisor recognizes employee performance?</td>
<td>4.5</td>
<td>0.54</td>
</tr>
<tr>
<td>4</td>
<td>How often does your team leader formally discuss your performance with you?</td>
<td>4.1</td>
<td>0.75</td>
</tr>
<tr>
<td>5</td>
<td>Do you agree management encourages creativity, innovation, and continuous improvement to improve employee performance?</td>
<td>3.8</td>
<td>0.40</td>
</tr>
<tr>
<td>6</td>
<td>Do you agree your job requires great deal of concentration?</td>
<td>4</td>
<td>0.68</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

As seen in table-2, Question Number 3: Do you agree immediate supervisor recognizes employee performance has secured the highest mean value of 4.5. This shows the fact that in organizations employee performance is given importance by the top management, which encourages manpower to give out their best talent.

Table-3: Employee Performance Constructs:
Frequency and Percentage of Employees Agreeing and Disagreeing

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Employee Performance Constructs</th>
<th>SDA</th>
<th>DA</th>
<th>N</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Do you clearly understand the basis on which your performance is judged?</td>
<td>0</td>
<td>0</td>
<td>10</td>
<td>50</td>
<td>0</td>
</tr>
<tr>
<td>2</td>
<td>Do you have clarity of goals and objectives?</td>
<td>0</td>
<td>0</td>
<td>10</td>
<td>40</td>
<td>10</td>
</tr>
<tr>
<td>3</td>
<td>Do you agree immediate supervisor recognizes employee performance?</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>4</td>
<td>How often does your team leader formally discuss your performance with you?</td>
<td>0</td>
<td>0</td>
<td>10</td>
<td>30</td>
<td>20</td>
</tr>
<tr>
<td>5</td>
<td>Do you agree management encourages creativity, innovation, and continuous improvement to improve employee performance?</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>60</td>
</tr>
<tr>
<td>6</td>
<td>Do you agree your job requires great deal of concentration?</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>20</td>
<td>40</td>
</tr>
</tbody>
</table>

Note: SDA= Strongly Disagree; DA=Disagree; N=Neutral; A=Agree; SA=Strongly Agree
Sources: Authors Compilation

Table-3 depicts the frequency of the responses given on the 5-point scale. Question Number 5: “Do you agree management encourages creativity, innovation, and continuous improvement to improve employee performance” has received 100% response in strongly agree. This is a positive sign of good relations between management and workers.

Table-4: Job Stress Constructs: Mean and Standard Deviation of Employees saying ‘No’ and ‘Very Often’

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Job Stress Constructs</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>If there is a disagreement about work, do you defer to other people’s judgment?</td>
<td>4</td>
<td>1.09</td>
</tr>
<tr>
<td>2</td>
<td>Does spending long hours at work affect outside relationships?</td>
<td>3.9</td>
<td>0.89</td>
</tr>
<tr>
<td>3</td>
<td>Do you find it increasingly difficult to concentrate on the job in front of you because of your busy schedule?</td>
<td>4.6</td>
<td>0.51</td>
</tr>
<tr>
<td>4</td>
<td>Do you always get a good night’s sleep without worrying about work?</td>
<td>4.5</td>
<td>0.83</td>
</tr>
<tr>
<td>5</td>
<td>Do you find it difficult to control your emotions?</td>
<td>4.3</td>
<td>0.54</td>
</tr>
<tr>
<td>6</td>
<td>Do you feel tired during the day?</td>
<td>4.1</td>
<td>0.70</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
In table 4, mean value for Question Number 3, Do you find it increasingly difficult to concentrate on the job in front of you because of your busy schedule is 4.6 which indicates that occupational stress leads to mental and emotional imbalance which effects the level of concentration negatively.

Table 5: Job Stress Constructs: Frequency and Percentage of Employees saying ‘No’ and ‘Very Often’

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Job Stress Constructs</th>
<th>N</th>
<th>RA</th>
<th>SM</th>
<th>MT</th>
<th>VO</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>If there is a disagreement about work, do you defer to other people’s judgment?</td>
<td>0</td>
<td>10</td>
<td>0</td>
<td>30</td>
<td>20</td>
</tr>
<tr>
<td>2</td>
<td>Does spending long hours at work affect outside relationships?</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>40</td>
<td>20</td>
</tr>
<tr>
<td>3</td>
<td>Do you find it increasingly difficult to concentrate on the job in front of you because of your busy schedule?</td>
<td>0</td>
<td>0</td>
<td>40</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>4</td>
<td>Do you always get a good night’s sleep without worrying about work?</td>
<td>0</td>
<td>0</td>
<td>10</td>
<td>10</td>
<td>40</td>
</tr>
<tr>
<td>5</td>
<td>Do you find it difficult to control your emotions?</td>
<td>0</td>
<td>0</td>
<td>20</td>
<td>30</td>
<td>10</td>
</tr>
<tr>
<td>6</td>
<td>Do you feel tired during the day?</td>
<td>0</td>
<td>10</td>
<td>30</td>
<td>10</td>
<td>10</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Note: N=No; RA=Rarely; SM=Sometimes; MT=Most of the times; VO=Very Often

FINDINGS AND DISCUSSIONS

This presents the research findings and discussion of the results with reference to the specific research objectives.

Impact of Job Stress on Employee Performance

The study sought to find out the impact of job stress on employee performance.

Table 6

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Factor</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Strongly Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2</td>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>3</td>
<td>Neutral</td>
<td>30</td>
<td>8.3</td>
</tr>
<tr>
<td>4</td>
<td>Agree</td>
<td>170</td>
<td>47.2</td>
</tr>
<tr>
<td>5</td>
<td>Strongly Agree</td>
<td>160</td>
<td>44.4</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>360</td>
<td>100</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

As shown above, 0% of respondents strongly disagree and 0% disagree employee performance in their organization is not efficient. 8.3% are neutral and 44.4% strongly agree. A majority of 47.2% agree that their organizational culture is efficient in encouraging employee performance.

Table 7

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Factor</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>No</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2</td>
<td>Rarely</td>
<td>20</td>
<td>5.5</td>
</tr>
<tr>
<td>3</td>
<td>Sometimes</td>
<td>100</td>
<td>27.7</td>
</tr>
<tr>
<td>4</td>
<td>Most of the times</td>
<td>130</td>
<td>36.1</td>
</tr>
<tr>
<td>5</td>
<td>Very Often</td>
<td>110</td>
<td>30.5</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>360</td>
<td>100</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

As shown above, 0% of the respondents have given the response ‘No’; whereas 5.5% gave response as rarely they experience stress. 27.7% of respondents are of the opinion that sometimes their job leads to stress. 30.5% gave response as Very often. A majority of 36.1% of the respondents say Most of the times employees are prone to occupational stressors.
Table-8: Pearson Correlation between Employee Performance and Job Stress

<table>
<thead>
<tr>
<th>S. No.</th>
<th>X</th>
<th>Y</th>
<th>X2</th>
<th>Y2</th>
<th>XY</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>24</td>
<td>22</td>
<td>6.76</td>
<td>0.64</td>
<td>2.08</td>
</tr>
<tr>
<td>2</td>
<td>25</td>
<td>26</td>
<td>2.56</td>
<td>10.24</td>
<td>-5.12</td>
</tr>
<tr>
<td>3</td>
<td>26</td>
<td>19</td>
<td>0.36</td>
<td>14.44</td>
<td>2.28</td>
</tr>
<tr>
<td>4</td>
<td>27</td>
<td>31</td>
<td>0.16</td>
<td>67.24</td>
<td>3.28</td>
</tr>
<tr>
<td>5</td>
<td>27</td>
<td>19</td>
<td>0.16</td>
<td>14.44</td>
<td>-1.52</td>
</tr>
<tr>
<td>6</td>
<td>31</td>
<td>20</td>
<td>19.36</td>
<td>7.84</td>
<td>-12.32</td>
</tr>
</tbody>
</table>

∑X = 160  ∑ Y =137  ∑ X^2 =29.36  ∑ Y^2 = 114.84  ∑xy =11.32

Sources: Authors Compilation

\[ r = \frac{\nu \sum XY - \sum X \sum Y}{\sqrt{\nu \sum X^2 - (\sum X)^2} \sqrt{\nu \sum Y^2 - (\sum Y)^2}} \]

Coefficient of determination= -0.194x - 0.194=0.037 \([r^2]\)

Coefficient of non-determination = 1 - 0.037 = 0.963 \([1-r^2]\)

Determination of alienation = √0.963 = 0.981 \([\sqrt{1-r^2}]\)

Significance of correlation = P.E. = 0.6745 x 1-r^2/N = 0.291

- 0.194 < 0.291; r<6P.E.; Coefficient of correlation is certain; r is significant.

The value -0.194** shows the correlation is significant at 0.05 level. There is a negative association between job stress and employee performance.

Hence, \(H_0\) is accepted. Job stress is not positively related to employee performance.

**CONCLUSIONS**

From the research findings, we concluded that Work overload, Career development and Work/family conflict are considered to likely cause a disruptive effect on performance of workers. They are also seen as more problematic compared to the other causes of stress. The study reveals that workers through tiredness, worry, unhappiness, weakness, headache, anger to mention a few identified these stress factors, they also react to these stress factors by absenting themselves from work, taking off days, watching movies, sleeping, drinking and smoking, furthermore the presence of work stress evoked illness on workers. A substantial amount of respondents 56.9 percent confessed that they have experienced illness in the course of their duty. Though Clinics were made available to attend to these problems caused by stress, it was evident that most workers will prefer a stress free working environment to a palliative treatment they will receive in these clinics.

**RECOMMENDATIONS**

From the research analysis, following recommendations were:

- The workload of workers should be reduced to a more reasonable level. The hospital should employ more workers to help lift too much workload of the workers. Workers of the hospital who are developing their career should be encouraged to do so, this could be done by granting them leave or reducing their workload so they could have more time for career development
- Workers should try as much as possible to strike a balance between their office work and family responsibilities; none should be taken with levy
- The workers position and status should be put into consideration and adequate incentives and benefits should be made available.
Organizational policies should be instituted that will make communication amongst the rank files liberalized and made easier.

There should be wide consultation on issues before taking any decision. Workers should be given freedom to express their minds on issues affecting them. This will facilitate a sense of belonging among the workers.

Efforts made by government to revamp the economy should be intensified. If this is achieved, workers will have job opportunities and the condition of service will be enhanced.

Workers should ensure self-protection against stress. They should ensure means to fight back these stress factors. They should be able to detect the signal of stress factors and possible causes within the environment.

Workers should endeavor to attend mental health seminars and adopt stress-reducing measures like relaxation, sleep, rest (leave seeking), balanced diet, exercises that help the heart and lungs, dangers of alcohol abuse and ability to let go.

Workers should set priorities. Most effective workers achieve their objectives at early hours of the day, those who fail to plan and set priorities often face stress situations at the end of the day. Long-range plans and goals are also important.

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Corporate Governance is a process or a set of systems to ensure that focuses on regulation and control of an organization with respect to financial disclosures, transparency, legal practices, organizational structure and social welfare. The structures, institutions, and legal framework of corporate governance are developed and administered by individuals whose behaviours are shaped by cultural and personal concepts of hope, ambition, greed, fear, uncertainty, and hubris, as well as by the social ethos. A problem arises when these influences do not conform to the regulatory prescriptions of corporate governance. It requires deep engagement on the part of investors to address the issues related to achieving responsible behaviour by boards and management. In India, shareholder engagement is still a relatively new concept. Often, “investor dialogue” is used as a mechanism to convince investors or to allay their concerns, rather than being seen as an opportunity to enter into a genuine discussion that welcomes alternative perspectives. Domestic mutual funds also have a role in improving corporate governance by probing further than just the quarterly results. With the clout these funds wield through their share votes, they can influence the quality of a company’s governance. These investors start sharing their perspectives with boards and management as a way to address corporate governance weaknesses; foreign shareholders alone are unlikely to exert sufficient influence. This Private Sector Opinion explores the dynamics of culture and corporate governance in India by calling attention to three areas where the clashes are strongest: related-party transactions, the promoter’s or large shareholder’s actions, and the board’s nominations, deliberations, and effectiveness.

KEYWORDS
Business Ethics, Corporate Governance, Corporate Social Responsibility, Sustainable Development, Monopolistic Competition etc.

OBJECTIVE OF STUDY
It is said that good corporate governance helps an organization to achieve several objectives and some of the important objectives are as follows:

- Developing appropriate strategies that result in the achievement of stakeholder objectives attracting, motivating and retaining talent.
- Creating a secure and prosperous operating environment and improving operational performance
- Managing and mitigating risk and protecting and enhancing the company’s reputation.
- Corporate governance regulations in India.
- Corporate governance concerns in India and role of independent directors and audit committees and their performance oriented study.
- To study and evaluation of risk management and the importance given to integrity and ethical values.
- Consideration of innovative practices that are fundamental to improved corporate governance.

INTRODUCTION
The stakeholders may be internal stakeholders (promoters, members, workmen and executives) and external stakeholders (shareholders, customers, lenders, dealers, vendors, bankers, community, government and regulators). In India corporate governance plays a vital role as people are familiar with its concept and advantages but are unaware of its practical implementation. Corporate Governance emerged as a response to corporate failures and widespread dissatisfaction with the way many corporate functions around the globe. In India corporate governance was implemented effectively in the year 1997. Corporate governance is concerned about the value orientation of the organization, ethical norms for its performance, and the social accomplishment of the organization. It is concerned with the efficiency of the resource use, value addition and wealth creation within the broad parameters of the corporate philosophy established by corporate governance. Directors are in nature of trustees of shareholders. Huge funds are at their disposal. The corporate must be governed in such a fashion that investors have faith in them. The concept of corporate governance depends on transparency integrity and accountability of management with focus on public interest in general, and investor protection in particular.
NEED FOR CORPORATE GOVERNANCE

Strong corporate governance is important for a vibrant capital market and is an important instrument of investment of investor protection. The fundamental objective of corporate governance is the enhancement of long term shareholder value while at the same time protecting the interest of other stakeholders. The shareholders wealth must be increased but it should not be detrimental to the interests of other stakeholders in the company such as suppliers, customers, creditors, bankers, employees, government and society at large.

CORPORATE GOVERNANCE IN INDIA

India is representative of many developing countries in terms of its reliance on external sources of finance as well as the prevalence of insider dominated family businesses. The Indian organization became aware about corporate governance around the year 1983. The Indian corporate environment witnessed various scandals. Many people who had invested in the corporate funds had suffered irreparable damages and losses because of financial scams and fraudulent management practices. The government machinery experienced a total failure. The effective implementation of corporate governance started in India in the year 1997. It started with a voluntary code that was designed by Co-federation of Indian Industries (CII). SEBI then set up a committee headed by the Kumar Mangalam Birla to Study the international corporate governance for companies listed on stock exchange. A few organizations such as Infosys and Wipro developed sound governance policies and took up Corporate Social Responsibility (CSR) to set a benchmark of corporate governance practices for other competitors.

OBJECTIVE OF CORPORATE GOVERNANCE

The corporate governance activities taken up by the managers should encourage the national growth and development. Corporate governance besides practicing ethical behaviour towards the employees, shareholders, and stakeholders of the organization should also take up the cause of corporate social responsibility and take measures to reduce wastage and minimize pollution and at the same time the organization should provide a safe working environment to its employees. Corporate governance should encourage those practices that support fair accurate and factual financial as well as non-financial disclosures and at the same time emphasize the importance of shareholders in organizational matters. Corporate governance should also appreciate the act of bringing to the notice any unethical practice in the organization and empower the employees to encourage innovation and must encourage collaborative environment to bring harmony in the organizational work culture.

Corporate Governance and Role of Directors

The Board of Directors are responsible for establishing corporate objectives, developing broad policies and selecting top-level executives to carry out those objective and policies. The board also reviews management performance to ensure that the company is run well and shareholder’s interests are protected. The directors with the help of various regulatory framework take care of various aspects of corporate governance. The directors should be efficient and committed, should plan properly maintain clear stand on various issues, ensure the appointment of various CEOs, anticipate business events, make financial disclosures to shareholders.

Audit and Corporate Governance

Corporate governance utilizes audit as a means to keep a check on the organizational activities. It helps to understand whether the operational activities of an organization are authentic or not. Cost audit refers to reviewing the accounting books of an organization and check the authenticity of its transaction. Another is quality audit which plays an important role in enhancing and refining corporate governance practices in Indian organization.

Business Ethics and Corporate Governance

Business ethics is a branch of philosophy that encompasses the application of ethical code of conduct in business environment. It focuses on the just and unjust business practices and their respective consequences in the organization. It also refers to the moral as well as behavioural codes of conduct that every individual working with an organization must follow. Ethics in India is based on a number of scripture, thoughts, ideas and Vedas.

Numerous Indian organizations have acknowledged the significance of incorporating ethical values such as honesty, trustworthiness, transparency and healthy communication in their corporate governance system. The ethical issues are also concerned with various negatives aspects such as corruption, fraud tax evasion, bad quality products and services, indifference towards environment concerns and hazardous working conditions. Some of the Acts which supports corporate governance to ensure fair business practices in our country are as follows:
Corporate Governance and Corporate Social Responsibility

Corporate Social responsibility is a form of self-regulation policy that is integrated with the business model of an organization. All leading corporate in India are involved in corporate social responsibility (CSR) programs in areas like education, health, livelihood creation, skill development and empowerment of weaker sections of the society.

The main drivers that are pushing business towards corporate social responsibility are shrinking role of Government, more transparency increased customer interest, growing investor protection etc. An organization takes up corporate social responsibility to influence the society, consumers, employees and stakeholders in a positive manner. In a company various departments are affected by its corporate social responsibility initiatives.

Corporate Governance and Sustainable Development

A socially responsible organization should address the environmental problems and hazards that hinder the general welfare of the society. Concern for environment has grown in its approach. Earlier the approach was a mere control of pollutants and the punishments of guilty industries. Now the emphasis is on sustainable development. It means the development that means the needs of the present without compromising the ability of future generations to meet their own needs. It is based on the recognition that economic growth must be viewed as a process that provides fairness and opportunity for all the world’s people and not just the privileged few without further destroying the world’s finite natural resources.

Corporate Governance and Monopoly vs Competition

Competition and monopoly are the two most important aspects of an economy. In competition various organizations are present in the market to provide similar products at low prices. It benefits the consumers because they get quality products at the minimum possible prices. An organization may remain competitive in the long run by practicing sound corporate governance policies, in all the areas of the organization. Monopoly on the other hand arises because of concentration of control that results in the relationship of a single organization. Here political influence on business becomes more important than industrial and market influence. In addition monopoly gives, rise to corruption, redtapism, lack of transparency and threat to investors. It discourages good governance and economic development.

Culture and Corporate Governance Principles in India

In India, the evolution of corporate governance is a complex narrative about how a uniquely diverse society, home too many distinct cultures, comes to terms with global standards as part of its economic transformation. To establish a context for this narrative, consider the views of several thinkers on the concept of culture. For example, University of Michigan professor Richard E. Nisbett observes that organizations have certain structures that function under certain rules and procedures. However, you need people to run them, and people are a part of society. Hence, organizations are social units, where social norms and structures, cultural practices, philosophies, and value systems influence them. When an organization is moved from one society to another, it finds itself in an alien environment, and the clash of cultures often gives rise to conflicts, as is frequently seen in multinational corporations and in cross-border mergers and acquisitions.

Culture, which originally meant the cultivation of the soul or mind, through the ages has acquired different meanings in the social and anthropological contexts. According to Hofstede, culture is defined as “the collective programming of the mind which distinguishes members of one category of people from another. In this sense culture is a system of collectively held values”. 8 Edgar Schein defines culture as “the deeper level of basic assumptions and beliefs that are shared by members of an organization, that operate unconsciously and define in a basic ‘taken for granted’ fashion an organization’s view of its self and its environment.” The commonality underlying all the definitions and meanings is that culture can be identified by four elements—norms, values, beliefs, and symbols of expression—to reflect patterns of human activities. Social and cultural norms govern individual and collective behaviors and hence organizational behaviors. It is likely that these cultural differences will have an influence on governance structures also. Finally, Jiatao Li and Richard Harrison, in their multicultural study on corporate governance, found that national culture has a dominant influence on corporate governance structure. They recommend emphasizing the importance of national culture and taking it into consideration in future cross-national organizational research.
Therefore, the structures, institutions, and legal framework of corporate governance are developed and administered by individuals whose behaviors are shaped by social and personal concepts of hope, ambition, greed, fear, uncertainty, and hubris, as well as by the social ethos. This makes national cultures a dominant influence on corporate governance. Another dominant influence is the presence of family-specific cultures. According to Nigel Nicholson, a London Business School professor, and Grant Gordon, director general of the United Kingdom’s Institute for Family Business, “Within a family, culture resides in the behaviors and attitudes that are taken for granted. [Some of these have] to do with feeling especially around love, control and identification. Family climate also has thinking and an acting dimension.”

The problem arises when these national and family cultural influences do not conform to the regulatory prescriptions of corporate governance. This is why understanding cultural imperatives—and the opportunities and challenges they generate—is essential for boards, senior management, stock exchanges, and governments, as well as others involved in implementing and enforcing best practice. These insights also are invaluable to investors in evaluating a company as an investment opportunity. India’s experiences can help other societies and companies advance corporate governance. These experiences illustrate how perceptions, nuances, and human interactions - as shaped by a culture - influence the way corporate governance is understood and implemented. According to Gordon and Nicholson, “In family conflicts, the focus is often over inequality . . . but more often than not it is over what is seen as bad faith.” Core concepts of corporate governance - equity, transparency, faith, and accountability—all have deep moorings in values, a component of culture. How human beings handle guilt and shame in a society, for example, determines in part the content, application, and enforcement of accountability standards.

The Seeds of Corporate Governance

The concept and underlying principles of corporate governance are deeply rooted in India’s history, ethos, philosophy, economic achievements, and amalgam of diverse faiths and social classes. British historian E. P. Thompson’s frequently quoted comment about India still applies: “All the convergent influences of the world run through this society: Hindu, Muslim, Christian, secular; Stalinist, liberal, Maoist, democratic socialist, Gandhian. There is not a thought that is being thought in the West or East that is not active in some Indian mind.”

In the third century BC in the city of Pataliputra (now Patna in the state of Bihar), the Indian statesman and philosopher, Kautilya wrote his celebrated treatise on statecraft, Arthaśāstra, meaning the “science of political economy,” according to one translator. 16 Kautilya viewed the state as an economic entity ruled by a king. His treatise describes those qualities and disciplines that make a king wise and virtuous:

Promoter's or Large Shareholder's Actions

A “promoter” generally means the entrepreneur - whether an individual, a corporate entity, or a government institution—that establishes and continues to exert control of the business. The status of “promoter” is effectively transferred through sale of the business to a new owner. According to one analysis, “a 2005 study of the shareholdings of some 2500 Indian listed manufacturing companies at the end of 2002 reported that promoters held roughly 48% of the shares, accounting for about 51% of the shares of the family group companies and 46% of the shares of the other, and so-called ‘stand-alone’ firms. By comparison, the Indian public’s share amounted to just 35% of the total sample, including 28% of the group companies and 38.5% of the stand-alone firms.” 45 This concentration of ownership, however, is beginning to change. University of California (Davis) law professor Afsharipour notes that “. . . non-promoter institutional investors, both Indian and foreign, are making significant inroads in the ownership of large Indian firms.”

Board Nominations, Deliberations, and Effectiveness

The presence of controlling shareholders on a board weighs heavily on how directors interact with one another and make decisions. The family’s “groupthink” may prevail. Familial ties may create a division between “insiders” and “outsiders” regarding influence and perceptions of what constitutes the best interests of the company and shareholders. Opinions and decisions during board meetings may reflect “family convocations” held outside the boardroom. Objectivity may be skewed by family priorities, disputes, interpersonal relationships, and shared understandings. Further, “it is not easy to give up power, particularly if you have been the object of so much adulation,” as N. R. Narayana Murthy noted in his last letter to shareholders as Infosys Chairman. In Indian society, respect for elders is paramount; it is customary to demonstrate deference to their views. This cultural trait often influences the selection of directors and boardroom dynamics. Business leaders and politicians also tend to retire late in India. For example, the Chairman of family-owned conglomerate Mahindra & Mahindra is 86 years old—and has been at the helm since 1963.

If proxy makes the selection of directors, families will invariably determine the choice, because their votes likely constitute the majority. According to National University of Singapore law professor Umakanth Varottil, “The absolute dominance of controlling shareholders in this process creates a level of allegiance that independent directors owe towards controlling
shareholders. If controlling shareholders cease to be pleased with the efforts of an independent director, such a director can be certain that his or her term will not be renewed, even if such director is spared the more disastrous consequence of being removed from the board.”

**OBSERVATIONS**

On the characteristics of the company, remuneration and incentive systems that should be the focus of board (and sometimes regulatory) oversight need to be considered broadly and not just focused on the chief executive officer and board members.

The governance of remuneration/incentive systems have often failed because decisions and negotiations are not carried out at arm’s length. Managers and others have had too much influence over the level and conditions for performance based remuneration with the board unable or incapable of exercising objective, independent judgment.

In many cases, it is striking how the link between performance and remuneration is very weak or difficult to establish. For example, companies have often used general measures of stock price rather than the relative performance of the individual firm. Factors not within the control of the CEO have often been emphasized.

Remuneration schemes are often overly complicated or obscure in ways that camouflage the situation. This is particularly the case with hard to value pension schemes. They are also asymmetric with limited downside risk thereby encouraging excessive risk taking. Transparency needs to be improved which goes beyond simply more disclosure that has improved in recent years. Corporations should be able to explain the main characteristics of their performance related remuneration programs in concise and non-technical terms. This should include the total cost of the program; the performance criteria used, and; how remuneration is adjusted for related risks.

The goal needs to be remuneration/incentive systems that encourage long-term performance and this will require instruments that payout after the longer-term performance has been realized. These might include share rather than cash payments with lock-up provisions, claw backs, deferred compensation etc. It is important to assess the programme ex-post. Such schemes are complex and it is not likely that legal limits such as caps and some fiscal measures will be able to achieve this purpose. There is also a risk of a shift towards excessive fixed remuneration components that would weaken alignment of incentives with the long-term success of the company.

The tax system has an important influence on both the level and structure of compensation but whether the outcomes are desirable for the perspective of corporate governance is often far from clear. Further analysis is often required.

Steps must therefore be taken to ensure that remuneration is established through a sound governance process where the roles and responsibilities of those involved, including consultants and independent directors, are clearly defined and separated. Any remuneration consultants might need to be hired by the nonexecutive members of the board rather than by management. Executive board members should not participate since they have an inherent conflict of interest.

It should be considered good practice that remuneration policies are submitted to the annual meeting and as appropriate subject to shareholder approval.

Financial institutions are advised to follow the Principles for Sound Compensation Practices issued by the Financial Stability Forum.

**SUGGESTIONS**

There is need for an integrated law on environment clearances and companies must be oriented towards their responsibilities towards maintenance and protection of environment and energy responsibilities. Some efforts are being made in this direction by the government. There is a need that further requirements of environmental disclosures be imposed in all industries not only at the outset of the company but the continuance of operations of company as well. The encouragement of its communication is overdue now.

The companies should prepare their own environment management and conservation programme as per their requirement showing the items of environment conservations to be covered, such as, environmental management, Pollution control, recycling of wastes and tree plantation etc.

The Budgeted expenditure of environment management programme both capital and revenue and source of fund to be utilized should be shown in the statement. This would help to make proper control over the implementation of an environment management programme.
The companies should incorporate all significant information relating to environment management in a separate section of the annual report. The corporate environmental information provided through these channels may serve the users at the initial stages.

Not all reports of environment management are quantifiable at present due to inadequacy of proper measurement techniques and therefore both qualitative and quantitative information should be provided. The corporations should develop a separate environment Audit system and the auditor should duly audit the report on environment management.

There are wide variations in the environment accounting and reporting practices as to the treatment of pollution controls costs and expenditure. Hence, global benchmarks should be followed in this regard.

The accounting framework for the purpose of measurement and reporting of environmental information must be worked out. It is very difficult to accurately measure the environmental impacts caused by the actions of corporates.

Keeping in mind the need for the disclosures on the environment management and reporting system’ Accounting standards’ for this purpose must be formulated by the professional bodies and these should be made mandatory.

Specific legal provisions should be incorporated in the legislations regarding the disclosure on conservation of environment to serve the purpose of reporting. Like a clause on the environment and ecological protection can be inserted in the Companies Act, 1956 and in the respective legislations of the other countries.

CONCLUSION

The future of corporate governance largely depends on the social economic and legal conditions prevailing in a country. In developed countries corporate governance systems are well established and are an inherent part of an organization. In developing countries corporate governance plays a vital role as people are familiar with its concept and advantages but are unaware of its practical implementation Liberalisation, Privatisation and Globalisation (LPG) are the main forces behind the growing importance of corporate governance.

The main constituents of corporate governance are the shareholders, the Board of Directors, and the Management.

The corporate sector is being constantly persuaded as well as encouraged to enforce good corporate governance by all concerned i.e. the Government, the Statutory Institution as SEBI and Professional Bodies as Institute of Chartered Accountants of India. It is expected that in the years to come corporate governance will improve both in terms of performance and accountability. Corporate governance is a dynamic process.

The legal environment in India has a lot of loopholes which have in turn given various opportunities for the growth of unethical practices and corruption in many organizations. The need of the hour is that the regulators should play the role of developers and not of controllers. The role of the Government should be limited to be a friend, philosopher and guide.

All stakeholders associated with the corporate enterprises, be the shareholders, the accountants, the auditors, the Board of Directors and the chief executives must honestly and effectively perform their respective functions to see that the objectives of good corporate governance are achieved.

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USES OF TRANSACTIONAL ANALYSIS IN ENHANCING
THE MANAGERIAL EFFICIENCY OF DAIRY CO-OPERATIVE PERSONNEL’S

ABSTRACT

Transactional analysis play an important role as an important constituent of the organizational communication process. It holds that a person’s behaviour is best understood if examined in terms of ego-states, and the behaviour between two or more persons is best understood if examined in terms of transactions. A transaction is an exchange between two persons consisting of a stimulus and a response between specific ego-states. In other words, people communicate with each other by means of transactions. The present study concludes that although, in majority of the management situations transactions by and large are complementary (41.26%), the crossed (29.14%) and ulterior (29.245%) transactions also occurred almost equally which is not a good sign for the top management authority and hence, they must initiate the necessary steps to check this unpleasant situation in future in the organization.

INTRODUCTION

Transactional analysis is a method of analysing problems of communication within an organization and transactions between people working in it. It focuses on understanding the self through an analysis of interactions with bosses, peers and subordinates. Eric Berne (1972) defined Transactional Analysis (T.A.) as a theory of personality and social action based on the analysis of all possible transactions between two or more people on the basis of specifically defined ego-states. It describes what is happening between two or more people in transactional situations and helps in changing the organizational culture by getting people to think about their relationships with others and by providing a framework for improving their managerial styles as a means of improving the effectiveness of the organization.

METHODOLOGY

The study was conducted under the aegis of Uttar Pradesh Pradeshik Co-operative Dairy Federation Ltd. Organization’s set up. Sixteen District Dugdh Utpadak Sahakari Sangh Ltd. (D.U.S.S.) of Western Uttar Pradesh. D.U.S.S. were also commonly known as District Milk Union. In the selected district milk unions, the “Operation Flood” programme was in active operation for more than 15 years continuously. The sampling design of the study was comprised of four hierarchical management levels viz. Upper, Middle, Lower and Staff respectively. The composite sampling size of 64 was compromised of Upper (16), Middle (16), Lower (16) and Staff (16) levels of management respectively.

TRANSACTIONAL ANALYSIS

Transaction is the smallest unit of Transactional Analysis. T.A. theory holds that a person’s behaviour is best understood if examined in terms of Ego-States; and the behaviour between two or more persons is best understood if examined in terms of transactions. (Steiner, 1974). A transaction is an exchange between two persons consisting of a stimulus and a response between specific ego-states. In other words, people communicate with each other by means of transactions. Transactional analysis is to see which ego state in one person is transacting with which ego state in another and in what ways. Transactions are of three types:

Complementary Transaction: It is the transaction in which the vectors are parallel. In other words, complementary transaction is the one in which you send a direct message to someone and get an expected response. More specifically, whenever the transactional stimulus of one person gets the intended or predicted transactional response from the ego state of another person. Complementary transaction is said to have occurred. Complementary transactions involve only two ego states. The first rule of communication is that when stimulus and response on P.A.C. - transaction diagram is parallel, the communication may continue indefinitely.

Crossed Transaction: It is the transaction in which the vectors are not parallel and are rather crossed. In other words, crossed transaction is the one in which you send a direct message to someone and get an unexpected response. More specifically, whenever a transaction stimulus of one person gets an unintended or unexpected response from the ego-stages of another person,

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the crossed transaction is said to have occurred. In this type of transaction the response is given from the unintended or unexpected ego state.

Crossed transactions involve three or sometimes four ego states. Sometimes, the response may be even directed to another ego state than the one initiated the stimulus. Second rule of communication is that when stimulus and response vectors are not parallel, a breakdown in communication results and something different is likely to follow. Communication flow stop and communication is closed or deviated.

**Ulterior Transaction:** It is the transaction in which there are always a verbal message and a nonverbal message. In other words, when people say one thing and mean another, they are said to be engaged in ulterior transaction. More specifically, the overt social message is always accompanied by a covert psychological message. The overt and covert message will be very often different. It may involve three as well as four ego states.

All the three types of transactions were analysed in the present study. The modified scale developed by Raghunathan and Verma (1990) was used in in developing interaction situations on the ten management functions. Transactionogram questionnaire was constructed with three responses on the three types of transactions for each situations. Ten management functions were planning; organizing; staffing; communicating; leading; motivating; decision making; co-ordinating; controlling; and budgeting.

The Transactionogram Questionnaire was given to all the respondents with a view to measure their transaction pattern in a given situation. The managers were requested to choose the response category as to which one they will choose first, which one as second and which one as third and rank order them. The respondent expressed that they have other alternative responses for the given situations. However, they were made to understand the purpose of limiting the response to three for the study. On receipt of the Questionnaire duly marked by the respondents, scores were allotted.

The response that was ranked as first was given a score of 3. The second ranked response was given a score of 2 and the third ranked response was given a score of 1. These scores in each situation for each type of transaction were computed. As pointed out earlier, each type of transaction is represented by 10 response categories under 10 management functions with a definite number. All the responses labelled as ‘I’ are ‘Complementary’ transactions. Similarly, all the responses labelled as ‘II’ and ‘III’ are ‘Crossed’ and ‘ulterior’ transaction, respectively.

The scores obtained for each type of transaction was transferred to table and the score for each type of transaction in all the 10 situations were summed up. These formed the transaction score. The scores thus obtained for each type of transaction were than subjected to Transactional Analysis.

Transactionogram is the intensity of relative strength of each type of transaction in different situations. This was done by dividing the summed up score obtained for particular type of transaction by the total score obtained for all the transactions. The final figure, thus, derived was multiplied by 100 so as to express the relative strength of each type of transaction in the Transactionogram of each respondent. This methodology of deriving the Transactionogram for each respondent is demonstrated below in Table-1.

### Table-1: Transactionogram-Matrix

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Management Functions</th>
<th>Raw Score</th>
<th>Complementary (1)</th>
<th>Crossed (2)</th>
<th>Ulterior (3)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Planning-I</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Organizing-II</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Staffing-III</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Communicating-IV</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>Leading-V</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>Motivating-VI</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>Decision Making-VII</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td>Co-ordinating-VIII</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td>Controlling-IX</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10.</td>
<td>Budgeting-X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SOS</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>T</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>TSOS</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Note: 1st Choice = 3, 2nd Choice = 2, 3rd Choice = 1
The validity of the Transactionogram scale was established through content validity which means the representativeness of sampling adequacy of the content of a measuring instrument. Nunnally (1967) indicated two major standards for establishing content validity: (1) A representative collection of items and (2) A sensible method of test construction. The scale satisfies both the above criteria as the statements were extracted from the universe of T.A. literature and the help of experts in the field were utilized for the construction of the scale.

The reliability of the instrument was established by using the Spilt Half technique. After administering the scale, the correlation co-efficient calculated which was 0.52 at 0.05 level of probability. This value when subjected to Spearman Brown Prophecy Formula, yielded a value of 0.68 which was highly significant. This indicated that the instrument has high internal consistency.

**FINDINGS**

In the present study, all the three types of transactions were studied with the help of the ten situations which are said to be management functions. On the basis of data obtained through Transactionogram questionnaire, the Transactionogram of the management personnel at the different levels of management is presented in table-2.

**Table-2: Transactionogram of Management Personnel at Different Levels of Management**

<table>
<thead>
<tr>
<th>Type of Transaction</th>
<th>Levels of Management</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>ULM</td>
<td>MLM</td>
</tr>
<tr>
<td>Complementary</td>
<td>39.27</td>
<td>40.42</td>
</tr>
<tr>
<td>Crossed</td>
<td>29.38</td>
<td>30.62</td>
</tr>
<tr>
<td>Ulterior</td>
<td>31.35</td>
<td>28.96</td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation

The data reveal the relative strength of a particular transaction in a person or group of persons. It is evident from the table-2 that in majority of the events that are dealt by the management personnel, the transactions by and large are complimentary (41.62%) in interpersonal communication. This is a healthy sign on the part of the administrative managers. However, they have been found to engage almost equally in crossed and ulterior transaction (29.14 % and 29.24%) also. It denotes that the management personnel also heavily engaged in game playing for the various reasons, which were, of course, not studied. It reveals that socially they were in coverts behaviour but practically something were hidden in them, which is apparently unhealthy and dangerous for the organization’s health thought it might fulfil their vested interest.

The crossed transactions which is another black spot for the congenial communication system is found to be of the order of 29.14 per cent. It shows that the management personnel at different levels of management discharging their duties are not fully open in their communication behaviour and apparently, an abrupt type of communication system is in order which in all fairness should have been avoided. Theoretically, higher complementary behaviour provides for a healthy communication system in an organization. The data show, added to the unhealthy trend of game playing, the management personnel are also engaged in crossed transactions to an appreciable level. So, the complimentary transactional behaviour of continued to be congenial to the organizational health. The top levels guardians of organizational health are themselves found to be responsible for managers with an equally strong ulterior and crossed transaction cannot be game playing and break down of communication in the formal organizations. Thus, the data provide an opportunity to infer that the management personnel, are responsible for the failure of the programmes in majority of the events in the organization.

It is also evident from the table that there is not much significant variation between and within the transactions. The difference in complementary transaction between different levels of management is negligible. The complementary transaction found at the upper level of management was (39.27%) which is lower than middle, lower and staff level of management (i.e. 40.42 %, 42.40% and 44.38%) respectively. The reason might be due to the fact that these levels of management personnel had the superiority type of attitude for holding the higher rank at the organization which put them in a “Boss” position and ultimately divert to other types.
of transactions. Complementary transactions have also found higher in staff level of management. Personnel (44.38%) which might be due to the reason that they are bound to follow the instructions, orders, advice and suggestions made by the upper, middle and lower levels of management personnel as they are the subordinates for them.

In crossed transactions, there was no significant variations among all the levels of management. However, there was a similar trend in crossed transactions. The maximum crossed transactions were observed at the middle level (30.62%) followed by upper level of management (29.38%). It might be due to the fact that the managers of these levels being occupied the higher rank of the organization, shows their superiority in directing the lower and staff levels of management personnel which results in diverting the communication flow from the complementary towards crossed transactions which creates unhealthy situation in the organization. The crossed transactions at the lower and staff levels of management, were found rather low which could be said a good sign for any organization.

The ulterior transactions also have the similar trend at the middle, lower and staff levels (28.96%, 28.64% and 28.02%) respectively except upper level of management where it was found little higher (31.35%). The reason is that these levels of management personnel being occupied higher rank, no doubt, are engaged in game playing. It certainly, creates uncongenial atmosphere and sometimes dangerous conditions in the organization. Thus, ulterior transactions directly affects the working of other’s levels of management personnel and it may also lead the personnel towards conflicts with their superiors and ultimately unwanted situations arises in the organizations.

It is also evident from the table that among the upper levels of management personnel, the complimentary transactions are being found maximum (39.27%) followed by ulterior transactions (31.35%) and crossed transactions (29.38%) respectively. It shows, though the complementary transaction is higher, the crossed and ulterior transactions are also quite high which is a serious threat for any organization and should be avoided taking the necessary steps by the top levels higher authority of the organization. At the middle level of management, the complimentary transactions was found higher (40.42%) in comparison to crossed as well ulterior transactions (i.e. 30.62% and 28.69%). It was also found maximum (44.38%) at the staff level of management followed by the crossed and ulterior transactions (29.14% and 29.24%) respectively. It might be said that it is a good sign for the organization for engagement the staff levels of management personnel in performing their duties and serve the organization wholeheartedly. Thus, the data reveals that although most of the management personnel at the different levels of management used the complementary transactions more. The crossed and ulterior transactions are also being used by the management personnel in many of the situations. It could be said that it is very serious threat on the part of the top authority and these transactions must be avoided in any case.

**CONCLUSION**

It may be concluded that the management personnel are responsible for the failure of the programmes in majority of the events or not achieving the desired results in the organization and it’s the duties and responsibilities of the management personnel at the different levels of management to provide an open and healthy communication system which cannot be ignored too more. The study also concludes that although, in majority of the management situations transactions by and large are complementary (41.26%), the crossed (29.14%) and ulterior (29.24%) transactions also occurred almost equally which is not a good sign for the management of top authority and hence, they must initiate the necessary steps to checks this unpleasant situations in future in the organization.

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AN OVERVIEW ON HUMAN RESOURCES TRAINING AT AUTOMOBILE INDUSTRY IN INDIA

Dr. B. Charith\textsuperscript{17} Dr. A. Shameem\textsuperscript{18}

ABSTRACT

The focal point of this research is to undertake an overview on the human resources training at imparted by prominent and well-established automobile manufacturers in the private sector. The research analysis refers to how employee are trained such that they turn out be best performers in their selected areas of specializations in the manufacturing units in India. In this research, a questionnaire survey has been used and the data has been analyzed using multivariate statistical analysis for interpreting the employees and employers’ perspectives.

KEYWORDS

Human Resource Approach, HRD, Retention, Induction etc.

INTRODUCTION

Organizations are divided into various departments to carry out the works in efficient and better ways. Human Resources Development Department (HRD) is one among them, which undertakes the function of recruitment and training to the human resources to make them more productive. With the rapid industrialization of the country, there have been revolutionary changes in the relationship between management and workers. It calls for in-depth study of various subjects like work force planning, recruitment, training and development, incentives and reward systems, labour laws, industrial safety, behavioural sciences, group dynamics, wage and salary administration, management of change, impact of environment on personnel policies, grievance handling, and participative management. The aim of HR is to make the optimum use of personnel power of the employees and to get cooperation from all. HR Management is an approach, an established system, a technique and a philosophy of management. The term HRD was first introduced in the year 1968 in an organization at Washington. However, the formal introduction of the concept was made at a conference of the American Society of Training and Development in 1969. Since then, the HRD concept has become very popular in the USA and spread to various parts of the world.

The model that predominated early in the 1960s was that of Len Nadler’s model. This model is not however spoken of much today in HRD research. Nadler’s model began with training and did differentiate training from education and development, for Nadler, training was a preparation for an immediate job whereas education was a preparation for a job in the future. For him, development was more a focus on individuals, developing themselves, with or without implications for the organization, they worked for. Nadler’s model has moved around the world and it is a model that is still used in Thailand, where Nadler worked for some time. But the current model that is doing the rounds in the HRD and HRM circles in the US and elsewhere in Europe and the developed world is that of Patricia McLagen’s who worked through the American Society for Training and Development in the early 1980s.

It has now been updated and is more comprehensive. The most widely used today is perhaps Patricia’s HR Wheel, identifying eleven different components of human resources. Training development, organizational development and career development are some of the most important of these components, wherein development is the central focus. There are four of eleven components where human resources management is pivotal and are considered as the overlap of HRD and HRM (Manning, S. 2002). There is however a lot of discontent as to these models of HRD and HRM and there is anticipation for better and workable models for the US and Europe. Without human resource, resources such as capital and materials cannot be produced, so they play a pivotal role in the organizations.

TRAINING FOR HUMAN RESOURCES

Recruitment, Selection and Induction

It is a process of finding, hiring and initiating employees into productive work. This is also referred to as full life cycle recruiting. Most employers create and administer this process to ensure effective and efficient recruiting.

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This process is also implemented to ensure hiring managers to comply with policies such as affirmative action, equal opportunity employment and non-discrimination (Kimberly Schenk, 2008). Induction has been a process where a new employee is introduced to the organization, to comply with its essences and functions.

**Employee Retention**

This process involves taking measures to encourage employees to remain with the organization for the maximum period. This also reflects an investment on the workforce by the employers to update and upgrade skills and efficiencies among the workers. This further means that there is need for incentive to retain the employees such that the returns for investments are harvested.

India has vast potential to become a strong and modern nation with its huge natural resources and sizeable population. It has the third largest body of Scientific and Technical Manpower (2004). Since independence systematic efforts are being made to create facilities for developing a strong base for engineering industry, establishing steel plants having large capacity to manufacture steel and setting up factories which can produce intermediate products like castings, tubes and also consumer products like sewing machines, fans and refrigerators. Besides keeping the modern technology up-to-date, it has made considerable progress in the fields of satellite technology and research. Despite these spectacular developments, India has not made any significant impact on the international market.

**REVIEW OF LITERATURE**

Viramani B. R., et al., (1984) have explored the importance of evaluation. Any evaluation and measurement of management training and development can serve two Objectives. They are: (a) Impact of training on trainees and (b) Training effectiveness questionnaire, developed by T. V. Rao 1990 was used to collect data from middle and junior level managers from 8 different state road transport Corporations situated in Pune. The areas taken into consideration to measure the effectiveness of the training functions were (1) Process of Induction Training, (2) System of Training need identification (3) Opportunities for transfer of learning and (4) Evaluation of training. The results reveal that lower mean scored are obtained in the areas like induction training and training need assessment. The other area training was effective.

Biswaject Pattanayak (1997) has conducted a large survey, on training effectiveness with a sample comprising of 1,200 employees working in Indian Industries. The questionnaire was adopted from “Handbook of Training Evaluation and Measurement Methods by Jack J. Phillips. Questionnaire has subjective (descriptive) and objective (quantitative) questions to evaluate effectiveness of training. The result shows that training is effective (1) to understand about nature, requirement and responsibilities of the job (2) to understand people’s attitude and (3) to develop interpersonal skills.

Srivastava et al., (2001) have evaluated the effectiveness of various training programmes by Tata Steel’s Shavak Nanavati Training Institutions (SNTI). Effectiveness of training was measured in terms of various outcomes – such as satisfaction level, reaction and feedback of participants. Sample consists of 60 Head of the Departments (HODs), 1400 participants, 1300 – immediate supervisors from various departments. The data were collected through structured interview schedule. It was found that satisfaction level of participants, their supervisors, and divisional heads were above average for all type of programmes but transfer of learning was not as expected from their supervisors. Training Programmes could meet the objectives only to a limited extent and it was not linked with the career of the participants.

Panchalan et al., (2003) have aimed to evaluate effectiveness of executive training programmes of NLC Limited. A public sector undertaking. Seven major factors such as objectiveness and relevance, programme contents, method of presentation, Instructional materials, facilities, Trainer as a facilitator of learning and transfer of learning are adopted for evaluating 15 executive training programmes by contacting 15 respondents from each training programmes. Random sampling technique was adopted for selection of programmes and respondents. The results of the study showed that the training programmes of the respondent’s organization are effective.

Y. Krishnamurthy (1990) feels that it is because of our failure to mobilize our human resources. This has not received sufficient attention resulting in a lack of motivation. He says that it is very difficult to answer the question as to which resource is more important - capital, technology or people. All are vital. Much effort has, however, been made towards more efficient management of physical resources. However, the management of people has received only a cursory thought. The synergetic efforts to tap human potential across the nation are not even visible. The researcher, based on worldwide experience, places a greater emphasis
on productivity through people. He feels that every other resource - technology, money, equipment - becomes more productive if the human will is there. On several occasions, in spite of poor capital equipment and conventional technology, a determined group of people has produced the best.

It is possible to buy technology, which is best suited to the business. It is also possible to design and implement good management systems and procedures. However, what is not possible to buy or transplant is the dedication and commitment of people. This has to be carefully nurtured and developed, if India wants to become stronger and competitive in the world market. Human resources need utmost attention in the industrial and national plans to achieve the objectives of development and growth. With increasing emphasis on ‘performance’ in HRM, training and development is also under the influence of current performance-based HRM trend. Specifically, many companies emphasize training specialists with specific skills related with corporate strategy rather than training generalists. They operate training programs that are intended to form a specialist pool (Noh et al., 2003). As a result, for workers, new patterns of training and development increases their employability, and for companies, it contributes to the improvement of employee capability and firm performance by tightly linking the training programs with corporate strategic aims. Companies also spend more money to train employees and are found to be strategic in choosing whom to train. Fourteen percent of regular workers received some form of training in 2003, but only 2.7 per cent of part-time workers had such opportunities (Lee, 2005). Companies also report good return on training expenses and plan to expand their training budget over time (Lee, 2005).

**NEED FOR RESEARCH**

The HRD plays a vital is an important aspect in shaping the development and opulence for a firm. For developing human resources, the top management, policy makers, training personnel, in-house training center and external training agencies involved in the task of training have to come together to find solutions to problems of training and HRD. The whole process of HRD includes sound selection procedure, organizational manpower planning, performance evaluation, reviews, appraisal, day-to-day loading, and counseling.

**STATEMENT OF PROBLEM**

Normally, the organization cannot afford to be over-staffed or understaffed but optimally staffed. Hence, developing human resources is of paramount importance to a country like India, where much of the human resources are unshaped and unutilized.

After globalization and liberalization, many multinational companies have started their production units in India and have adopted different strategies for human resources development. The researcher has felt that there is need to make an enquiry into the human resource development practices adopted by the multinational companies.

**OBJECTIVES OF RESEARCH**

The following are the objectives of this research:

- To observe and assess the nature, extent and effectiveness of training provided by the human resource department practiced in the organization

The following research questions have been raised in the research, in the light of the objectives:

- Do significant variations exist in the training programs offered by the HR Department, and if so, how effective are the training programs in improving employee performances and their effectiveness as workers?
- Do significant relationships exist between the HRD and the training programs given by the Human Resources Department?

**RESEARCH METHODOLOGY**

Statistical analysis of the data collected from the survey of respondent automobile workers have been put into a master database, from which different datasets have been made for different statistical applications. Simple frequency and percentage analysis, summary tables and the interviews using the questionnaire for survey from sample workers have been analyzed to extract dimensions of the structures of Human Resources Training in the Firm. Further, data have been subjected to principal axis factor analysis to extract differential number of dimensions for climate, training and performance analyses, which bring out various perspectives, difficulties, opportunities, and future requirements for the development and management of human resources in the Automobile Industry.
This research is based on primary and the secondary data. The primary data is been composed using a well-structured interview schedule, which has questions that are intended at probing into the efficiency of Training in Automobile industry. The sample of workers is 510, chosen among the diverse categories of employees in the firm, are been interviewed to collect ideas on Training. The secondary data are collected from the reports and work and Training related documents which sources towards establishing an overview on the employees training in Automobile Industry.

The multivariate factor analysis has been applied to retain several factors and the research questions have been answered using the analytical results of the research.

Dimensions of Training of Workers in Automobile Industry

The dataset for analyzing training for HRD of the HMIL consists of 25 variable statements, which have been entered into yet another factor analysis, along with the 5 socio-demographic variables, to retain four plausible dimensions, to keep the number of dimensions extracted within limits. The variable-statements as well as socio-demographic variables used in the analysis.

The fact that the questionnaire was developed on completing visits and meetings to and at the Hyundai Motor India Limited, and a rapid appraisal of training programmes and facilities available for them in discussion with the workers, the statements are relevant to the context being investigated. Training is certainly given importance and induction to it adequate. Induction training itself is well planned. Because training refreshes and refocuses on the subjects of concern to the HMIL, induction training provides an opportunity to new comers to learn about the organization, and their functions. Training helps employees to acquire technical knowledge and skills. New recruits find training useful, while experienced employees find it necessary to update and upgrade their technical knowledge and expertise. When necessary, and unavailable within the company, the workers are sponsored for training outside of the company on needs basis. Competent faculty is hired if required for in-house training. The workers are allowed to choose the training they need, based on their development perspectives.

The quality of in-house training is excellent and that senior help juniors develop through training access and accomplishments. Employees who go for training are given ample time for reflection and improvement. In addition, that the organization has a definite training policy for the betterment of the employees and the company. The four-factor matrix is not however significant statistically because the four of them together explain a cumulative variance of only 15.642 per cent. Considering the Eigen value of the four factors extracted, only 2 of them, the main and the bipolar, qualify for retaining them because the Eigen values of the other two are smaller than 1.0.

The fact of the matter therefore is that, by the assessment of the employees, training for human resources development is necessary but the factors retained using the questionnaire data do not clearly support the view that training is of some significance for the HMIL. The factor dimensions are therefore interpreted with a view to emphasize, and focus on, some relevant elements of training that the employees consider important.

Table 1: Training: Variables Entered into Analysis

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Description of Variables – Statements on HRD-M Practices in Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>Induction to training is given adequate importance.</td>
</tr>
<tr>
<td>02</td>
<td>Induction training is well planned.</td>
</tr>
<tr>
<td>03</td>
<td>Training is of adequate duration.</td>
</tr>
<tr>
<td>04</td>
<td>Induction training provides excellent opportunity to new comers to learn about organization.</td>
</tr>
<tr>
<td>05</td>
<td>Norms and values of organization are clearly explained to new employees.</td>
</tr>
<tr>
<td>06</td>
<td>Senior staffs spend time with new staffs during induction training.</td>
</tr>
<tr>
<td>07</td>
<td>New recruits find induction training very useful.</td>
</tr>
<tr>
<td>08</td>
<td>Induction training is periodically evaluated and improved.</td>
</tr>
<tr>
<td>09</td>
<td>Employees are helped to acquire technical knowledge and skills through training.</td>
</tr>
<tr>
<td>10</td>
<td>Adequate emphasis on managerial capabilities of management staffs through training.</td>
</tr>
<tr>
<td>11</td>
<td>Human relations competencies adequately developed through training in human skills.</td>
</tr>
<tr>
<td>12</td>
<td>Training of workers is given due importance.</td>
</tr>
<tr>
<td>13</td>
<td>Employees are sponsored for training on carefully identified development needs.</td>
</tr>
<tr>
<td>14</td>
<td>Employees sponsored for training take it seriously.</td>
</tr>
<tr>
<td>15</td>
<td>Employees determine the training they need.</td>
</tr>
<tr>
<td>16</td>
<td>Employees sponsored go for training with a clear understanding of knowledge and skills they are expected to acquire.</td>
</tr>
<tr>
<td>17</td>
<td>Briefing and debriefing are done by HRD Department.</td>
</tr>
<tr>
<td>18</td>
<td>In-house programmes are handled by competent faculty.</td>
</tr>
<tr>
<td>19</td>
<td>Quality of in-house programme is excellent.</td>
</tr>
</tbody>
</table>
Dimension I: Briefing-Debriefing, In-House Training Quality and Understanding of Knowledge and Skills from Training

The first dimension is named after the three variables that load on the dimension with significant loading, although no significant individual variances. Going by the validation of individual variance, only one variable-statement, that is, ‘briefing and debriefing are done by HRD Department’ (loading: 0.616, variance: 71.1 per cent) can be taken as the highly significant variable of the dimension. This really means that the human resources department of the company does the briefing before and debriefing after the training programmes gone through by the employees.

However, the ‘quality of in-house programme is excellent’ (loading: 0.444, variance: 29.3 per cent) gets a low but positive loading and low, insignificant individual variance, below 20 per cent (Table-2).

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Variable Description</th>
<th>Loadings</th>
<th>Communalities %</th>
</tr>
</thead>
<tbody>
<tr>
<td>16</td>
<td>Employees sponsored go for training with a clear understanding of knowledge and skills they are expected to acquire.</td>
<td>0.415</td>
<td>18.5</td>
</tr>
<tr>
<td>19</td>
<td>Quality of in-house programmes is excellent.</td>
<td>0.444</td>
<td>29.3</td>
</tr>
<tr>
<td>17</td>
<td>Briefing and debriefing are done by HRD Department.</td>
<td>0.616</td>
<td>71.1</td>
</tr>
<tr>
<td></td>
<td><strong>Eigen Value</strong></td>
<td>2.573</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Variance Explained (in percentage)</strong></td>
<td>7.353</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Cumulative Variance Explained (in percentage)</strong></td>
<td>7.353</td>
<td></td>
</tr>
</tbody>
</table>

**Sources:** Results of Factor Analysis, 2016

Similar is the case with the statement that the ‘employees sponsored go for training with a clear understanding of knowledge and skills they are expected to acquire’ (loading 0.415, variance: 18.5 per cent). This variable-statement has low but significant loading and very low, insignificant individual variance. The main factor accounts for a total variance of 7.353 per cent, while it has an Eigen value of 2.573.

The significant thing about the dimension therefore is that the HRD Department of the Company briefs the employees before and debriefs the employees after the training. There is no strong support for ‘quality of in-house programmes is excellent’ and for employees go for sponsored training with a clear understanding of knowledge and skills they are expected to acquire.

Dimension II: HR Competencies Development through Training

The bipolar dimension has a total variance of 3.560 per cent and a cumulative of 10.912 per cent with the main dimension. This dimension is validated with an Eigen value of 2.573, which is more than 1.0. The two variables that load significantly and negatively on the dimension (Table 4.14) are ‘Human relations competencies adequately developed through training in human skills’ (loading: -0.553, variance: 46.6 per cent) and ‘Training of workers is given due importance’ (loading: -0.392, variance: 18.6 per cent).

Because of the negative and significant loading, and also individual variance, ‘human relations competencies are not adequately developed through training in human skills’ is the intended meaning of this variable-statement loading on the bipolar. As for the other statement that the ‘training of workers is given due importance’ is concerned, it is neither significant by the loading it receives nor is it validated by the individual variance explained by it. Therefore, the obvious conclusion is that neither is true by
the considered opinion of the employees. This means that strategies have to be worked out to make both true and significant, in the minds of the employees.

Dimension III: Employees’ Seriousness about Training

The total variance explained by the extracted third, and reduced, dimension is 2.679 per cent and the cumulative for the three factor dimensions is 13.592 per cent. With an Eigen value smaller than 1.0, at 0.938, this dimension is not validated as significant. However, the variable-statement ‘employees sponsored for training take it seriously’ has a significant, positive loading of 0.487 and a significant individual variance of 35.6 per cent (Table 4.15). Therefore, the meaning conveyed by the reduced dimension is that the employees do take their sponsored training seriously, indeed.

Dimension IV: Age and Seniority

The fourth dimension has two variables loading significantly on the reduced dimension. Age of the employee gets a loading of 0.550 and a significant individual variance of 34.2 per cent. Seniority of the employee on the other hand gets a negative, significant loading of -0.477 and an insignificant individual variance of 25.8 per cent.

Table-3: Training: Dimension II: HR Competencies Development through Training

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Variable Description</th>
<th>Loadings</th>
<th>Communalities %</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>Human relations competencies adequately developed through training in human skills.</td>
<td>-0.553</td>
<td>46.6</td>
</tr>
<tr>
<td>12</td>
<td>Training of workers is given due importance.</td>
<td>-0.392</td>
<td>18.6</td>
</tr>
</tbody>
</table>

Sources: Results of Factor Analysis, 2016

Table-4: Training: Dimension III: Employees’ Seriousness about Training

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Variable Description</th>
<th>Loadings</th>
<th>Communalities %</th>
</tr>
</thead>
<tbody>
<tr>
<td>14</td>
<td>Employees sponsored for training take it seriously.</td>
<td>0.487</td>
<td>35.6</td>
</tr>
</tbody>
</table>

Sources: Results of Factor Analysis, 2016

Age of the employee is an important variable in the training for human resources development, while seniority is not. The dimension has an Eigen value of 0.718 which is smaller than 1.0, required for validating the importance of the dimension (Table 4.16). However, the total variance explained by the dimension is 2.050 per cent. The cumulative variance for the 4-factor structure retained in the analysis is 15.642 per cent, which is not significant statistically.

Table-5: Training: Dimension IV: Age and Seniority

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Variable Description</th>
<th>Loadings</th>
<th>Communalities %</th>
</tr>
</thead>
<tbody>
<tr>
<td>27</td>
<td>Age of employee.</td>
<td>0.550</td>
<td>34.2</td>
</tr>
<tr>
<td>29</td>
<td>Seniority</td>
<td>-0.477</td>
<td>25.8</td>
</tr>
</tbody>
</table>

Sources: Results of Factor Analysis, 2016

FINDINGS AND CONCLUSIONS

For the purpose of appreciation of the findings and conclusions, the summary below is of the most significant findings and conclusions. The important findings and conclusions are encapsulated.

- The dataset for analyzing training for HRD has been analyzed to retain four plausible dimensions, to keep the number of dimensions extracted within limits.
• Considering the Eigen value of the four factors extracted, only 2 of them, the main and the bipolar, qualify for retaining them because the Eigen values of the other two are smaller than 1.0.

• Briefing and debriefing are done by HRD Department (loading: 0.616, variance: 71.1 per cent) is the highly significant variable of the major dimension.

• ‘Quality of in-house programmes is excellent’ (loading 0.444, variance: 29.3 per cent). However, the low but positive loading and the low, insignificant individual variance, below 20 per cent, indicate that it is not very significant.

• Similar is the case with the statement that the ‘employees sponsored go for training with a clear understanding of knowledge and skills they are expected to acquire’ (loading 0.415, variance: 18.5 per cent).

• This variable-statement has low but significant loading and very low, insignificant individual variance. The main factor accounts for a total variance of 7.535 per cent, while it has an Eigen value of 2.573.

• The significant thing about the dimension therefore is that the Human Resource Department of the Companies briefs the employees before and debriefs the employees after the training.

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WORKFORCE DIVERSITY: REASONS, BARRIERS AND SOLUTIONS

Pooja Kulkarni

ABSTRACT

Organizations are becoming a more heterogeneous mix of people in terms of gender, age, race, ethnicity etc. Managing this diversity has become a global concern. Harnessing these differences will create a productive environment in which everybody feels valued, where their talents are being fully utilized, and in which organizational goals are met. Diversity, if well managed, can give organizations a competitive edge. Rather than trying to assimilate those who are different into a single organizational culture, this paper emphasizes that organizations need to celebrate these differences and utilize the variety of talents, perspectives and backgrounds of all employees. This paper also highlights the various causes of workforce diversity and various obstacles people come across in organizations in terms of differences in gender, race, ethnicity, nationality, etc. This paper incorporates several ways through which HR professionals can play a role of Strategic Business Partners by successfully managing the different perspectives, skill sets and experiences that a diverse workforce can bring to a business environment, which is an essential value-add for any organization.

KEYWORDS

Heterogeneous, Productive Environment, Managing Diversity etc.

INTRODUCTION

As the world is shrinking so fast, in terms of communications, financial activities, travelling and lot many aspects, most of the organizations too have spread their wings in all corners of the world. In the process of making the world a global family, a new concept called ‘Global Customers’ has emerged comprising customers from various nations, races, ethnicity, religions etc. To meet the needs of these Global Customers, there is a need for the organizations to establish and enhance their capabilities. The expansion of the capabilities cannot take place with the age old practices, values, norms and work patterns. To satisfy the Global Customers, there is a need for modern Global Practices, which can be obtained by recruiting Global Employees—a fusion of various nationalities, cultures, traditions, attitudes, races etc. It signals that there is a need for a Diverse Work Force.

WORKFORCE DIVERSITY

Similarities and differences among employees in terms of their origins, age, cultural backgrounds, physical abilities, race, religion, gender etc. is considered as workforce diversity. It must be realized that similarities and differences, both, are equally important for the well-being of the organization. Sometimes, though employees have similar backgrounds, they may react differently to the same situation they have to face. A major challenge for managers lies in being keen enough to encourage individuality, at the same time, expect group co-operation and teamwork.

The following Diversity wheel explains the various ways in which the workforce can be diverse.

Figure-1

Sources: Authors Compilation

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REASONS FOR DIVERSITY IN WORKFORCE

The increase in diversity of the workforce can be due to following reasons:

Unstable Job Market: As the job market changes from good to too bad, organizations have to find the best workers from all over the world so that they can be utilized to best serve the organization.

Association: Minority markets, whose buying power is increasing, are a major focus for most of the companies. This requires a segmented marketing effort which in turn requires a diverse workforce which can make the minority market feel associated with the marketing efforts of the organization.

Globalization: Due to the emergence of Global Economy, many companies are expanding their markets around the world. It requires a more diverse thinking to effectively reach global markets.

Consolidation: After mergers and acquisitions companies go for consolidation which refers to the reduction in duplication of efforts and capitalization of the synergies of cross-company practices, including HR practices. This results in more diverse groups of employees.

BARRIERS TO WORKFORCE DIVERSITY

The obstacles in the pathway of accepting diversity in the workforce include:

Gender Issues: Women throughout the world face a constant pressure when it comes to their employment which can be a source of barrier to workforce diversity. Gender issues can be with respect to:

Work-life Balance: Women always have to juggle between work-life and family life as it is believed that parenting and family care are majorly the responsibilities of women.

Glass ceiling: Invisible barriers cause hindrance in the path of women to move beyond a certain level in corporate hierarchy.

Sexual Harassment: Submission to or rejection of sexual conduct is used as a basis for employment advancement and appraisals like promotions, pay hikes etc.

Minorities and Immigrants: In some countries, minorities are not allowed to work on par with the majorities and some nations have strict rules regarding the work profiles, minimum and maximum income levels etc., for the immigrants.

Disability: Attitude of employers towards the recruitment of physically and mentally disabled employees can become a barrier to the diversity.

Age: Many government as well as private organizations across the world fix a minimum age limit for entry level jobs in the organization. Retirement age is also fixed which may cause the best and the experienced talent pool to leave the organization though they are capable and willing to work.

Education: Organizations decide on the minimum educational qualification of the prospective employee for a job. But most of the times companies lose the best workforce because of this practice as knowledge and skills are more important than a mere university degree without skills.

Others: Along with the above mentioned barriers, the following also cause barriers to workforce diversity:

Prejudice: A prejudgement made about a person before becoming aware of the relevant facts.

Ethnocentrism: Considering one’s own group, culture, or nation as superior to others.

Stereotypes: Beliefs about a behaviour or norm are applied universally to all members of that group.

Discrimination: Providing or barring certain privileges or opportunities to a person based on the group to which he belongs.

In order to overcome these barriers the companies must have strict policies, rules and regulations which can protect the victims of these problems associated with diversity. Though there are several norms and code of conduct in many organizations, those are merely remaining on papers and not in behaviour of people. Women and weaker sections always have to be under the knife of bias and discrimination.
There is a need for change in this type of attitude in the organization. There is a need for a proper understanding between all the employees in an organization. There is a need for social change. A need of realization that every individual is different and this individuality must be respected and celebrated. It must be realized that every eligible individual irrespective of the gender, nation, religion, race and background, can contribute towards the development of the organization in his/her own way.

A well-designed system is needed which can successfully manage the diversity in the workforce which can bring the required change in an effective manner.

MANAGING WORKFORCE DIVERSITY

To manage a diverse workforce, there is a need of a strong HR team and stronger HR practices. With the emerging markets, the HR professionals must also realize the need to expand their role from Personnel Administration to role of a Strategic Business Partner. They must recognize the practices through which the workforce diversity can create a positive impact on the business.

Successful management of diverse workforce is possible through an EASIEST Process.

E-Educate the educated
A-Action plan
S-Search for talent
I-Improve and Implement
E-Encourage
S-Strengthen bonds
T-Test the change

Educate the Educated: HR professionals of an organization must start the process of managing the workforce diversity by educating the top level management and other employees in an organisation about the importance and advantages of diverse workforce and its management. This is possible by providing sensitivity training courses led by expert instructors.

Action Plan: Depending on the organization’s strategic goals, organizational size, and available resources, a diversity action plan must be built and well communicated to every employee of the organization.

Search for Talent: At this stage, a thorough search is to be done for pure talent, irrespective of the group to which the talent belongs to. A combination of elements like diversity, health and wellness, financial benefits, education and training opportunities can be used to attract and retain top talent. The organization must reflect a diverse workforce that mirrors a community.

Improve and Implement: Now that the best talent is with the organization, proper training is to be provided to the diverse workforce so that proper alignment of organizational goals with the employees’ career goals takes place. Once the training is provided to the workforce, the targeted action plan can be implemented.

Encourage: Constant encouragement is required to boost up the morale of employees from different backgrounds. This encouragement can be in two ways. First, awards, both financial and non-financial, depending on the requirements of the employees. The second way to encourage is through recognition. Employees feel delighted when the company recognizes and highlights their uniqueness and how it helps the organization. Hosting a day to celebrate the differences, through ethnic attire and food from employees of various backgrounds can encourage to share and accept views with each other. This can act like a retention strategy as well.

Strengthen Bonds: Developing positive relationships with internal as well as external customers of an organization is vital for the success of any company. Diversity is an important tool in relationship building. Employees from varied nations, gender, age, culture, race and religions can easily represent the organization to their community, thus strengthening the bond between the organization and the customers.

Testing the Change: EASIEST is a never ending process. Its aim is to establish diversity as an organizational value. Thus constant evaluation and testing of each and every component of the diversity strategy and the action plan is utmost important.

CONCLUSION

World comprises of people with different perspectives, skill sets, knowledge, and experiences. All of these essentially add value to an organization. If diversity is incorporated into the workplace, the company will not only reflect the community and customers that it serves, but also, make good business. An effective strategy to manage diversity can help the organizations to avoid problems like loss of productivity, employee turnover, and lost opportunities. The companies and the HR professionals must strive
to overcome the barriers of workforce diversity effectively and manage the problems associated with the differences in workforce for the supreme success of the organization.

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A COMPARATIVE STUDY OF SELF CONCEPT IN ADOLESCENT STUDENTS OF GOVERNMENT AND PRIVATE SCHOOLS OF RAJASTHAN

Dr. Deepika Jain\textsuperscript{20} Dr. Yashwant Singh Rawal\textsuperscript{21} Naresh Kanja\textsuperscript{22}

ABSTRACT

As children grow from year to year, they develop greater complexity in social behaviour, greater skill in getting along with people and self-control. Thus the adolescence years are a time of great increase in social development. During adolescence period an individual acquires certain beliefs, values and social skill, which become more or less a part of personality and influence his behaviour throughout the life. It is a time of great increase in independence, training, motivation and social mobilization, so during the adolescence period family attitudes and behaviour become matters of great concern to the developing boy’s or girl’s.

Present study compares the significant deference of adolescent students of private and government schools of Rajasthan. The sample consist 400 students of government and private schools 200 each. Mean, standard deviation and ‘t’ test were applied to find out the result. Result indicates significant deference in the level of self-concept of private and government school’s students.

KEYWORDS

Physiology, Self-Concept, Adolescent etc.

INTRODUCTION

Adolescence has been described as a phase of beginning in biology and ending in society (Peterson, 1988). Indeed, adolescence may be defined as the period with in the file span when most of a person’s biology, cognitive, psychology, and social characteristics are changing from what is typically considered child-like to what is considered adult-like (Lerner & Spinier, 1980).

For adolescent to changes in the self, in the family, and the peer group, in contemporary society, adolescents experience institutional changes as well. Among young adolescents, there is a change in school setting, typically involving a transition from elementary school to either junior high school to the university or world of work.

Adolescence is defined as:

“Adeolscence is the age of great ideas and beginning of theories as well as the time of sample present adaptation to reality”

Piaget, J.

Self-Concept

Self-concept is global. It integrates personal qualities and other characteristics to define the self. A full understanding of self encompasses the physical body, the social defined identity including roles and relationship, the personality and the person’s knowledge about self (i.e. Self-concept). Individual Self-concept is ones picture or image of self, ones view of self as distinct from other persons and things.

Every individual exits in a constantly changing world of experience of which he is the centre. It is his basic tendency and striving to know and understand himself as well as his environment. Due to constant interactions with his environment he reacts to his environment as he experience and perceived it. Gradually the form of his ‘self’ is differentiated and developed. In this process, an integrated, organized and unique self-structure comes out. All his behaviour is directed towards actualizing, preserving and enhancing this self-structure that part of self-structure which the individual perceives as a set pf specific and relatively stable self-characteristics formulates his self-concept.

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REVIEW OF LITERATURE

There are a variety of ways to think about the self. Two of the most widely used terms are self-concept and self-esteem. Self-concept is the cognitive to thinking aspect of self (related to one’s self-image) and generally refers to “the totality of a complex, organized, and dynamic system of learned beliefs, attitudes and opinions that each person holds to be true about his or her personal existence.

Gage and Berliner (2010) stated that self-concept is the affective or emotional aspect of self and generally refers to how we about or how we value ourselves (one’s self-worth).

Huit, W. (2006) self-concept and self-esteem mean the conscious reflection of one’s own being or identity, as an object separate from other or from the environment.


Determination of Self-Concept

Metcalf, Shannan D. (2010) reported that girl who belong low socio-economical-status, their self-concept are influenced by relationship with their peer group. They also reported that development of healthy self-concept in adolescence is partially depended on relationship with both parents and peer.

Charles, Deserie M. (2009) examined in their study that anti-social behaviour are significant factor in adolescents’ self-concept.

Singh S. K., and Ahamad Naseem (2008) Revealed in their study that parents’ child relation affects significant to the social self-concept whereas other dimensions like physical, temperamental, educational as well as moral are not affect by the relationship between child and his parents.

Inoue (2010) studied cognitive discrepancy models according to itself-concepts to be a function of differences between actual accomplishments and ideal standards; unrealistic ideals lead to poor self-concepts even when accomplishments are otherwise good.

Marsh (2011) studied the structural education model and demonstrated that actual effects on self-concept factors were positive and ideal effects were negative thus supporting the discrepancy models’ predictions.

RESEARCH METHODOLOGY

Objectives

The objectives of the present research were as follows:

- To study the self-concept of adolescents.
- To compare the self-concept of adolescent boys and girls of private and government schools.

Hypothesis

H$_{01}$: There is no significant difference in Physical Self-concept between adolescent boys and girls of private and government schools.

H$_{02}$: There is no significant difference in Social Self-concept between adolescent boys and girls of private and government schools.

H$_{03}$: There is no significant difference in temperamental Self-concept between adolescent boys and girls of private and government schools.

H$_{04}$: There is no significant difference in educational Self-concept between adolescent boys and girls of private and government schools.
H05: There is no significant difference in moral Self-concept between adolescent boys and girls of private and government schools.

H06: There is no significant difference in intellectual Self-concept of adolescent boys and girls of private and government schools.

Locale

The present study was confined to 5 districts namely Jaipur, Udaipur, Jodhpur, Kota and Bikaner of Rajasthan state of India. All the cities were districts headquarter of the state.

Sample

The study was conducted on 200 adolescent boys and 200 adolescent girls of std. XIth from various co-educational public and private schools. From each district 2 schools were selected one private and one government and from each school 20 boys and 20 girls were selected randomly for data collection from five districts.

Thus, the total sample comprises of 400 students. The distribution of sample is shown below:

Table-1: The distribution of Sample

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Government Students</th>
<th>Private Students</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boys</td>
<td>100</td>
<td>100</td>
<td>200</td>
</tr>
<tr>
<td>Girls</td>
<td>100</td>
<td>100</td>
<td>200</td>
</tr>
<tr>
<td>Total</td>
<td>200</td>
<td>200</td>
<td>400</td>
</tr>
</tbody>
</table>

The subjects were selected in such a manner that there was equal number of subjects in the 4 categories of research design of the study illustrated in the above table. They all belong to middle socio-economic status. All the subjects were School students of Government and private School of five districts of Rajasthan and their age ranges between 13 to 18 years.

Tests and Tools Used

Personal Bio-Data Sheet was prepared for the study. The name of student, sex, ages their permanent and local address, telephone and required personal information was included in this bio-data sheet.

The standardized psychological tests were used for the study. The selection of tests was done based on the reliability, validity and norms of test.

The tests and tools used in this study are listed in below table.

Table-2: Tests and Tools Used

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Variables</th>
<th>Test and Technique</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Personal Bio-data Sheet</td>
<td>Self-made</td>
</tr>
</tbody>
</table>

Statistical Analysis

In order to obtain empirical verification of the proposed research, raw data was analysed with the help of following statistical techniques.

Statistical Tool

Mean and standard deviation and t test were applied to test all hypotheses.
RESULT OF STUDY

Table-3: Comparison of Students from Government and Private Schools on Dimensions of Self-Concept

<table>
<thead>
<tr>
<th>Self-Concept</th>
<th>Type of School</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Mean Diff.</th>
<th>T</th>
<th>p value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical Self-Concept</td>
<td>Government</td>
<td>200</td>
<td>17.12</td>
<td>2.763</td>
<td>5.030</td>
<td>20.546</td>
<td>0.000</td>
</tr>
<tr>
<td></td>
<td>Private</td>
<td>200</td>
<td>12.09</td>
<td>2.087</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social Self-Concept</td>
<td>Government</td>
<td>200</td>
<td>13.67</td>
<td>2.855</td>
<td>1.650</td>
<td>6.302</td>
<td>0.000</td>
</tr>
<tr>
<td></td>
<td>Private</td>
<td>200</td>
<td>12.02</td>
<td>2.357</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Temperamental Self-Concept</td>
<td>Government</td>
<td>200</td>
<td>14.63</td>
<td>3.020</td>
<td>3.210</td>
<td>12.644</td>
<td>0.000</td>
</tr>
<tr>
<td></td>
<td>Private</td>
<td>200</td>
<td>11.42</td>
<td>1.942</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Educational Self-Concept</td>
<td>Government</td>
<td>200</td>
<td>11.64</td>
<td>2.206</td>
<td>4.395</td>
<td>20.627</td>
<td>0.000</td>
</tr>
<tr>
<td></td>
<td>Private</td>
<td>200</td>
<td>16.04</td>
<td>2.053</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Moral Self-Concept</td>
<td>Government</td>
<td>200</td>
<td>13.92</td>
<td>2.775</td>
<td>1.785</td>
<td>6.747</td>
<td>0.000</td>
</tr>
<tr>
<td></td>
<td>Private</td>
<td>200</td>
<td>12.14</td>
<td>2.510</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intellectual Self-Concept</td>
<td>Government</td>
<td>200</td>
<td>12.63</td>
<td>2.215</td>
<td>4.415</td>
<td>20.650</td>
<td>0.000</td>
</tr>
<tr>
<td></td>
<td>Private</td>
<td>200</td>
<td>17.05</td>
<td>2.058</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Self-Concept</td>
<td>Government</td>
<td>200</td>
<td>83.61</td>
<td>14.458</td>
<td>2.865</td>
<td>2.188</td>
<td>0.029</td>
</tr>
<tr>
<td></td>
<td>Private</td>
<td>200</td>
<td>80.75</td>
<td>11.575</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

The above table shows that the ‘t’ score between students from Government and Private Schools on Physical Self-Concept is 20.546 which is significant at 0.01 level. It infers that there is significant difference between physical self-concept of students from government and private schools. Thus null hypothesis H0 “There is no significant difference in Physical Self-concept between adolescent boys and girls of government and private schools of Rajasthan” is rejected.

The above table shows that the ‘t’ score between students from Government and Private Schools on Social Self-Concept is 6.302 which is significant at 0.01 level. It infers that there is significant difference between social self-concept of students from government and private schools. Therefore null hypothesis H0 “There is no significant difference in Social Self-concept between adolescent boys and girls of government and private schools of Rajasthan” is rejected.

The above table shows that the ‘t’ score between students from Government and Private Schools on Temperamental Self-Concept is 12.644 which is significant at 0.01 level. It infers that there is significant difference between temperamental self-concept of students from government and private schools. Therefore null hypothesis H0 “There is no significant difference in temperamental Self-concept between adolescent boys and girls of government and private schools of Rajasthan” is rejected.

The above table shows that the ‘t’ score between students from Government and Private Schools on Educational Self-Concept is 20.627 which is significant at 0.01 levels. It infers that there is significant difference between educational self-concept of students from government and private schools. Thus null hypotheses H0 “There is no significant difference in educational Self-concept between adolescent boys and girls of government and private schools of Rajasthan” is rejected.

The above table shows that the ‘t’ score between students from Government and Private Schools on Moral Self-Concept is 6.747 which is significant at 0.01 levels. It infers that there is significant difference between moral self-concept of students from government and private schools. Therefore null hypothesis H0 “There is no significant difference in moral self-concept between adolescent boys and girls of government and private schools in Rajasthan” is rejected.

The above table shows that the ‘t’ score between students from Government and Private Schools on Intellectual Self-Concept is 20.650 which is significant at 0.01 levels. It infers that there is significant difference between intellectual self-concept of students from government and private schools. Therefore null hypothesis H0 “There is no significant difference in intellectual self-concept of adolescent boys and girls of private and government schools is rejected.

The above table shows that the ‘t’ score between students from Government and Private Schools on Total Self-Concept is 2.188 which is significant at 0.05 levels. It infers that there is significant difference between total self-concept of students from government and private schools.
CONCLUSION

From the above result it can be concluded that in students of private and government schools of Rajasthan have significant deference with regard to the level of self-concept.

SUGGESTIONS

“Improving the self-concept of adolescent”

Self-esteem is instilled in us during adolescent’s youth. Being constantly criticized by family, friends, and society tends to slowly strip adolescent’s feelings of self-worth. Their low self-esteem strips them of the self-confidence to make even the smallest of decisions. Improving self-esteem increases their confidence and is a first step towards finding happiness and a better life.

Ways to Improve the Self-Concept

Having the knowledge of oneself is very important because adolescents behave in accordance with their self-image. A healthy image of self-attracts good things into their lives much more easily. When they believe that they are successful, everything they say and do is based on the success principles which only attract more success. When the self-image is hurt, then adolescents attract is what their low self-image allows them to. Lack, fear, limitation, jealousy and negativity to name a few are classic symptoms of low self-image.

So how does one correct the level of self-image? The first step is to talk to self and find out what it is that is suppressing their self-worth to bloom. So the first thing therefore would be to accept oneself 100%. This includes all the bad or ugly traits of self that society don’t like. Self-concept can improve dramatically if there is increase in the level of self-acceptance. And adolescents can do this by:

- Accept self “just as he / she”
- Love what he has and promote his great attributes. Concentrate more on what he has than what he wishes he did. Not everyone can be a slinky beauty or a 6-pack sporting Adonis so accept you just as one are and build from there!
- Stop pretending to be that which he is not. Who is he trying to deceive anyway? The only person getting hurt from one’s deceptions is himself. So stop it!
- Learn to love one. Make time to find the person inside him and enjoy the experience of falling in love with that person. Think of some of the attributes one love about other people and see if he can create the same attributes in his life. This will only help anyone fall deeply in love with himself.
- Start being selfish. While she is busy improving lives of others around her and I am sure they are very important to her but she is neglecting the one person without whom she would cease existing. So take care of self-first and then worry about your family and friends! Please be responsible with this advice.
- Eliminate guilt from one’s life. He is entitled to long bubble baths. He is entitled to a night out with friends. He is entitled to give himself a little “me” time every day (yes every day!). Stop beating yourself for taking time to enjoy little pleasures. Enjoy self – guilt free. This will only enhance his mood and will help brighten his personality!
- Squash negative feelings, negative self-talk from the life. Adolescent can get rid of every limiting belief and habit out of his / her life and replace them with positive and empowering ones.
- Learn to use ones inner compass! Get to know ones inner self. Listen to one’s heart. It’s a great tool adolescents have but very few of us maximize its use.
- The study of moral self-concept is a timely topic in today’s atmosphere of moral ambivalence, especially as it relates to the field of education. As discussed in the literature review, one’s moral self-concept is comprised of three areas: the internal, the external, and the spiritual. Since one’s moral self-concept has been determined to affect one’s behaviour, it seems to be a critical area of one’s moral health.
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COMBAT INCLUSION OF WOMEN AND THEIR TERMS OF ENGAGEMENT: 
OUTLOOK OF INDIAN SOLDIERS 

Lt. Col. Anupama Munshi23 Dr. Manju Singh24

ABSTRACT

The term 'gender inclusion' is most widely talked in every field, across the globe and the Armed Forces of various nations are no exception. The level of inclusion of women in Armies varies with each country. As regards Indian Army, employment of women is limited to only officer cadre in Supporting Arms and Services. The objective of this paper is to analyze the views of soldiers of Indian Army on inclusion of women in Combat arms like Infantry, Armoured Corps and Artillery units as well as their opinion on the maximum period of engagement for women officers under present conditions. The study is based on primary data collected through a survey of 236 soldiers of different Arms and Services with a service bracket ranging from 13 to 21 years. The findings indicate that Indian soldiers are ready only for the partial inclusion of women in Army.

KEYWORDS

Army, Women, Combat Arms, Inclusion etc.

INTRODUCTION

Women form an integral part of Armed forces in Nations across the globe. History demonstrates that number of women in Armed forces has increased when society is in extreme conditions (Mathers & Jennifer, 2015). Research has shown that whenever a Nation needed women in military, they were integrated with minimum benefits and maximum restrictions (Fenner, 1998). Warfare has been viewed as the very essence of masculinity and an all-male activity throughout the history of mankind (Dunivin, 1994; Elshtain, 1987; Kennedy-Pipe, 2000; Miller, 1997; Mitchell, 1997). Inspite of military being a male dominant institution, women have been serving in the armed forces with greater participation over time which reflects changes in gender norms in civilian society, increase in acceptance of women and evolution of the nature of military itself (Segal &Segal, 2004). The soldiers of Indian army come from different strata of society and belong to the length and breadth of the country akin to the soldiers of different countries, hence differ in their outlook towards the women in their armies However with the changing times, the acceptance for women among them has gone up. Inclusion is defined as the action or state of being included, which happens when, needs of people for individuality and connection are met. Gender inclusion in Army has become a buzzword as some jobs are open to women and some are closed and the varying opinions about the inclusion of women officers among the army personnel.

The research objectives of the present paper are:

- To analyze the views of the Indian Army soldiers towards the inclusion of women officers in Combat Arms like Infantry, Armored and Artillery units.
- To determine as to what should be the maximum period of engagement for women officers of Indian Army in view of the soldiers.

LITERATURE REVIEW

In Indian Army, women have been serving in Military Nursing Service since 1927 as nurses and as Medical officers in Army Medical Corps since 1943. In 1992, first batch of 25 Women Officers (non-medical officers) was selected for training in Indian Army and were commissioned in 1993. They were inducted as Short Service Commissioned Officers, initially for a period of five years, (vide Special Army Instruction 1/S/92), in Army Service Corps (ASC), Army Ordinance Corps (AOC), Intelligence Corps (Int), Supporting Arms like Corps of Engineers (ENGRS), Corps of Signals (SIG) and Army air defense (AAD). Their service was extended up to 14 years in 2006. Though Women Officers have been in Indian Army for more than two decades now, they have not been commissioned in combat Arms like Infantry, Armored and Artillery units like most of the militaries in the world but are inducted in other supporting Arms and Services. The case for grant of permanent commission to women officers is sub judice in the Honorable Supreme Court of India; hence, there is a court stay on the release of women officers who want to

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serve beyond 14 years (SLP(C) 1752-1754). Those who want to quit on completion of 14 years can go on release as per the existing terms and conditions of service. The women officers of Army Education Corps (AEC) and Judge Advocates Branch (JAG branch) were granted permanent Commission in 2011. Permanent commission implies that they can serve for a minimum period of 20 years and have same terms and conditions of service for promotions, field postings, courses, pensionary benefits as the Permanent commission male officers. Bhattacharya (2012) feels that the Indian army is really in the crossroads, where a new era is going to begin soon.

**Combat Exclusion**

The term combat exclusion implies that women are not allowed (not included) to join in fighting/combat Arms. Except about 16 nations, most of the Armies of the world restrict entry of women in combat arms (By the numbers, 2013). In most of the countries, the combat exclusion of women has persisted mainly because of the belief, that women are not physically fit for the need of war, that the public will be unable to tolerate the fatalities of women, women soldiers will affect the unit cohesion and male bonding of troops in fighting Arms - and generalizations linked with capability of men and women and the “band of brothers” culture of military (MacKenzie, 2015). In Russian Army, women do not serve in combat roles, but the distinction between combat and non-combat duties is getting difficult. However, women soldiers are in good strength in Russian Army, but both the women and Defense Ministry view the service of women as a marriage of convenience. It is so apparent and obvious that combat duty is not women's work that nobody bothers to talk about it (Mathers & Jennifer G, 2015). However, the possibility of women in combat being killed or wounded in battle is considered horrifying.

Indian Defense minister, Sh. Manohar Parrikar, being apprehensive about the safety of women has ruled out the possibility of inducting women in fighting operations in Indian armed forces. He mentioned that women would be inspired to join different operational areas with greater inclusion in a phased manner (PTI, May 2015). But in Feb 2016, the President of India, Sh. Pranab Mukherjee said that soon India will permit women to join fighting Arms in all branches of its military (TOI, 2016).

In China, women comprise about 4.5 per cent of Peoples Liberation Army (PLA). Almost all female soldiers are employed in support roles in military and have highest concentration in, hospitals, research institutions, communication facilities and headquarters. No women serve in combat role on ground (By the numbers, 2013). As per the data from Pentagon, in US, out of the approximate 1.4 million active-duty force, about 203,000, i.e., 4.5% of were women, in 2011. It includes about 74,000 in the Army, 53,000 in the Navy, 62,000 in the Air Force and 14,000 in the Marine Corps. The number of women in enlisted ranks was about 1,67,000 women which makes up 14.2% of that force. The strength of women in the corps of officers was 36,000 making about 16.6%. Out of the 976 generals and admirals, 69 i.e. 7.1% were women amongst the top ranks. Air Force had 28 women generals, Army had 19, Navy had 21 women admirals and Marine Corps had one. 579 women were graduates from the national service academies out of the 3,698 new women officers commissioned in 2011. Health care topped list with 39% women officers making up to 39%, followed by almost 28% of administrative officers, 19% of intelligence officers and 18% out of supply officers. Among the enlisted ranks, the highest representation of women was in the medical (30.5%) and second highest was in administrative (30.1%) specialties. Women soldiers comprised nearly 17% of supply units, in the communication section, 14% and 10% out of electronics technicians (By the numbers, 2013). There exists a level of satisfaction among Russian service men that their service women are not exposed to the danger of being killed or wounded in battle as combat duty is not for women (Mathers & Jennifer G, 2015).

**Combat Inclusion**

As per the data released by Pentagon in 2013, front-line units of military consisted of 2.7% of women soldiers. Among officers, representation of women was 5.4% of those participating in tactical operations. Out of 3,500 Americans who lost their lives in Iraq war, 67 were women and more than 600 women were wounded. In Afghanistan, more than 1,700 personnel were killed in combat out of which 33 were women, and 300 women too were wounded. From 2013 to 2016, the military services of US carried out a study on physical fitness standards and framed gender-neutral physical tests for screening new candidates. The Marine Corps, an infantry concentrated force of U.S. army, with deployments on ships for longer duration, wanted an exception for the entry of women on the basis of this study showing that infantry units with women did not perform equally well as all male units, and all-male sections are more effective in fighting Arms and less likely to be injured than mixed gender groups, and out of the 29 women who have tried, none has been able to complete the rigorous Infantry officer course of Marine Corps, as their standards are tough but, then US Defence Secretary Ashton Carter didn’t agree to it and was of the opinion that standard of jobs would not decline by allowing women to enter the ground combat (Women in combat, 2015). Ray Mabus, (2016) feels that by removing the ban, U.S. military service is not going to be less effective combat force, but a more diverse and strong force.

**USA allowed the entry of women in Infantry and Tank roles, which were the last ones only, open to men in 2016. For the first time, US army has appointed a female infantry commander, Captain Kristen Griest who qualified as a ranger in 2015 and graduated from the Maneuver Captain's Career Course in 2016, her new role allows her to lead male and female soldiers into battle – one of the last male-only bastions of the army (Harriet Alexander, April 2016). In May, 2016 the first seven women out of
In U.K, w.e.f. July 2016, the units of The Royal Lancers, The Kings Royal Hussars, the Royal tank regiments, All Army Reserve Royal Armored Corp regiments of Royal Armored Corps have been opened for women. For the women keen to join regular Army, role based training started w.e.f. November 2016, a review of which will be carried out after every 6 months before it is extended to other units of Royal Armored Corps. This decision came after two years of study by the British Army, which found that opening of ground close combat roles for women wouldn’t harm the bond of fighting units except that women were twice more prone to bone fractures and injury of muscles by carrying heavy kits for a long duration on rough battlefield terrain. To overcome this military will overhaul training techniques. By the end of 2018, women will be able to join the remaining RAC units or Infantry in a phased manner (British army, 2016).

In 1984, Norway lifted all restrictions on the role of women in Army, letting them perform all duties as long as they fulfilled the requirements. In October 14, 2014, Norway passed a law under which women just like men are subject to compulsory military service. Because of this, qualified women who would earlier refuse the call for military service cannot turn it down now. In Canadian military, women have been inducted in combat w.e.f. 1989. There are approx. 15% of women in the regular force, fighting force and primary reserves of Canada. Women are employed in combat positions in the volunteer force of Romania and represent approx. 7% of those serving in combat duties. Approx. 60 women were sent to Iraq in close combat jobs. In France, women can serve in combat and 1.7% of women are infantry combat soldiers (Women in combat, 2015). After the ruling from the European Court of Justice, that women from combat jobs was against the principles of gender equality women started to join combat units in Germany w.e.f. 2001. As a result, the strength of women in the armed forces of Germany increased threefold from 2001 to 2014, with approximately 800 women in the units of combat. Women are permitted in all ranks in military of Denmark since 1998. As per the research in Denmark, women perform equally well as men in combat roles on land and both men and women have to meet the similar physical standards in the physically demanding jobs. Though women are not permitted in the Submarine Service or marine corps in the military of Netherland, they can apply for different combat positions but very small number of women apply (Women in combat, 2015). Though women have been permitted to join the armed forces of New Zealand for every job, including the infantry since 2001, this hasn’t resulted into a high number of women in combat roles (Women in combat, 2015). In the Swedish military, there have been no gender restrictions since 1989. As per a study in UK, Swedish Army is of the opinion that by inducting women in combat jobs, especially those who have gone to Afghanistan, has been positive for combat operations. Women were allowed to join combat Arms in Australian military in September 2011, and were permitted to participate in special operations units of infantry and Armored in Afghanistan. 63 Australian women had signed up for front-line roles as of June 2014 (women in combat, 2015).

Critics view of Combat Inclusion

The opponents of the combat inclusion of women in Army feel that politicians are thinking more about appearances of equality than remembering the real aim of combat on ground. It has been proved many times that overall women are not able to perform up to the level of men, as they are genetically different having 40-45 % less muscle mass and 20% less lung capacity than men. The entire aim of infantry and on ground units is to literally slit the throats or shoot off the heads of enemy. Only the women having served in any location close to the front line combat can decide if women should be employed in those roles. The female body breaks down faster over long sustained periods. Among the enlisted, 400 women who went through infantry training, only about 35 percent could graduate, in comparison to the 98 percent of the men who graduated. The injury rate of women is six to ten times higher than men (Sgt. Jessie Jane Duff, Martha Mc Sally, R- Ariz and Tammy Duckworth, May 2016). Davis, (2016) feels that opening of 10% of frontline direct combat jobs to women will reduce the combat effectiveness of the tactical fighting units and will lead to placing of women at a greater danger than the men in combat roles. Thompson, & Maginnis,(2013) also feel that under the political influence, the military will lower its standards and, result will be a lesser competent force, degrading combat effectiveness, making nation less secure thereby harming recruitment and retention in military. On ground, women who will serve as combatants, by choice or by compulsion, will undergo a lot of physical and psychological harm along with the sexual assault problem in the military will getting more severe. Richard, (2016) is of the decision of opening the ground close combat roles to women in British Army was a bad error of judgment which is made only for political purposes and has no military advantage leading to reduction in standards in the infantry.

ANALYSIS AND FINDINGS

In this paper, on the basis of primary data we shall therefore attempt to analyze the following : firstly the views of the Indian Army soldiers towards the inclusion of women officers in Combat Arms like Infantry, Armored and Artillery units and secondly to determine the maximum period of engagement for women officers of Indian Army in view of the soldiers. A survey was conducted among soldiers of different Arms and Services i.e. Artillery, Infantry, Armored, Army Air Defense, Army Service Corps, Army Ordinance Corps, Electronic & Mechanical Engineers, Corps of Engineers, Signals, Army Medical Corps, Corps of Military Police by giving them a standardized questionnaire. The 250 questionnaires were given, out of which 236 were received.
The service bracket of the personnel varied from 13 to 21 years. They were on a two and a half months of Junior combat leadership course in a Non Commissioned Officers Academy in the eastern sector of India. The five point scale of Likert, with the range from ‘strongly disagree’ (1) to ‘strongly agree’ (5) has been used to measure the responses. Frequency distribution and ranking method were used for analyzing the data. Excel has been used to calculate the percentage of the respondents expressing their opinions. The data has also been represented graphically for better understanding of the results.

Several questions in the form of statements were given to the respondents for expressing their opinion as per their views. The analysis was done based on maximum scores as shown in Table-1.

### Table-1: Women should be Included in Combat Arms

<table>
<thead>
<tr>
<th>Arms / Services</th>
<th>Agreement</th>
<th>Neutral</th>
<th>Disagreement</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAD</td>
<td>37%</td>
<td>5%</td>
<td>58%</td>
</tr>
<tr>
<td>AEC</td>
<td>83%</td>
<td>0%</td>
<td>17%</td>
</tr>
<tr>
<td>AMC</td>
<td>60%</td>
<td>0%</td>
<td>40%</td>
</tr>
<tr>
<td>AOC</td>
<td>31%</td>
<td>13%</td>
<td>56%</td>
</tr>
<tr>
<td>ASC</td>
<td>16%</td>
<td>16%</td>
<td>68%</td>
</tr>
<tr>
<td>CMP</td>
<td>0%</td>
<td>0%</td>
<td>100%</td>
</tr>
<tr>
<td>EME</td>
<td>21%</td>
<td>21%</td>
<td>58%</td>
</tr>
<tr>
<td>ENGRS</td>
<td>30%</td>
<td>13%</td>
<td>57%</td>
</tr>
<tr>
<td>INF</td>
<td>64%</td>
<td>24%</td>
<td>12%</td>
</tr>
<tr>
<td>SIGS</td>
<td>32%</td>
<td>14%</td>
<td>54%</td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation

The percentage of the personnel who were not in favour of combat inclusion of women officers, in Army air defense 58%, Army education corps 17%, Army medical corps 40%, Army ordinance corps 56%, Army service corps 68%, Corps of military police 100%, Electronic & mechanical corps 58%, Corps of Engineers 57%, Corps of signals 54%, and Infantry 12%.

**Figure-1: Inclusion of Women in Combat Arms**

Consolidated Result: Women Offers should be included in Combat Arms like Infantry, Armoured & Arty

Question consisting of 7 factors regarding terms of engagement of women officers was posed to respondents to rank order various options as per their personal opinion and experience. Based on maximum scores, as shown in Table 4, the analysis was done. The table reveals that the opinion, women officers should be in Army for a period of 10+ 4 / 5 years with pro-rata basis pension with all the other conditions of service and policies as regards to field posting, promotion, courses as applicable until 14 years of service ranked first. 10 + 4 years with golden handshake ranked as second choice, implying 14 years of service with financial benefits commensuration with the service. 10 years of service with golden handshake meaning serve only until 10 years with financial benefits commensuration with that service, has come out as the third choice. Women officers should be in Army only for Short service Commission of 5 years is the fourth choice. This is the scheme under which women officers were initially commissioned. The highest rank that they will reach is Captain with no financial benefits. The entry of the women officers should...
be completely stopped is the fifth choice. Grant of permanent commission for the women officers is the sixth choice of the men. Permanent Commission implies the women officers can serve for a minimum period of 20 years and all the terms and conditions of service like infantry attachment, field postings, eligibility for exams for career courses like Staff College, pension etc., as applicable to male officers. With effect from 2011, women officers of JAG Branch and Army Education Corp (AEC) are being granted Permanent Commission in Indian Army. In addition, the term of 5+5+4 years as existing is ranked as the last choice on the list. This engagement period of 14 years (5+5+4 years) includes modified field, high altitude and Counter Insurgency Operational area postings, promotion only till the rank of Lieutenant Colonel, limited career courses, excludes pension and hard field postings.

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Terms of Engagement for Women Officers</th>
<th>Percentage</th>
<th>Rank Order</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Permanent commission</td>
<td>5.67</td>
<td>6</td>
</tr>
<tr>
<td>2</td>
<td>SSC 5 years</td>
<td>12.06</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>SSC 5+5+4 years (as existing)</td>
<td>1.99</td>
<td>7</td>
</tr>
<tr>
<td>4</td>
<td>SSC 10 years with golden hand shake</td>
<td>17.44</td>
<td>3</td>
</tr>
<tr>
<td>5</td>
<td>SSC 10+4/5 years (with prorata basis pension)</td>
<td>34.47</td>
<td>1</td>
</tr>
<tr>
<td>6</td>
<td>SSC 5+5+4 years (with golden hand shake)</td>
<td>17.87</td>
<td>2</td>
</tr>
<tr>
<td>7</td>
<td>Entry Stop</td>
<td>10.64</td>
<td>5</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

DISCUSSION

The results indicate that majority of Indian soldiers are not yet ready to see the women in combat role because for them the safety of women is paramount and also the physical fitness of women is low in comparison to men and their emotional quotient is high. They are not in favour of posting women officers in Field areas and Counter Insurgency / Counter Terrorist Operational areas as these areas and borders are very dangerous and not safe for women to operate in. In their opinion, women should be commissioned in services like Army Service Corps (ASC), Corps of Electronic & Mechanical Engineers (EME), Ordnance Corps (ORD), Intelligence Corps, Army Education Corps (AEC), Judge Advocate General Branch (JAG) and Support Arms i.e. Engineers and Signals like what presently exists.

Regarding the maximum number of years for which women officers should serve in Army, the opinion those 14/15 years with prorata basis pension ranked first followed by 10 + 4 years with golden handshake as a second choice. 10 years of service with golden handshake ranked as the third choice. Women officers should be in Army only for Short service Commission of 5 years is the fourth choice of the personnel. The entry of the women officers should be completely stopped is the fifth choice. Grant of permanent commission for the women officers is the sixth choice and the existing term of engagement i.e. 10+4 years ranked as the last choice of the army personnel. The non-commissioned officers feel that since women officers are serving until 14 years, they should be given some financial benefits as they give their prime to Army, since soldiers also are entitled to pensionary benefits on retirement after 15 years commensuration with their rank. It shows a significant level of acceptance for women officers. The entry of women officers should be completely stopped is also not a very popular opinion which rules out total exclusion of women officers. However, the grant of permanent commission being ranked as the last option shows the resistance to the full inclusion of women officers. Indian soldiers are ready only for the partial inclusion of women officers. The views of the soldiers of Indian Army on combat inclusion and terms of engagement of women officers in Army can be attributed to the difference in their social upbringing, environment, cultural beliefs, inherent mindset, and working experience with the women officers.

IMPLICATIONS AND SCOPE FOR FURTHER RESEARCH

The research outcome of this study gives an insight into the opinion and mindset of the soldiers of the Indian Army towards the presence of women officers among them. The study is a contribution to the existing literature and the ongoing debate on the induction, combat inclusion and terms of engagement of women officers in Indian Army. The Army as an Organization, its officials involved in policymaking and implementing, need to focus on the views of the significant proportion of the employees of the Army. The views of the military personnel can have a significant effect on the formulation of policies for the inclusion of women in combat forces as well as their terms of engagement. Further research study can be conducted on a sample of commissioned male officers and women officers to bring out the different dimensions of the combat inclusion of women and their terms of engagement in Army.
CONCLUSION

The outcome of this study gives an insight into the opinion and mindset of the soldiers of the Indian Army towards the presence of women officers among them. It has come to the light that most of the personnel are satisfied with the command of women officers and the congenial working environment created by them. Majority of Army soldiers want women officers to be employed for a maximum period of 14/15 years as existing but with pensionary benefits commensuration with that amount of service. However, most of the soldiers are not in favour of the inclusion of women officers in Combat Arms like Infantry, Armored and Artillery units because of the counter insurgency areas and borders of India being very dangerous and not safe for women to operate within.

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CONTEMPORARY ISSUES IN LEADERSHIP AND ORGANIZATIONAL CHANGE

Dr. Ruchi Upadhyay

ABSTRACT

Change management was initiated in the mid-1980 by the major accounting and business consulting companies responding to the downsizing and reengineering movements. Traditionally “Leadership is all about getting people to work together to make things happen that might not otherwise occur or to prevent things from happening that would ordinarily take place. Good leaders consistently align their actions with their verbal messages. They see their followers in a positive light, and care about their well-being. In the process of initiating innovative changes to counter economic challenges they get transformed from effective leaders to charismatic leaders.

At present the society is witnessing phenomenal changes and an organizational change is valued to suit existing requirements. The adoption of internet based methodologies, the social impact of reengineering economics, and the globalization of service outsourcing are paramount forces that are posing new challenges in front of our organizational flag bearers. Leaders, who take on innovation actively, promote their ideas; build support overcome resistance can transform the change very easily.

KEYWORDS

Charismatic Leadership, New Challenges, Forces of Change, Change Management, Organizational Success etc.

INTRODUCTION

Globalization has converted the world into a small global village; a village in which there is an ever-high stream of contentions and competitions between organizations. In this scenario, the most effective and beneficial maneuver for any organization is to create innovative ways of conducting business. This research paper deals with the role of leadership in the phenomena of organizational change and innovation. The leader as a person in charge or as a change agent can manage an organization or the process of organizational change more effectively and successfully if he/she is capable and competent.

RESEARCH METHODOLOGY

Research Design: The present research paper is based on the concept of exploratory research where the main aim is to explore the relative importance of leadership in organizational change.

Data Collection: The required data for the present research has been collected through secondary sources like journals, research papers and books etc. Primary observations of different organization has also been undertaken to enumerate the importance of the innovative human resources practices in organizational management.

REVIEW OF LITERATURE

Graen and Uhl Bien (1995) noted while reviewing research on leadership:” Despite many years of leadership research and thousands of studies, we still do not have a clear understanding of what leadership is and how it can be achieved. In particular, there appear to be many theories that address different aspects of leadership but little cohesion among the theories that help us understands how they all tie together”.

Leaders are drivers for change in organizations and managing change is the principle task confronting them (Kotter, 1996). Their ability to articulate change distinguished them for managers because managing change is inevitable for leadership (Laura and Stephen 2002). “Leadership is the process of diagnosing where the work group is now and where it needs to be in the future, and formulating a strategy for getting there. Leadership also involves implementing change through developing a base of influence with followers, motivating them to commit and work hard in pursuit of change goals, and working with them to overcome obstacles to change”(Laura and Stephen, 2002: 217).

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THE ISSUE- NEED FOR ORGANIZATIONAL CHANGE

Globalization has not only converted the world into a small village but also has a great effect on the mindsets of the people. It is the age of rapidly changing business trends, technologies and business environments. Technological advancements make the customer aware and well informed about the developments, which are made all round the world in terms of products, services and procedures. The demands and the expectation of consumers are not only very high but also ever changing, so it is better for companies to not only meet the current demands of consumers, but also perceive the future trends and to make them prepare them well before time. For this purpose, the companies and organizations need to adopt and implement the change in the business model. Organizational change is a process, which is applied to the intentional effort of a leader who takes an initiative to take the organization towards betterment.

Organizational change can make an organization capable of better responding to the future trends, technological changes, social and economic changes, and can also provide a competitor edge in this age of high competitions. Change can also improve the performance of an organization, which at the later end may lead organizations towards a long-term success and sustainability.

While talking about organizations the issue of leadership and its role are of utmost concern in managing organizations and bringing about organizational change. Organizational leadership has a central role in evolution and cultivation of an organization. It can help the members of an organization and working teams to face the challenges and to work for organizational goal in a worthy way. The role of a leader is also very prominent while addressing the change issues for organizations.

The process of organizational change is very demanding and challenging. The strategic leadership is eagerly needed for organizations, which is well capable of predicting the essential alterations and changes, in advance and creates required commitment and highly suitable atmosphere for workers and teams to understand and adopt these changes successfully. The leader is a person who can have different competencies, capabilities and characteristics. Different leadership styles are also presented by the researchers, which a leader can adopt to become more effective in managing organizations and the process of organizational change. The organizational change is a challenging process and the successful changes are those, which are made by considering future trends. To conclude the process of organizational change with success, the qualities of a leader are relatively more important.

Organizational change means that the leader is leading the organizations and organizational teams to go somewhere. If the leader and his team members do not know where to go, then leadership means nothing and leader may not get the target of successful organizational change. Therefore, it is important for leaders to have a clear vision. The other important characteristics which a leader can have, with a view to bring about organizational change, is an innovative approach. The innovative approach of leaders may lead a company towards a sustainable success and can better formulate the organizational strategy for desirable future for the organization. In order to comment upon the importance of leader as a change agent we have to understand the meaning of leadership and organizational change.

MEANING OF LEADERSHIP

Leadership and its role are the most vital issue for the business and organizations these days. The “leaders are individuals who establish direction for a working group of individuals and who gain commitment from this group of members to established direction and who then motivate members to achieve the direction outcomes” (Conger, 1992, p. 18). The term leadership can be viewed through multiple angles and concepts. Traditionally leadership is a set of qualities owned by the leader or it is a social phenomenon that comes from relationship with groups.

These concepts can give different opinions about the definition of leadership. It is a continuous debate that whether the leadership comes from the personal qualities of a leader or a leader makes followership through what she/ he does or believes in (Grint 2004). Do they have the true authority to decide or implement, or they are only persons in front who takes the directions from someone. Recent reviews take leadership as “a process whereby an individual influences a group an individual to achieve a common goal (Northouse 2004). Another view about leadership is that “leadership is like the abominable snowman, whose footprints are everywhere, but who is nowhere to be seen” (Bennis and Nanus 1985).

In short leader is either a person who is in charge and has the authority to take decisions and also has powers to implement his/her decisions or a process having a set of other authoritative process about organizational, personal or social process of influence for which the groups, teams or organizations can do more to increase their ability. The selection of the leader not only depends on the personal characteristics of a person but also on the social and cultural factors along with his/her exposure towards life (Bolden 2010).
MEANING OF ORGANIZATIONAL LEADERSHIP

The leadership of an organization is an ability of management to get and protect the company benefits by realizing employees’ needs and company targets and bringing them together to work in a better environment to achieve the common goals (Sansom 1998).

Organizational leadership has a central role in evolution and cultivation of an organization. It can help the members of an organization and working teams to face the challenges and to work for organizational goals in a worthy way. Dunphy and Stace describe a leader who can introduce organizational change, as a person who can promote change in an organization by his vision and strategy (Dunphy and Stace in Senior and Fleming 2006). In this era of rapidly changing business trends and increased customer demands, the role of leadership is more crucial. The strategic leadership is eagerly needed for organizations, which are well capable of predicting the essential alterations and changes in advance, required commitment and highly suitable atmosphere for workers and teams to understand and adopt these changes successfully. This action by leaders is decisive not only for the effectiveness of the organization but also for its very survival (Bass, 1990; Burke and Cooper, 2004).

As the business goals cannot be achieved without adopting any strategic business process likewise the organizational success and sustainability also cannot be accomplished without a strategic role of leaders. From allocation of resources to alignment, from perception of thing to decide future focusing, from commitment and motivating the teams to get the goals of an organization, to confirm the sustainable growth, it is a leadership whose footprints are everywhere. (Mc Guire, 2003).

ROLE OF LEADERSHIP IN ORGANIZATIONAL CHANGE

Most of the organizations agree that effective leadership is one of the most important contributors to the overall organizational performance and change. Intelligent leaders are those who have a store of skills and knowledge gained from experience that allows them to manage effectively and efficiently the tasks of daily life. Effective leadership is always required to bring effective changes (Kennedy, 2000). Brookfield highlights importance of culture while addressing the issue of organizational change; he mentions some roadblocks, which can affect the change management efforts, which include the secrecy culture, the individualism culture and silence culture (Brookfield, 1995). The competent leadership can handle and manage such problems. According to Gruban (2003), the competence is an ability to manage knowledge and other skills and capabilities.

LEADERSHIP COMPETENCIES FOR EFFECTIVE CHANGE MANAGEMENT

Some leadership competencies have been proven and are mandatory for effective and successful change management. There are different competencies, which are very effective for leaders, and which have connection with the successful organizational change. Some competencies of leaders relate them to successful organizational change and they have to act as initiator. The model
also defines that the qualities mentioned are the most important capabilities and competencies, which are helpful and useful for organizational changes. According to the different authors the leadership competencies are strongly connected with the successful organizational change, “the leadership competencies have a great relation with the organizational success and change”. It is evident that initiating and coordinating change always requires well-developed leadership skills. It is also true that any change process faces certain level of resistance; the effective leader is one who can manage the resistance and implement the successful changes. Recognizing, addressing and overcoming the resistance is always lengthy and not an easy process. People resist changes and especially they resist most of the radical changes and it depends on the leader’s ability to overcome these problems. A strong leader is required to solve the problem, as the physician is required to solve medical problem.

Incremental changes often do not require the formal launch because they are introduced in small doses. These are normally easy to handle and adopt, are non-resistible by the employees, and are normally for a limited time, and people working in organization are usually familiar with these kind of changes. Radical changes on the other end are difficult to adopt and have more resistance, which requires more than mere leadership competencies. Radical changes require private acceptance and it is a role of senior leaders to make people aware of the need of change and therefore to create willingness to relinquish old style of working in favour of new ones.

The effective leaders have clear and straight vision about future and the successful change leader needs to have a clear picture of future. Without vision, the successful changes are very difficult to implement. Kotter claims that it is very important for the leaders to communicate the vision. The role of leader is also very important for developing and managing change in any organization by creating the suitable atmosphere within the organization to adopt change. Organizational culture has also a role in development of changes in any organization, and it is the leader who brings new strategies for developing or managing culture. However, the role of leader is vital in managing organizations and organizational change process, but the importance of other factors cannot be ruled out. There may be many internal and external forces, which have a significant role and affect the scenario while managing organizations.

CONCLUSION

Successful organizational change depends on leaders/managers who have direct authority with people going through the change. To support and execute change in their span of influence the leaders act as advocates for the change in the organization. They are representatives who keep the change in front of their peer’s superiors and subordinates leaders provide the motivation to change. They create a sense of urgency and importance about the change, and show commitment and passion about getting things done.

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EMPLOYEE MOTIVATIONAL FACTORS AND IT'S IMPACT ON EMPLOYEE RETENTION IN BEVERAGE INDUSTRY LOCATED IN CHENNAI

Dr. K. Shoba26 Dr. S. Ramakrishnan27 Dr. G. Vijaya Kumar28

ABSTRACT

In the globalized era, all the organizations are competitive for having the qualified manpower. The success of the organization is based on good and dedicated employees. Each and every organization is providing very attractive motivational factors to retain their employees and reduce the attrition. The significance of motivation in retaining the best talents cannot be over-highlighted. The present study’s ultimate objective is to find out the significant motivational factors and its influence on employee retention in beverage industry located in Chennai, India. The total sample size of the study is 329. The study found that there is positive and significant correlation between Motivational factors and Employee Retention among the beverage employees. The study also notified that all motivational factors have positive and significant influence of employee retention in beverage industry in Chennai.

KEYWORDS

Employee Retention, Motivation, Engagement, Leadership, Work Environment, Compensation etc.

INTRODUCTION

Employee Retention is an ongoing effort and this is one of the major responsibility of the management to enable the employees in terms of enhancing their skill levels, understanding their diversified thought process and motivating them.

Halepota (2005) identified from his study that there were significant motivational factors such as “Reward, Promotion, Recognition from the management, Challenging work, good working conditions, good work schedules that is suitable shift schedule and job security. On contrary, Chiang J. and Canter P. (2008) argued that the talented people could not continue in their job due to work pressure posed to them. Schuler and Jackson (2006) identified that the management always plan for encouraging, motivating the existing employees to stick on the organizations. Schreuder and Theron (2001) established in their study that the retention of dedicated and talented employees is due to employers imperative because of competitive advantage is seldom dependent on the specialized knowledge and skills posed by these employees.

Schreuder and Theron (2001) have attributed the mobility nature of talented employees, retaining them becomes a matter of concern to employers since, in the view of Buckingham (2000), their leaving means a loss to the organization of its intellectual capital or intangible assets. The major objective of retention is to prevent and control the loss of core and competent employees from the business entity as this could be a reason of having adverse effect on targeted output, productivity and service delivery.

Yet retaining top talents give tough situation to the management controlling the employee’s movement from one company to other company who supposed to be a competitor. According to Antomioni (1999), the amount of effort, people made in their work depend on the degree to which they feel that their motivational needs will be satisfied. On the other hand, individuals become demotivated if they feel something in the organization prevents them from attaining good outcomes. Therefore, the present study has been undertaken to find out the motivational factors and its impact on employee retention among the beverage employees in Chennai.

REVIEW OF LITERATURE

In human life, motivations are great inspiration to enhance the efficiency in their work place. Motivation takes out the dormant energies of the employees who have naturally had as their aptitude.

Petri (1996) identified from his study that there was the motivation in a significant factor for human behavior and it will enhance the individual personal behavior.

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Pinder (1998) identified that there is a study that the motivation is invisible, internal and hypothetical phenomena that researcher therefore have to rely on established concepts to guide them in the valuation of observable manifestations of work motivation.

Chaminade (2007) found that work motivation is expected to manifest in both attitudinal and behavioral measures, whereas in terms of goal-setting theory the primary manifestation of motivation is behavioral.

Chew & Chan, (2008) launched in their study on employees’ retention that it is a big challenge globally. The effects are due to huge cost of selection process, losses of productivity during the adjustment period, the probable loss of business opportunities, poor customer rapport as well as the hidden cost of lost productivity and time loss have drawn organizations’ attention to the magnitude of retention.

Luna-Arocas and Camps (2008) believe that employees of the organizations are real asset. Retention of employees is affecting the overall achievement of any organization. Employee retention is one of the most critical issues faced by organizational managers because of the shortage of skilled labor, economic growth and high employee turnover. The primary aim of retention is to prevent the loss of competent employees from the organization as this could have adverse effect on productivity and service delivery. However, retention of high performing employees have become more challenging for managers as this category of employees frequently move from one job to another as they are being attracted by more than one organization at a time.

Michael, S. and Chipunza C. (2009) highlighted in their study that employee’s turnover of organization are due to substandard hiring practices, managerial approach; lack of recognition, lack of competitive compensation system, Unhealthy workplace environments, complicated approach of work location. Others inclusive of lacking of interest on his work, lack of job security, lack of promotion and appreciation and inadequate skill development process amongst others. These are intrinsic and extrinsic motivational factors, which can assist managers to influence employee retention in their organizations. The problem, however, is that managers have failed in identifying and properly using these variables as retention strategy and thereby resulting in the prevailing high turnover rate in the organizations.

Factors of Employee Motivation

As per Wheelhouse (1989), there are few factors, which are basic needs to the employees for their performance and may not be self-motivators, if the management neglects these factors it will give negative impact on motivational process. The independent variables that are critically examined in this study are reward, recognition, promotion, security, salary, training & development, interesting work and working environment.

This study focuses on the factors mainly grouped into four dimensions as below.

Employee Engagement: The fully engaged employees will not be deviated for any other nasty jobs and concentrate towards achieving objectives of the organization. The employee’s skill level to be adequately used meaningfully. Employee engagement is the employees’ level of commitment and involvement towards their organizations and values. They will be highly self-motivated and objective oriented with a strong desire to achieve more and more. Most of the professionals have paid more attention on employee engagement, as it gave constructive outcomes for the development of organizations (Park and Gursoy, 2012). Engagement could be conceptualized as a high arousal position, which contributes involvement and energy to an employee (Bakker, et al, 2011). The engagement process would motivate to reach increased job performance, high satisfaction in their job, client satisfaction, safer work environment and profitability to the organization.

Work Environment and Culture: It covers mostly work-life balance, maximizing career aspirations and possibility of grooming in the same organization. The environment needs to support both way of physical and psychological. The work spot to be free from toxins and health problems. Psychologically the employees should not face any monotonous. There is no use planning motivation for high performance, while employees are aggravated by not having the right quality and quantum of equipment they need for their work (Bowey, 2005). Thus, managers should make sure their staff have the sufficient space, tools, information technology systems, and materials they need for the job. Management is then urged to prepare in advance all the equipment as a new employees need. Managers should also clutch a healthy (physically and mentally) working environment. Pessaran D. and Tavakoli S. (2011) revealed that good working environment is mostly important for employee retention. According to Maslow’s theory, security is a very vital factor whether in life or work. Most of the companies according to Wheelhouse (1989) offer the general security of insurance benefits, retirement programs, and saving plans. As he mentioned if employees are worried about their job, for instance whether they will have the job next week so they are not likely to be very responsive, and they are not motivated to perform well. Learning process does not have any limitations as the organizations are facing lot of changes in business economically and technically as well. Training process play an important role in the process of motivation. It supports the employees from failing due to lack of updated knowledge and trying to map the skill level. Training can be formal, i.e. at a class, or informal, i.e. on-the-job. Informal training is almost certainly the key training employee can get and it includes the
complete exposures of at work place. Michael, S. and Chipunza C. (2009) identified that training and development significantly influence employee retention in their research.

**Leadership and Supervision:** People join in a good organization and leaves from the bad boss, this is proved in many case studies. An employee comes to the intention of quitting whenever he faces problem in his job or in other circumstances. It is the core responsibility of the supervisor to motivate the team members and to ensure that they are contented with their jobs and share good rapport among themselves. Eisenberger and Associates (1990) says that the employees’ perception about the organization is purely based on the relationship with their managers. McNeese (1995) perceived in his research on Leadership behavior that there is a significant positive relationship between relationship and productivity. Griffeth, R.W., Hom, P.W. 2000 suggested that the employees’ satisfaction, the quality of the exchanges, frequencies and approach by the supervisors are directly related with employee retention.

**Compensation and Benefits:** It is predominant consideration in HR practices because it is tangible incentive for employees for their services and compulsory to be followed as it is a fundamental requirement as per the regulations. Wheelhouse (1989) stated “Payday should be one of the happiest days of the week”, it should be delivered to employees on time and in an appropriate manner. Nowadays most of the companies transfer the salary to the employees through bank on the last working day of the company in a month. Yet there should not be any deviation in the salary disbursement process. Petcharak (2002) stated that people are motivated by extending wealth because of different reasons; the need to provide the necessities of life motivates most people. As per Michael S. (2008), competitive pay package is the most imperative motivational variable that contributes to retain employees in the organization. Top performers to be recognized by facilitating award like “Achievement Awards”. It will motivate the employees for continuing his energy level for ensuring future performance (Nidhi Srivatsava, 2015. p. 51). When the rewards are given to the employees who achieved excellence, it could become an important instrument for continuance of the desired goal. In the workplace, external rewards include incentives, concierge services, sabbaticals and other monetary forms of rewards. Managers often use such external rewards as motivators. However, Herzberg argues that motivation comes from work itself and these external rewards are merely just satisfies or dissatisfies. Once employees are motivated, they will be able to fulfill the customers’ needs and together achieve the company’s goals (Bowen, 2000). Reward is the most important motivational attributes that contribute to retain employees in the organization (Michael, S. 2008).

**OBJECTIVES OF STUDY**

- To examine the motivational factors affecting the employee retention among the employees of beverage industry in Chennai.
- To suggest retention strategy to reach high-level retention.

**STATEMENT OF HYPOTHESIS**

- There is no correlation between motivational factors and Employee Retention among the employees of Beverage industry in Chennai.
- There is no positive and significant influence of motivational factors on Employee Retention among the employees of Beverage Industry in Chennai.

**METHODOLOGY**

The current study’s core objective is to find out the motivational factors of employees and its impact on employee retention in beverage industry in Chennai. The study used both secondary and primary data. The data were used to attain the above objectives. The study was conducted in Chennai, India.

The sample for this study consisted of 350 employees drawn based on simple random sampling from beverage employees in Chennai. Out of 350 samples, 21 samples were rejected due to inadequate information provided by the employees. Finally 329 samples used for analysis.

The beverage industry employees were contacted face-to-face for the purpose of collection of primary data. For the purpose of checking the reliability of the responses given by the employees, the actual working place of the beverage industry employees were visited for collecting more information about their working conditions, environment, the problems faced by the employees during their work, etc. The data were collected during the period of June 2016 to December 2016. For collecting the data for the primary study, structured research instruments were used for collecting information about the motivational factors and influencing employee retention.
The instrument was first tested by doing a pilot study. The value of Cronbach’s alpha came to 0.862 during the pilot study; hence, the same questionnaire was used for the final study keeping in view the high score of reliability and validity of the instrument. All the statements of motivational factors and opinion regarding employee retentions were based on Likert’s five-point scale, from strongly agree to strongly disagree.

The demographic data of the employees were also collected through primary survey such as, age, gender, educational qualification, marital status and department of working. The primary data collected from the target respondents was analyzed using descriptive, Pearson correlation and multiple regression analysis. The data was analyzed using SPSS 21 version.

**DATA ANALYSIS AND DISCUSSION**

**Table-1: Demographic Profile of Respondents**

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percent</th>
<th>Marital Status</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>318</td>
<td>96.7</td>
<td>Married</td>
<td>241</td>
<td>73.3</td>
</tr>
<tr>
<td>Female</td>
<td>11</td>
<td>3.3</td>
<td>Unmarried</td>
<td>88</td>
<td>26.7</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Educational Qualification</th>
<th>Frequency</th>
<th>Percent</th>
<th>Department</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Up to HSC</td>
<td>39</td>
<td>11.9</td>
<td>Accounts</td>
<td>20</td>
<td>6.1</td>
</tr>
<tr>
<td>Under Graduate</td>
<td>89</td>
<td>27.1</td>
<td>Logistics</td>
<td>22</td>
<td>6.7</td>
</tr>
<tr>
<td>Post Graduate</td>
<td>35</td>
<td>10.6</td>
<td>Maintenance</td>
<td>35</td>
<td>10.6</td>
</tr>
<tr>
<td>I.T.I.</td>
<td>57</td>
<td>17.3</td>
<td>Production</td>
<td>154</td>
<td>46.8</td>
</tr>
<tr>
<td>Diploma</td>
<td>80</td>
<td>24.3</td>
<td>Quality</td>
<td>67</td>
<td>20.4</td>
</tr>
<tr>
<td>Professional</td>
<td>23</td>
<td>7.0</td>
<td>Stores</td>
<td>16</td>
<td>4.9</td>
</tr>
<tr>
<td>Others</td>
<td>6</td>
<td>1.8</td>
<td>Others</td>
<td>15</td>
<td>4.5</td>
</tr>
<tr>
<td>Age</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Up to 30 Years</td>
<td>163</td>
<td>49.6</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>31 - 45 Years</td>
<td>139</td>
<td>42.2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>46 - 58 Years</td>
<td>27</td>
<td>8.2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>329</td>
<td>100.0</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Sources:** Primary Data

Table-1 represents the demographic profile of the respondents. It shows that 96.7% were male and 3.3% were female. The age of the respondents were 49.6% less than 30 years and 42.2% were between 31 to 45 and 8.2% were 46 to 58 years. The educational qualification of the respondents indicates 27.1% were under graduates; 24.3% were diploma holders; 17.3% were ITI; 11.9% were up to higher secondary; 10.6% were postgraduates; 7% were professionals and 1.8% was others. 73.3% respondents were married and 26.7% were single. The respondents working in various departments shows that 46.8% were from production department; 20.4% working in Quality department; 10.6% from Maintenance department; 6.7% were from logistics department; 6.15 working in accounts department; 4.9% were from store department and 4.5% working in other departments.

**Table-2: Mean and Standard Deviation for Employee Motivational Factors and Employee Retention**

<table>
<thead>
<tr>
<th>Motivational Factors</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Engagement</td>
<td>329</td>
<td>4.23</td>
<td>0.747</td>
</tr>
<tr>
<td>Work Environment and Culture</td>
<td>329</td>
<td>3.51</td>
<td>0.663</td>
</tr>
<tr>
<td>Leadership and Supervision</td>
<td>329</td>
<td>3.48</td>
<td>0.657</td>
</tr>
<tr>
<td>Compensation and Benefits</td>
<td>329</td>
<td>4.36</td>
<td>0.714</td>
</tr>
</tbody>
</table>

**Sources:** Primary Data

Table-2 shows that Mean and Standard deviation for employee’s motivational factors and employee retention among the beverage employees in Chennai city. It is noted from the above table, among the motivational factors Compensation and Benefits (4.36) has the highest mean value followed by Employee Engagement (4.23), Work Environment and Culture (3.51) and the least significant factor is Leadership and Supervision (3.48).

**H₀:** There is no correlation between motivational factors and employee retention among the employees of beverage industry in Chennai.
Table 3: Relationship between Employee Motivational Factors and Employee Retention

<table>
<thead>
<tr>
<th>Motivational Factors</th>
<th>Employee Retention</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compensation and Benefits</td>
<td>Pearson Correlation: 0.857</td>
</tr>
<tr>
<td></td>
<td>Sig. (2 tailed): 0.000**</td>
</tr>
<tr>
<td></td>
<td>N: 329</td>
</tr>
<tr>
<td>Employee Engagement</td>
<td>Pearson Correlation: 0.801</td>
</tr>
<tr>
<td></td>
<td>Sig. (2 tailed): 0.000**</td>
</tr>
<tr>
<td></td>
<td>N: 329</td>
</tr>
<tr>
<td>Work Environment and Culture</td>
<td>Pearson Correlation: 0.758</td>
</tr>
<tr>
<td></td>
<td>Sig. (2 tailed): 0.000**</td>
</tr>
<tr>
<td></td>
<td>N: 329</td>
</tr>
<tr>
<td>Leadership and Supervision</td>
<td>Pearson Correlation: 0.701</td>
</tr>
<tr>
<td></td>
<td>Sig. (2 tailed): 0.000**</td>
</tr>
<tr>
<td></td>
<td>N: 329</td>
</tr>
</tbody>
</table>

Sources: Primary Data
Note: **Correlation is significant at the 0.01 level (2-tailed)

Table 3 emphasizes that Karl Pearson correlation between motivational factors of employees and retention of employees. It is identified from the above table there is encouraging and significant relationship between compensation and employee retention r value is 0.857 and p value is 0.000, employee engagement and employee retention r value is 0.801 and p value 0.000, working environment and culture and employee retention r value is 0.758 and p value 0.000, leadership and supervision and employee retention is r value 0.701 and p value 0.000. It is concluded that in all the factors, the p value is less than 0.01; therefore, the null hypothesis is rejected at 1% level of significant. Hence, it is concluded that there is positive correlation between motivational factors and employee retention among the beverage employees in Chennai.

Regression Model

The equation of multiple regressions on this present study is generally built around two sets of variable, namely dependent variables (Employee Retention) and independent variables (Employee Engagement, Work Environment and Culture, Leadership and Supervision and Compensation and Benefits). The basic objective of using regression equation on this study is to make the researcher more effective at describing, understanding, predicting, and controlling the stated variables.

Regression equation for Employee retention on the employee motivational factors:

\[ \text{Y}_i = \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 \]

Where \( Y \) is the dependent variable: Employee retention

- Dependent Variable: Employee Retention \( (Y) \)
- Independent Variables:
  - Compensation and Benefits \( (X_1) \)
  - Employee Engagement \( (X_2) \)
  - Work Environment \( (X_3) \)
  - Leadership and Supervision \( (X_4) \)

R Square Value: 0.762
F Value: 21.521
P Value: 0.000**

Table 4: Coefficients

<table>
<thead>
<tr>
<th>Variables</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>1.262</td>
<td>0.093</td>
<td>12.997</td>
<td>0.000**</td>
</tr>
<tr>
<td>Compensation and Benefits</td>
<td>0.076</td>
<td>0.012</td>
<td>0.254</td>
<td>6.701</td>
</tr>
<tr>
<td>Employee Engagement</td>
<td>0.069</td>
<td>0.011</td>
<td>0.011</td>
<td>6.686</td>
</tr>
<tr>
<td>Work Environment and Culture</td>
<td>0.062</td>
<td>0.013</td>
<td>0.232</td>
<td>6.182</td>
</tr>
<tr>
<td>Leadership and Supervision</td>
<td>0.059</td>
<td>0.009</td>
<td>0.218</td>
<td>3.292</td>
</tr>
</tbody>
</table>

Sources: Primary Data
The multiple correlation coefficient is 0.628 measures the degree of relationship between the actual values and the predicted values of the Adjustment. Because the predicted values are obtained as a linear combination of Compensation and Benefits (X1), Employee Engagement (X2), Work Environment and Culture (X3), Leadership, and Supervision (X4) the coefficient value of 0.628 indicates that the relationship between adjustment and the four independent variables is quite strong and positive.

The Coefficient of Determination R-square measures the goodness-of-fit of the estimated Sample Regression Plane (SRP) in terms of the proportion of the variation in the dependent variables explained by the fitted sample regression equation. Thus, the value of R square is 0.762 simply means that about 76.2% of the variation in adjustment is explained by the estimated SRP that uses Compensation and Benefits, Employee Engagement, Work Environment and Culture and Leadership and Supervision as the independent variables and R square is significant at 1 % level.

The multiple regression equation is

\[ Y = 1.262 + 0.076X_1 + 0.069X_2 + 0.062X_3 + 0.059X_4 \]

Here the coefficient of \( X_1 \) is 0.076 represents the partial effect of Compensation and Benefits, holding Employee retention as constant. The estimated positive sign implies that such effect is positive the adjustment score would increase by 0.076 for every unit increase in Compensation and Benefits and this coefficient value is significant at 1% level. The coefficient of \( X_2 \) is 0.069 represents the partial effect of Employee engagement on Adjustment, holding employee retention as constant. The estimated positive sign implies that such effect is positive the adjustment score would increase by 0.069 for every unit increase in employee engagement and this coefficient value is significant at 1% level. The coefficient of \( X_3 \) is 0.062 represents the partial effect of work environment and culture holding employee retention as constant. The estimated positive sign implies that such effect is positive the adjustment score would increase by 0.062 for every unit increase in work environment and culture and this coefficient value is significant at 1%. It is noted from the above table 4 the coefficient of \( X_1 \) is 0.059 represents the partial effect of Leadership and supervision holding employee retention as constant. The estimated positive sign implies that such effect is positive the adjustment score would increase by 0.059 for every unit increase in leadership and supervision and this coefficient value is significant at 1%.

**RESEARCH IMPLICATION AND SUGGESTION**

The researcher gives the following suggestions to enhance employee retention by filling the gaps in motivational process in beverage industry. Beverage industry is a seasonal hence motivation is required for continuous engagement of the employees. On reviewing the recent technical advancement, beverage industry grows with rocket speed. In fact, it supports for enhancement of GDP of India. In order to develop and to sustain the growing beverage sector, the four main factors Employee Engagement, Work Environment and Culture, Leadership and Supervision and Compensation and Benefits, influencing employee retention to be concentrated by the beverage industry. It is vigorously suggested to incorporate retention of team members among the managers. Listening culture and communication to be developed, Conducive work environment and flexibility will motivate employees to obviate quitting intentions. Hence, the motivational factors enable the employees to continue their tenure in the same industry.

**CONCLUSION**

It is observed from the study, there are four predominant motivational factors were affecting the employee retention among the employees of beverage industry in Chennai. The four vital factors are namely Compensation and Benefits, Employee Engagement, Work Environment and Culture and Leadership and Supervision. The result of the study found that most significant motivational factor among the beverage employees are Compensation and Benefits followed by Employee Engagement, Work Environment and Culture and Leadership and Supervision. There is a positive and significant relationship between motivational factors and employee retention. The hypothesized model is fit. The four motivational factors Compensation and Benefits, Employee Engagement, Work Environment and Culture and Leadership and Supervision have positive and significant effect on employee retention.

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CREATING INCLUSIVE WORKPLACE FOR TRANSGENDER

Dr. Subhashree Panda

ABSTRACT

Issues surrounding gender identity in the workplace are sensitive and complex. One of the challenging scenarios for employers is facilitating the gender transition process. Effectively communicating with co-workers and clients about the change, modifying personnel documents at the appropriate time, and dealing with more mundane issues such as restroom usage and dress code represent the tip of the iceberg. This article explains how organizations can treat an employee’s transition appropriately; it also explores the workplace issues employers should consider when an employee transitions from living as a member of one sex to living as a member of the other. The article examines HR’s responsibilities, the legal protections afforded to transgender persons, and ways in which organizations can manage a gender transition at work in a sensitive, respectful and inclusive manner.

INTRODUCTION

The term “transgender” is commonly used to refer to people who do not identify with the sex they were assigned at birth or with standard societal expectations of male and female gender roles. Transgender persons include people who are transsexual, cross-dressing, androgynous and gender-nonconforming, among others. The American Psychological Association (APA) says, “Transgender is an umbrella term for persons whose gender identity, gender expression or behavior does not conform to that typically associated with the sex to which they were assigned at birth. Gender identity refers to a person's internal sense of being male, female or something else; gender expression refers to the way a person communicates gender identity to others through behavior, clothing, hairstyles, and voice or body characteristics.” One of the transgender identities is that of transsexual—a person whose gender identity is different from his or her assigned sex. "Transgender people may be straight, lesbian, gay, bisexual or asexual,” and the term transgender is used to encompass a broad category of individuals.

Although the transgender population is small, employers must still be prepared to handle workplace issues related to transgender employees. How an employer handles an employee's transition has potential legal implications, as well as an impact on the transitioning employee and his or her co-workers.

For people transitioning from living - and working - as one gender to living and working as the other gender, no two transitions are alike. The specific steps of transition and their timing can vary, and individuals have different preferences about how widely they want their transitions to be announced. How employers address transgender issues depends on many factors, including organizational culture, workforce composition, the type of work, the physical layout of the workplace, and the amount of interaction the transgender employee has with peers, superiors, subordinates, vendors and clients. Because of these variables, there is no single formula for managing gender transitions at work. The process must be uniquely tailored to meet the needs of each specific situation.

REVIEW OF LITERATURE

According to the Transgender Law Center, between 2 percent and 5 percent of the population is transgender (Milligan, 2015). Worldwide, it is estimated that around 6% of the population are transgender, although that number might be go up to 13% (Witten & Eyler, 1999). According to the Transgender Law Center, transgender is “a term that can be used to describe people whose gender identity and / or expression is different from their sex assigned at birth.” For example, a person whose sex assigned at birth was female but who identifies as male is a transgender man, also known as female-to-male transgender person, or FTM (Transgender Law Center).

Reasons on why certain individuals feel they belong to a different gender are uncertain. According to Dr. Sherman Leis, a physician in Philadelphia who has performed several transgender surgeries “the answer is not clear and it’s believed to be a perception that people are born with” (Milligan, 2015).

Psychologists agree that the dominant heterosexual workplace has deplorable consequences on the LGBT community, including transsexual individuals. Issues such as health-related problems, depressive symptoms and psychological distress all relate to lower-job satisfaction (Brewster & Velez, 2011). For instance, almost half the participants in Budge, Tebbe, and Howard’s study

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declared that they were emotionally abused, were physically threatened, and even lost their jobs once they revealed their true gender identity. Almost all of the persons who participated in this study asserted that they received different treatment from their peers once they stated their true transgender status (Budge, Tebbe, & Howard, 2010). They also felt the pressure to conform to standard heterosexual behavior in the workplace (Schilt & Connell, 2007).

In addition to the previous issues stated, transgender individuals face discrimination, many live in extreme poverty, and a staggering percentage attempt suicide at some point in their lives. Transgender matters should not be confused with other sexual minorities’ issues. As Y. B. Chung puts it “despite the fact that lesbian, gay, bisexual, and transgender individuals are frequently discussed as a single group of sexual minority individuals (i.e., LGBT), little is known about whether these work experience constructs, their measures, and their links with criterion variables are applicable to transgender people” (Chung, 2003).

The Supreme Court and Bill on Transgender Rights

Until 2014, there was little legal protection afforded to the transgender community against discrimination, harassment or abuse in India. They were denied their fundamental rights, excluded from participating in social, economic and political institutions, and faced widespread discrimination in the country. In 2014, in a landmark judgment, the Supreme Court ruled that transgender persons have a right to be recognized either as the ‘third gender’, or according to their self-identified gender, irrespective of the gender they were born with or assigned to them at birth. The Court held that non-recognition of the gender identity of the transgender community violates their fundamental rights to life, equality and freedom of expression. It directed the Government to implement various measures granting legal recognition, including them as integral members of society and extending reservations in Government educational institutions and public appointments.

Following the Supreme Court decision, the Rights of Transgender Persons Bill, 2014 was introduced in the Upper House of Parliament by a private member of Parliament, and passed in April 2015. The Bill recognizes the rights of transgender persons to equality, non-discrimination and protection from abuse, violence and exploitation. It also proposes various social welfare measures, health measures (such as provision of free sexual reassignment surgeries), and steps to raise awareness on the rights of transgender persons.

Transgender Rights in the Workplace

Through the Bill and other proposed amendments to labour laws in India, the Government has sought to introduce legal reforms at the workplace. These reforms relate to:

The Bill

- Formulation of schemes by the Government to facilitate employment of transgender persons, especially for vocational training and self-employment.
- Non-discrimination against transgender persons in any matter relating to employment, including recruitment, promotion, etc.
- Introduction of programmes for providing pensions and unemployment allowance to transgender persons.
- Provision of 2% reservation for transgender persons in Government posts. In addition, the Government is required to promulgate schemes to incentivize employers in the private sector to hire at least 2% of their workforce from the transgender community.
- Setting up of a Special Employment Exchange for transgender persons to assist them with securing employment.
- Conducting, sponsoring or encouraging orientation and sensitization programmes on rights of transgender persons for employers, administrators and co-workers.

Recognizing the Third Gender: A number of Government forms have been updated to include a third category for transgender persons (apart from the traditional male and female categories) in official documents, such as passports, voter IDs, social security forms, etc.

Labour Code on Wages Bill: This bill also seeks to prohibit discrimination against transgender persons in matter of wages paid for the same or similar work.

Amendment to the Factories Act: The draft amendment includes a clause for provision of equal right to work opportunities for transgender persons in factories.
SOME OF THE RESEARCH FINDINGS

- 15-43% of the transgender had faced some kind discrimination while on the job.
- 8-17% of them have been fired out of their job when the higher authority came to know about their gender.
- 10-28% got negative performance based evaluation and their promotion was delayed or skipped.
- 7-41% were verbally abused and looked down upon.

Some of the straight co-workers have also noticed this kind of discrimination among the workers. It goes from 12%-30% in the workplace. Various experiments have also proved consistent evidences.

Productivity and Performance

The most compelling driver for companies to address this subject is the positive impact of creating an open, respectful and safe environment for all employees – and the impact this has on productivity. Although very little research has been done in India, research in other countries shows that productivity suffers significantly, when LGBT employees cannot be open about their sexual orientation or gender identity in the workplace. This can lead to a deficit of trust with colleagues, which has the potential to undermine the effectiveness of the organisation itself. According to a study by Human Rights Campaign (HRC), the largest civil rights organisation working to achieve equality for lesbian, gay, bisexual and transgender Americans, 54% of LGBT employees who are not open to anyone at work report lying about their personal lives.

According to Stonewall, an organisation working for equality and justice for lesbians, gay men and bisexuals in the UK, ‘concealing sexual orientation at work reduces productivity by up to 30 per cent.’ Similarly a study by Catalyst in the US found that LGBT employees who work in organisations with employee networks, resource groups and/or mentoring programs are anywhere from 7% to 16% higher in their workplace experience scores. Feeling safe to be out at work is critical to being able to build important workplace relationships.

Attraction and Retention

A commonly agreed statistic is that an estimated 5 - 10% of any working population is likely to belong to the LGBT community. According to Parmesh Shahani, who heads the Godrej India Culture Lab and is the author of Gay Bombay: Globalization, Love and (Be) Longing in Contemporary India: “LGBT people are talent to be pursued and they don’t like working with companies that discriminate.” It has become increasingly important for companies to be able to show both a favourable reputation and a solid record of accomplishment of inclusive practices. This is important, not just to attract this increasingly visible segment of the workforce but also to appeal to the unknown number of employees who may have LGBT family members or friends and want to be associated with a company that demonstrates support and respect.

Key Issues for LGBT Individuals in India

LGBT individuals in India face a number of challenges – both in the wider community and in the workplace. Given the vastness and diversity of India, both as a country and as a society, it is dangerous to make broad generalizations about the experiences of LGBT individuals in India. The experience of a gay professional in cosmopolitan Mumbai will be widely different from a lesbian woman in rural India. There are many complexities within the structure of Indian society and Community Business does not claim to be the authority on all the issues for all segments of the LGBT population in India. More research in this area is clearly needed. However, in the interest of facilitating a greater understanding of LGBT issues in the Indian context, some of the general challenges faced by the LGBT community in India are as follows.

- One of the most fundamental challenges facing LGBT individuals in India, is that homosexuality is generally considered a taboo subject - both by Indian civil society and the government.

- India can be described as being characterized by a ‘culture of ignorance’ on this subject. Homosexual behaviour is regarded by many as ‘abnormal’ and as such something that is either unacceptable or needs to be ‘fixed’ or ‘cured’. Consequently, LGBT individuals face social stigma and are often ostracized from society.

- Much of the social stigma and taboo surrounding the subject of LGBT in India stems from traditional family values and strong family and social expectations. Social pressure to get married and have children permeates all aspects of Indian life.

- The subject of LGBT is simply not on the corporate agenda and does not receive leadership attention.
Transgender employees look chiefly to HR to help them navigate the changes that are inevitable during the transition process—and to help with concerns that co-workers may express. The degree of success in a transition is strongly influenced by a person's ability to maintain a stable job and income during the process, and by the level of support in the work environment. HR can support employees undergoing gender transition and legally protect the organization by having a thorough understanding of anti-discrimination law and by keeping an eye on developing case law and proposed legislation. HR should ensure that those protections are incorporated into the organization's policies, practices, training and communication initiatives.

Keeping Co-workers in Mind

HR may also have to deal with questions from and reactions by co-workers of the transitioning employee. Although many employees want to be supportive of an individual in transition, others may be offended by the idea of transition. Diversity in a workplace means that employees should be able to work with all people; it does not require that employees believe in or accept transgenderism. Employees are entitled to their beliefs, but they should also be required to treat the transgender person and every other employee with respect and tolerance.

Employers need to make clear statements in employee handbooks, rules manuals, orientation and training that all employees are welcomed and supported. Employers should also remind managers that they are responsible for following policies on transgender issues and for maintaining a harassment-free workplace.

Employers should be aware that the single most sensitive issue for co-workers of transitioning or transgender people is often the issue of bathrooms and workplace dressing rooms. Experts advise that employers should let transgender employees use the facilities designated for their chosen gender even if other employees are uncomfortable with that. In keeping with the highly individual nature of gender transitions, the transitioning employee, HR and management can work together to determine when the employee will start using certain facilities.

HR should prepare its policies so it is ready if an employee makes a gender transition, or if a new hire is a transgender person. Preparation includes first updating existing policies and procedures, then creating guidelines for handling gender transition issues. HR departments must also remember to cover these issues in employee training and communications.

Update Existing Practices

Following are some of the other workplace policies that HR professionals should review in light of gender transition issues:

- **Dress Code Policy.** Avoid gender stereotypes, such as stating that men must wear dress trousers and women must wear skirts. Do not apply dress codes to off-duty conduct. Consider adding a provision that workers may dress in accordance with their full-time gender expression.

- **Benefits Policies and Offerings.** Do not deny benefits based on gender identity or expression. Transgender workers' spouses, domestic partners, children and stepchildren should be treated in accordance with applicable laws, and they should be offered the same benefits as those offered to family members of similarly situated non-transgender workers.

- **Diversity and Inclusion Initiatives.** Make certain that transgender workers are included in the organization's affinity groups, local outreach efforts, internal programming and related training.

- **Recruitment and Selection Processes.** Review processes for possible disparate impact or treatment of transgender workers. Educate recruitment teams, contact outreach organizations and conduct anti-discrimination analysis as needed.

Create Guidelines for Gender Transitions

If the organization makes advance preparations, the process is likelier to be smooth. In the absence of a gender transition plan, both managers and HR will be unprepared, which increases the likelihood of disgruntled employees, grievances and lawsuits. SHRM provides its members with a template for a draft gender transition plan.

Getting Started

When an employee comes forward to say he or she will undergo transition, HR department should follow four-step mediation procedure:
• **Initial Employee Meeting.** A time to talk to the employee about what he or she and the organization should expect through the transition process.

• **Initial Management Meeting.** A separate meeting with the person’s supervisor to give the supervisor information about the process and to review the company’s policy and procedures.

• **Joint Meeting with Employee and Supervisor.** To go over the transition plan and address any questions or concerns.

• **Informing Co-workers.** Employees who will have regular contact with the transitioning employee need at least basic information about the individual's plans, along with a reminder about company policy, expected behavior and how to deal with any concerns they might have.

**What to Cover**

HR manager typically meets with the employee who is preparing to transition and discusses the situation. HR should cover the employee's preferences for handling communications with other employees and the timing of any announcement. Some of the immediate issues to resolve include these:

• Changing the person's name and photo on company documents.
• Coverage under employer health and other benefits plans.
• Communication (and timing of those communications) to the organization.
• Security clearances.
• Restroom and dressing room use.
• Appearance rules.
• Dress code rules.
• Expectations about employee conduct and how to handle difficult conversations and potential conflict.
• Manager and employee training if needed.
• Client and customer notification and communications.

**Roles for Senior Managers**

When announcing an employee's plan to transition, senior management can send a strong message of support for the transitioning employee and set the tone for what is expected of staff. Some employers assign an executive to sponsor the transitioning employee to help communicate top-down inclusive messages and expectations. Managers and HR should reiterate these messages regularly. The desire to minimize disruption in the office routine and to send the message that business will continue as usual should be carefully balanced with the need to educate co-workers so that they too can successfully navigate the situation.

**Employee Communications**

Information about the organization's policies and guidelines for managing a gender transition should be widely accessible for employees, supervisors and managers, and HR professionals. HRC's Workplace Gender Transition Guidelines recommends that information appear in various venues, including these:

• The organization's intranet, particularly the HR resources pages and any pages for lesbian, gay, bisexual and transgender (LGBT) employee groups.
• The company's online and print code of conduct documents, covering employment nondiscrimination, equal employment opportunity policy, dress code, restroom policy and other topics.
• The search engine used to navigate company sites and pages. Users should be able to find information by searching terms such as transition guidelines, gender identity, gender expression, transgender, transsexual, cross-dress, gender reassignment, sex reassignment, sex change or transgendered. (The terms sex change and transgendered are not preferred terminology, but are intended to capture potential searches).
• Employee assistance program resources.
• HR hotline resources.

**What Employers can do to Promote Equality?**

Seven steps to creating better employment practices for lesbians, gays, bisexuels, and transgender people (LGBT):
• Build a Culture of Respect
  - Provide leadership at all levels: make corporate and public statements against discrimination, nominate your business for equal opportunity awards.
  - Invite and include same-sex partners in the company's social events.

• Support the establishment of LGBT employee networks.

• Tackle workplace bullying and harassment.
  - Adopt a policy that prohibits harassment on the grounds of sexual orientation, gender identity and gender expression
  - Make sure the policy includes effective complaints mechanisms.

• Publicize, implement and monitor equality policies you adopt.

• Provide relevant training to all employees.

• Review terms of conditions of employment.
  - Grant employment, health and relocation benefits for same-sex partners.
  - Choose benefit providers (superannuation, life and health insurance companies) that are committed to equal treatment.

• Recruit, select and promote fairly.

The Legal Framework

A study conducted by the National LGBTQ Task Force and the National Center for Transgender Equality documented that transgender individuals' unemployment rate was twice the rate for the general population, and it reported substantial rates of workplace abuse and discrimination. Workplace discrimination may be overt, such as denial of access to a workplace restroom, or it may be more subtle, such as personal questions from co-workers that invade the person's privacy. HR professionals should be aware of the potential for discrimination against these employees and should know the federal, state and local laws that apply. Paying attention to new developments in legislation and case law is also important.

Global Issues

Employers operating internationally need to know the law in all areas where they have employees. Several countries have protections in place to prevent discrimination aimed at transgender individuals. For example, in the United Kingdom, the 1999 Sex Discrimination (Gender Reassignment) Regulations are applicable to all stages of employment. Both the United Kingdom and Spain allow transgender individuals to change their name and gender on official documents without undergoing surgical changes. In the European Union, a 1996 decision in the European Court of Justice provided workplace discrimination protections for workers undergoing gender reassignment.

CONCLUSION

Transgender inclusion in the workplace has quietly become a phenomenon of global proportions. In the year 2000, three Fortune 500 companies included gender identity in their employee nondiscrimination policies. Today, over half of Fortune 500 have implemented such policies. Moreover, major corporations are lining up to join them on an almost daily basis. This marks a significant, relevant, and timely business trend that carries worldwide implications for transgender workers and society as a whole.

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INTRODUCTION

Organizations that wish to maintain a competitive frame require well-equipped human resource to face the ever increasing and transforming pace of technological revolution. This is the accountability of the human resource manager to properly train the workforce to accomplish the competitive advantages of the business. Human Resource Management (HRM) has a long history in India, as reflected by Kautilya’s accounts in the “Artha Shastra”. HR managers have moved from handling simple personal issues to making a strategic implementation through supporting the long-term strategies. Presently, India is more strategically positioned in the global corporate map and HRM has become more complex. Global perceptions see India’s human resource as a low-cost, highly skilled, dedicated and knowledgeable workforce hence; it has also become a major outsourcing ground. Human resource plays a vital role in building an organization brand, product, service and image etc., Due to rapidly transformation in business landscape, globalization, changing nature of consumer taste and habits, new techniques of production, HR managers are facing a variety of challenges like retention of the employees, multicultural work force, retrenchment of the employees in recent times, works towards the attainment of Vision, Mission and Goals of an organization etc., The three major roles of HRM in any organization are transactional, transformational, and transitional. In implementing the three roles HR managers has to face many challenges. These are naturally evolving with the ever-transforming scenario in corporate India. In this paper, an attempt has been made to discuss some of the major challenges, which H.R. manager’s faces in India organizations.

OBJECTIVES

- To study the H.R. challenges faced in Indian organizations.
- To analysis the causative factors.
- To suggest measures to overcome the challenges.

METHODOLOGY

This paper is conceptual in nature, secondary sources of literature available on the title has been consulted for the development of the concept.

MAJOR H.R. CHALLENGES FACED IN INDIAN ORGANIZATIONS

Globalization

Globalization refers to the amalgamation of economics and societies around the world, through it globally the trade and financial markets are becoming more integrated. Growing internationalization of business has shown its impact on HRM in terms of problems of unfamiliar laws, languages, practices, competitions, attitudes, management styles, work ethics etc. (Srivastava & Agarwal). Globalization has an effect on employment patterns worldwide too. It is important for an HR Manager to study people management practices before implementing new practices, which are global in nature. It has become one among the major challenge for HR managers in India to educate its workforce on how globalization can be leveraged and how an individual employee benefits or is affected by it. Instead of thrusting new practices, it is ideal to study the existing practices, which are successful, and result oriented.

Managing Fast Technological Change

It has shown a significant impact on HR business practices. Due to the advancements in the technology, there has been a drastic change in the approach to the various projects and the scenarios that guide to the organizational regulations. Firstly, the need of skilled personals is mentionable. In order to survive in a competitive environment the organization definitely are in need of the skilled personals in substantial number to handle the situations and technical equipment’s. In an organization where there exists “hot” sectors which require a high technical experts like telecommunications, hospitality, retailing, banking, insurance, biotechnology etc. New technologies have decimated many lower-end jobs with frustrating regularity. The increased automation also

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Managing Switching Culture

Compensation may be the initial reason to switch over companies within a short span of time, but when it comes to making a long-term commitment, employees are looking beyond the pay packages. The compensation should be on par with the prevailing market conditions. Generally, employees built their perception about a healthy organizations based on its overall work culture and the values the HR initiatives add to it. If these initiatives reflect that the organization “cares”, they will surely think twice before moving on. It is therefore pivotal that the HR initiatives must focus on making the employees feel truly valued in the organization.
Extended Working Hours

It is observed that an average Indian employee spends about nine to eleven hours every day at office and often takes work home to finish. This is an indicator of unhealthy scenario. Spending extra hours at the office seems to be the most common thing in all fields of Indian organizations today. It will lead to exhaustion of energies, development of dissatisfaction and stress among employees. The HR manager should identify the root cause for the delay in the work and proper plan of action should be drafted out to address the same. If needed, training, development, and oriented programs may be organized depending on the need and necessity.

Awards and Rewards

An award given at the right time, to the right person for a meritorious job goes a long way in raising the moral of an employee and it becomes a source of inspiration for others too. Always good work, good performance and performer should not only be encouraged but also acknowledged and rewarded. However, it is a double-edged knife, in the sense that the reward given to a non-deserving person, surpassing a proper system can lead to demoralization of employees. Hence, the HR managers have to adopt foolproof selection criteria to ensure that the awards and rewards are announced on fair and through a transparent system.

Employee Retention

In today’s dynamic employee market, there are always lucrative offers afloat. Poaching and cutthroat competition has given an impetus to high remuneration to the deserving employees. Under these circumstances, it becomes even more important that HR manager in organizations ensure that employees see a long-term career progression and association with the company, for these organizations’ needs to ensure that the opportunities provided to the employees are lucrative enough. Be it opportunity for vertical growth, competitive compensation or better work life climate. If the employees are provided with best package, working condition, and career growth options, employee’s stock option and social security schemes etc., then the attrition rate will come down and long-term stay of an employee can be expected.

Balance of Work Life

A healthy balance of work life has its impact directly on the retention rate of an employee in any company. Today many employees are ready to forgo a better pay option to spend quality time with their family and friends. The focus should hence be on identifying what really matter to an employee. To understand the underlying concepts of the same, HR manager should undertake periodic studies and collect feedback from employees to find out what helps them to balance their work and life. A little compromise from the company end is indeed appreciable.

Non-encouragement of Innovative Ideas

The scenario of the day is, hatching and harvesting ideas from the collective intelligence within an organization. In majority of Indian organizations employee’s innovative ideas are not encouraged and considered because of which, an employee feel alienated: to arrest this situation the HR manager should make an employee involved in all aspects of the organization. Developing a culture where an employee feels part of the system and is able to express a new and innovative idea, which will ensure better employee engagement and sustainability.

Grievances Redressal Mechanism

A small grievance in the mind of an employee can lead to withdrawal from the system and finally separation from the organization. Especially, in case of women employees. Hence, it has become more important to handle this issue in organizations. The HR manager of an organization must ensure that there is a proper mechanism, forum, or cell where an employee can freely share his/her grievances. HR manager should also try to develop a confidence among the staff that there is someone at the work place who cares and is ready to listen and redress employee grievance.

CONCLUSION

In today’s highly volatile and competitive business environment, technology, trends and human resources are in a state of constant fluctuation. There are many challenges that the HR manager has to face in his job. The first and foremost work expected by the HR manager is the development of sound organizational structure.

Training employees by familiarize them with the concept of globalize human resource management to perform better in the global organization context. All the human resource challenges discussed above can be best manage by HR manager by adopt best HR practice which encourages rigid recruitment and selection policy, division of jobs, empowerment, encouraging diversity in the
workplace, training and development, fostering innovation, proper assigning of duties and responsibilities, managing knowledge and change. By following all the above aspects, the worth of human resource can be improved and the organization’s effectiveness can be enhanced.

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ESSENTIAL OF HUMAN RESOURCE INFORMATION SYSTEM IN CURRENT SCENARIO: A REVIEW

Dr. K. Chandrasekar\textsuperscript{32} Poovizhi S.\textsuperscript{33}

\section*{ABSTRACT}

Now-a-days, having a human resource is an asset in to any organization. Human resource information system has been started like an employee database. Employee Database has been used for storing and retrieving the data of the employee. Later the databases are computerized, retrieval of information comparatively higher when compared to previous operation. The overall contributes of HRIS is that helps in managing various strategic activities of HR department very efficiently. There are numerous opportunities that can be viewed as learning opportunities, such as attendance at trade shows, meeting with software vendors, formal courses in IT, and reading about technological trends and issues. This paper highlights the need, component, benefits and function of HRIS. This will help in understanding the urgent need of HRIS in organization.

\section*{KEYWORDS}

Information System, Technology, Opportunities, Human Resource, Role etc.

\section*{INTRODUCTION}

In today’s global competitive business environment, the organizations broadly implement information system and technology to improve the human resource management system. With the evolution of information systems and technology, meeting information requirements has been greatly enhanced through the creation Human Resource Information System (HRIS). HRIS merge traditional human resource management as a discipline and in particular it basic human resource activities and processes. HRIS provides a complete support in the management of all processes, activities, data and information required to manage human resources in modern company. It covers all aspects like record, manage, manipulate and present data for human resources. This paper aims to cover the benefit and importance of HRIS toward business competitiveness.

\section*{EVOLUTION OF HRIS}

\textbf{Definition}

According to Hendrickson, 2003, “HRIS can be briefly defined as integrated used to gather store and analyze information regarding an organization’s human resources.”

\textbf{Traditional View of HRIS}

HRIS is designed to give the information required for successful management of the organization. Human resource department holds the record of personal details, skills, salary etc., of all the employees of the organization. The HRIS help to manage relationships between organization and employees. The Typical HRIS record employee information like wage, salary data, attendance, and performance data. Companies were used to tracking all this data on paper and spreadsheets and its time consuming too.

\textbf{Modern View of HRIS}

According to Smith and Kelly 1997 believe that future economic and strategic advantage will rest with the organization that can most effectively attract, develop and retain a diverse group of the best human talent in the Market place. HRIS created through enhanced greatly for requirement in this meeting with the evaluation of computer technology. Many companies realized the need to implement this computerized system Human Resource Information System (HRIS). By these HRIS techniques, companies are able to more up-to-date records, accurate. It helps the companies to better prepare for future growth. HRIS helps to abandon paper form because all information is available through the system and this design to monitor, control the movement of the employees from the time they join until leaving the organization.

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Stages in the Evolution of HR Technology

Paper-Based Systems Technology

HR systems were “paper-based” in early days. These systems operated independently and did not merge with any other business-related functions. Before HR have to typically the data and stored on the computer. HR has the all data details in paper-based system.

Early Personal Computer (PC) Technology

In the next stage, there was a migration of the data resident in these paper-based systems to PCs and local area network (LAN) systems. The HR data were typically stored on a client server in which each computer on the network is either client or server. HR can only access the system and continued to be the owner of the data. All data will be stored in computer disk drivers.

Electronic Database Systems Technology

The next stage began with the initial stage of relational database technology. A relational database means that a piece of data can be stored in more than one file, each one containing different types of data. This system allows link the databases from different locations and the information linked. It provided organization to develop more complex reports from several data elements.

Web-Based System Technology

Now, many companies have initiated to embrace HR technology. HR and other areas of the business broadly know the benefits of automation. The focus has shifted to automating as many transactions as to achieve effectiveness and efficiencies. Call centers and interactive voice response systems are widely used by organizations.

HRIS (Human Resource Information Systems)

HRIS is a system that keep the all details of your employees and information about them. It is usually done in a database more often in a series of inter-related database. According to Tannenbaum, (1990) HRIS is the system that helps as organization acquire, store, analyses, retrieve and distribute information about an organization. It can be briefly defined as integrated systems used to gather, store an information of an organizations human resources. (Hendrickson 2003).

Components of an HRIS

Kovach et al., (1999) presented the three major functional components in any HRIS by giving the model below:

Figure-1

INPUT  DATA MAINTANCE  OUTPUT

Sources: Authors Compilation

Input: Input function provides the capabilities needed to get human resource data into the HRIS. It enters personnel information into the HRIS. First procedures and processes are required to gather necessary data, once collected; these data’s must be entered into the system. These tables contain approved values against which the data are atomically checked. Now a day is scanning technology permits scanning and storage of an actual image of an organization document.

Data Maintenance: Data maintenance function is responsible for actual updating the data stored in the various storage devices. As changes occur in human resources information, this information should be incorporated into the system, as new data are brought into the system it is often desirable to maintain the old data in the form of historical information.

Output: This function of HRIS is most visible one because the majority of HRIS uses are not involved with collecting, editing and updating human resources data; rather they are concerned with information and reports to be used by the system.
Need of HRIS

The primary purpose of HRIS is application of technology for enhancing the efficiency of human resource management. HRIS was initially perceived as a technology, which converted the manual database into computed based form. When the organizations have started using the HRIS, the application of HRIS has increased to great extent and there is lots of HRIS system available with numerous broad-based features. Therefore, the objective of an HRIS can be summarized as follows:

- To become a common point of source of information related to human resources in an organization where everyone can collect, access, store.
- To collect appropriate data and convert them into information and knowledge for improved timeliness and quality of decision-making.
- HRIS would help achieve “equality” in areas like promotion, transfer, nomination, etc.
- HRIS helps settle employees’ dues in time, in respect of provident fund, retirement, gratuity, and earned leave compensation, etc.

Benefits of HRIS

HRIS is proven solution whenever the tasks of the HR and administrative functions of an organization become extensive and complicated. It also helps the organization to keep an accurate, complete and updated database that can be retrieved from reports and manuals HRIS advantage can be systemized.

- Increase competitiveness by improving human resources operations.
- It minimizes errors caused by human factor.
- Include employees as an active part of HRIS
- Cost reducing and better control of the budget.
- Employees in HR department do not have to constantly refer to the instructions on working hours, because the application is configured according to existing guidelines, which have reduced delays and uncertainties.

**Figure-2**

**Sources:** Authors Compilation

Limitation of HRIS

As HRIS also can be problematic for small businesses, in which some employees must wear many hats. Some of the disadvantages of an HRIS involve human error during information input, costly technology knowledge, and demand, companies cost to hire an HRIS specialist may be far above the average salary for a computer technology specialist.

Role of HRIS in Current Scenario

HRIS plays technology backbone of the human resource (HR) functions. HRIS provides organizations with control, forecasting and planning tools that simple computerization of HR functions. For these reason, HRIS is a set of people, forms, data utilized
information to HR. HRIS effective use for the organization for human resource planning. New recruitment can be post via HRIS as well as applications can be scanned and stored. HRIS allows the managers to follows employee’s job performance and planned versus used hours for a certain assignment.

**Figure-3**

**Uses of a Human Resource Information System (HRIS)**

**HR Planning and Analysis**
- Organization Charts
- Staffing Projections
- Skills Inventories
- Turnover Analysis
- Absenteeism Analysis
- Restructuring Costing
- Internal Job Matching
- Job Description Tracking

**Employee and Labor Relations**
- Union Negotiation Costing
- Auditing Records
- Attitude Survey Results
- Exit Interview Analysis
- Employee Work History

**Health, Safety, and Security**
- Safety Training
- Accident Records

**Compensation and Benefits**
- Pay Structures
- Wages/Salary Costing
- Flexible Benefit Administration
- Vacation Usage
- Benefits Usage Analysis

**HRIS**

**Equal Employment**
- Affirmative Action Plan
- Applicant Tracking
- Workforce Utilization
- Availability Analysis

**Staffing**
- Recruiting Sources
- Applicant Tracking
- Job Offer Refusal Analysis

**HR Development**
- Employee Training Profiles
- Training Needs Assessments
- Succession Planning
- Career Interests and Experience

**Sources:** Authors Compilation

**Overall View of HRIS**

From this article Human Resource Information System leads to the retrieves information quickly and accurately, analyses data and reports for internal and external use, accuracy of information, ability to perform HR audits using any combination of parameters, allows quick analysis of HR issues. Some drawbacks like human error during information input, data entry errors, unauthorized access, finding a qualified specialist with human resources functional area knowledge is difficult.

**CONCLUSION**

HRIS is an excellent tool for Human Resource Planning. It improves the identification of unfilled positions accurately and analyzes each job position with its title in an organization. It provides insight into organizational training needs selects the right persons to be trained and evaluates the effectiveness of training programs, but the challenges of forecasting demand and supply of labor, access to information, cost of recruitment and workforce shortage. Therefore, comprehensive and effective HRIS must be driven by organization vision, value and culture. Finally, the paper has enlightened the importance and benefits of HRIS especially towards business competitiveness.

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THE RELATIONSHIP BETWEEN QUALITY OF WORK LIFE AND ORGANIZATIONAL COMMITMENT IN PUBLIC ORGANIZATION AT CUDDALORE

Dr. D. Elamparuthi

ABSTRACT

To understand the critical importance of people in the organization is to recognize that the human element and the organization are synonymous. Very good managed organizations usually observe a normal worker as the basis source of quality and productivity expand. Such organizations do not look to capital investment, but to employees as the fundamental source of improvement. Human Resource Management try to develop and allocate them in the best possible ways in order to achieve long-term goals; they provide them with many benefits and good environments that would boost employee’s quality of life and commitment. The Commitment is the majority and most readily proven during hard times. How someone weathers the storms most clearly demonstrates their basic beliefs. A number of researchers and theorists have been interested in the meaning of the quality of work life concept and have tried to identify the kinds of factors that determine such an experience at work. The Objective of the study is to identify and determine the level of quality of work life of employees in public organization Cuddalore and to examine the relationship between the QWL and organizational commitment n public organization Cuddalore. Only five organizations agreed to be involved in the study. A random sample of 50 employees in the supervisory and executives levels in five firms in Cuddalore. Results of factor analyses indicated that the QWL measure was found to be consisted of five dimensions. The factor loadings in the five factors range from 0.56 to 0.85. Subsequently, the five factors were named accordingly.

KEYWORDS

Organisation Commitment, QWL, Affective Commitment, Normative Commitment, Continuance Commitment etc.

INTRODUCTION

The management of people at work is an integral part of the management process. To understand the critical importance of people in the organization is to recognize that the human element and the organization are synonymous. Very good managed organizations usually see a normal worker as the basis source of quality and productivity expand. Such organizations do not look to capital investment, but to employees as the fundamental source of improvement. An organization is effective to the degree to which it achieves its goals. The effective organization will motivate to make sure that there is strength of teamwork and logic of commitment and satisfaction surrounded by the globe of its influence.

Companies in different industries have always strived for success, however earlier it was defined mostly it for profit they received from business activities. Nowadays, the concept of long-term success has a far broader meaning, including the idea of sustainable development as a part of goals of the company Hollensen (2004). It means that companies no longer concentrate only on profit and other material motives.

These days, in order to stay competitive in the market, the focus should be established in other areas of the company as well. These areas include environment-friendly entrepreneurship, corporate social responsibility, and customers’ satisfaction, expedient supply chain management including development of logistics, information flows, information technologies, and efficient Human Resource Management Dickens (2003). It does not mean that entrepreneurs should underestimate the importance of gaining profit; numbers still play a great role in companies’ business, however, the quality of operations has become more important than it was before. One of the reasons for the above is the fact that the market is getting more and more complex due to changes in the business environment where employees' effectiveness becomes one of the most important prerequisites for success. Because of these changes, more pressure is put on human resource management, since it is more crucial than before to develop the right knowledge and skills of companies' employees. These employees are engaged in the profit gaining activities of the business. They have a certain influence on customers' satisfaction; produce sales goods with certain levels of productivity. As a result of a great number of activities, they lead the company towards its success or failure.

Cascio (2003), states that human capital is becoming crucial for business success. "There exists a substantial number of research evidence showing a strong connection between how firms manage their people and economic results they achieve” Cascio (2003). Thus Human Resource Management is receiving enormous popularity these days, and as companies start to take more care

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of their employees, they have realized employee's value to a much greater extent than before, perceiving them not only as workers but as valuable resources. Human Resource Management try to develop and allocate them in the best possible ways in order to achieve long-term goals; they provide them with many benefits and good environments that would boost employee's quality of life and commitment.

Commitment is also related to job involvement and the level of job involvement that an individual. The Commitment is the majority and most readily proven during hard times. How someone weathers the storms most clearly demonstrates their basic beliefs. The real test comes when you can hold the line against the easy route of compromise. Providentially, they paying the price that commitment commands have payoffs the merit cost and character for integrity and, even more important, the commitment others in return. Commitment is a two-way street. You only get it if you are willing to give it.

The improvement of quality at the workplace is a concept that has captured the imagination of managers and workers alike. A number of researchers and theorists have been interested in the meaning of the quality of work life concept and have tried to identify the kinds of factors that determine such an experience at work (Kahn, 1981; Kalra & Ghosh, 1984; Mirvis and Lawler, 1982; Kerce & Booth-Kewley, 1993). Given the many perspectives by these researchers, the questions remain, what constitutes a high quality of work life? In the workplace, a high quality of work life (QWL) is vital for organizations to maintain to catch the attention of and retain the employees. According to Akdere (2006), the issue of work-life quality has become critical in the last two decades due to increasing demands of today's business environment and family structure. May (1999) concluded that the organization contribution is better to give QWL and supportive work environments would likely gain leverage in hiring and retaining valuable people and companies with high QWL enjoy exceptional growth and profitability (Lau & May 1998). In the beginning, QWL is synonymous with employability rate, job security, earnings, and benefits (Elizur & Shye, 1990). This listing of objective criteria soon changed to job satisfaction as the target assessment criterion. Despite this shift to a more subjective construct, some researchers, such as Lawler (1975), remained convinced of the need for objective criteria to measure QWL.

In Allen and Meyer, three-dimensional model, commitment is supposed as a factor that connects individuals to the organization and decreases willing to quit the job. They distinguish between three types of commitment. Affective commitment refers to the emotional attachment to the organization. Continuance commitment is willing to stay in the organization because of the costs or benefits of leave to remain in the organization, and finally, normative commitment is defined as a sense of obligation and duty to remain as an organization's member.

The quality of work life: Quality of work life is an employee's reaction to his/her job, especially its personal Consequences in satisfying the needs and mental health. Feldman generalizes quality of work life in the quality of the relationship between the staffs and with the total working environment. The organization want to remind that in the programs and the activities that are conduct to enhance the quality of work life, along with technical and economic aspects, which are more concern to the organizations, human affairs, also should be considered. The quality of work life also emphasizes on organization's ability in fulfilling individuals' important needs through experiences. The difficulties of the human resources management system, desirable the working conditions, stimulating for payment system, challenging and protective work are the most important goals of quality of work life (QWL) to developing the systems. The members of the organization take part in decision-making, which affects their duties and working environment through the suitable facilitating communication channels prepared by quality working life, and consequently their satisfaction of the job will be increased but their job stress will be decreased. Some believe that quality of work life is an indicator of the type of organizational culture or a way of management so in lieu of it the employees feel ownership, autonomy, responsibility, and self-esteem.

LITERATURE REVIEW

Meyer and Allen (1991) describe the distinction between attitudinal and behavioral commitment as follows: Attitudinal commitment focuses on the process by which people come to think about their relationship with the organization. In many ways, it can be thought of as a mindset in which individuals consider the extent to which their own values and goals are congruent with those of the organization. Behavioral commitment relates to which individuals become locked into a certain organization and how they face problems. In the behavioral approach, research is focused first on identifying circumstances under which a behavior once exhibited tends to be repeated.

Porter and Steers (1982) define organizational commitment (OC) as an idea and recognition of organizational goals and values, eagerness to exert considerable effort on behalf of the organization and a strong desire to maintain membership in the organization. Buchanan (1974) holds the view that the concept of commitment consists of:

- **Identification**: Adopting as one's own the goals and values of the organization.
- **Involvement**: Psychological absorption or immersion in the activities of one's work role.
Meyer and Allen (1991) differentiated between three forms of commitment, viz. affective, continuance and normative. Affective commitment refers to the emotional attachment of individuals to the organization. Continuance commitment is associated with the intention to remain with the organization. Normative commitment reflects a felt obligation to remain a member of an organization.

Warr (2002) the working environment is an important determinant of employee well-being. Work tasks are made of sequences of actions, carried out to achieve certain goals. Good skills of employee enable them to operate efficiently with respect to goals of the work. The work environment is a significant factor that should not be underestimated. Warr (2002) states that environmental pressures may sometimes cause problems for skilled performance, resulting in impaired quantity or quality of working output, or, for example, mistakes in decision-making. Thus, it is important to take into consideration the environment in which employees operate.

Wicks (2006) the physical work environment factors have not been focused enough upon by previous research. However, it is significant to explore them since the working environment is not only related to job performance; they are also one of the major factors of stress. If the constructive work environment is not provided or provided insufficiently, it has a negative effect not only on the on the ability to perform but also on the quality of life. In this situation, even though the employee feels job satisfied and performs at a permissible level, his/her general level of commitment and quality of life might not be that acceptable.

Deming (2000) describes that the physical work environment can cause stress, which hinders Employees' from performing at the desired level. This could be, for instance, the lack of the right tools or the breakdown of a computer system making it impossible to use. Briner (2002) states that work environment is the main cause that affects both the physical and psychological well-being. The work atmosphere can be physical such as equipment, heat, noise, or lightning, and it has been shown that this influences a number of psychological processes. Previous UK studies report registered nurses' perception of the working environment using the Work Environment Scale.

Occupational demands, role ambiguity, role conflict or role judging may cause Burns (1990) Stress. Moreover, illness is another major cause of stress. Catching a cold, breaking an arm, and a sore back all cause stress. Smith (1989) asserted that environmental factors also could cause stress. Dangerous working conditions may influence not only employees' productivity and work outcomes; they also generate stress, which leads to a lower job satisfaction or even an increase in personnel rotation Muchinsky (1993).

Mesut (2006) Quality of Work Life is defined as a method or approach that uses special techniques to improve and modify work. The quality of work life is the quality of the content of relationship between employees and their total working environment with human dimensions added to the usual technical and economic. They want give high quality of work life, it is essential for organizations to continue, to attract and retain employees. Sandrick (2003). Greenberg and Baron believed that quality of life is one of the most well-known alternatives for organizations in the procedure of performance and is designed for participating individuals and members in decision-making.

There is a surplus of literature highlighting the factors serious for the review of QWL (Calson, 1978; Kalra & Ghosh, 1974; Morton, 1977; Rosow, 1980; Srinivas, 1994; Walton, 1973). Attempts also have been made to empirically define QWL (Levine et al., 1984; Mirvis & Lawler, 1984; Taylor, 1978; Walton, 1975). A comprehensive delineation of the QWL concept is found in three major works: Levine et al. (1984), Taylor (1978) and Walton (1975). Other researchers have attempted to measure QWL in a variety of settings using combinations of various questionnaires such as job satisfaction, job involvement, organizational commitment, job stress, organizational identification; work role ambiguity, conflict, and surplus were studied as alternate measures of QWL.

Havlovic (1991), Scobel (1975) and Straw and Heckscher (1984), the key concepts captured in QWL include job security, better reward systems, higher pay, the opportunity for growth, and participative groups among others. Walton (1974) proposed the conceptual categories of QWL and he recommended eight aspects in which employees perceptions towards their work organizations could determine their QWL: adequate and fair compensation; safe and healthy environment; development of human capacities; growth and security; social integrative constitutionalism; the total life space and social relevance. Gilgeous (1998) assess how the manufacturing managers perceived their quality of work life (QWL) in five different industries. Despite the growing complexity of working life, Walton's (1975) eight-part typology of the dimensions of QWL remains a useful analytical tool. Using samples from Standard & Poor 500 companies, Lau (2000) found that QWL companies have a higher growth rate as measured by the five-year trends of sales growth and asset growth. However, the outcome of productivity yield mixed results on Walton's (1974) conceptualization of quality of work life (QWL). Saklani (2004) stressed that with the ever-changing technology and increased access to information, the study of organizations with respect to productivity, efficiency and quality of services very crucial in order to improve the performance of work in India.
Caldwell (1990) suggests that Organization Commitment is largely determined by the rewards offered by the organization, particularly financial rewards. Allen and Meyer (1990) conceptualized the Organization Commitment in terms of three distinct dimensions that are affective, continuance and normative. Affective commitment is one of the set apart by the presence of emotional attachment to the organization such that the effectively committed individual identifies with, is involved in and enjoys membership in the organization (Allen & Meyer, 1990). The effectively committed employees remain with the organization because they want to (Meyer, Allen & Gellatly, 1990). The continuance dimension of commitment refers to an awareness of the costs associated with leaving the organization. Employees whose most important association to the organization is based on continuance commitment remain because they need to do so (Meyer & Allen, 1991).

Mohd Hanefah et al. (2003) he modest is known about the relationship between QWL and OC in Malaysian and Asian countries' various firms. The present study defines QWL as favorable conditions and environments of work and life aspects such as growth and development, participation, physical environment, supervision, pay and benefits, social relevance and workplace integration. Better work experience may nurture employees’ commitment to their organizations. Thus, it is assumed that there is a strong positive relationship between QWL and organizational commitment, meaning to say the higher the QWL the stronger will be the organizational commitment of employees.

**RESEARCH OBJECTIVES**

- To identify and determine the level of quality of work life of employees in public organization Cuddalore.
- To examine the relationship between the QWL and organizational commitment in public organization Cuddalore.

**METHODOLOGY USED**

A quantitative approach was adopted for this study. Here the Organizations were selected by randomly. A total of sixty organizations were identified. Each organization was contacted to gain permission to distribute the questionnaires. Only FIVE organizations agreed to be involved in the study. A random sample of 50 employees in the supervisory and executives levels in five firms in Cuddalore.

A questionnaire derived and adapted from an earlier QWL study by Walton (1975) and modified by Mohd Hanefah et. al (2003) and Mat Zin (2004) were used to represent the seven dimensions of the quality of work life-growth and development, participation, physical environment, supervision, pay and benefits social relevance and workplace integration. Respondents were asked to indicate their agreement or disagreement about each QWL question with anchors ranging from strongly disagree (1) to strongly agree (7).

The measurement of commitment was based on the three components of organizational commitment developed by Allen and Meyer. This study used a questionnaire to measure affective, normative and continuance commitment.

The study questionnaire was divided into 3 sections. The first section consisted of questions pertaining to QWL, the second section consisted of questions pertaining to OC and the last section was on the demographic and background information of the respondents.

**DATA ANALYZE**

<table>
<thead>
<tr>
<th>Gender</th>
<th>Number of Respondents</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Male</td>
<td>26</td>
<td>52</td>
</tr>
<tr>
<td>female</td>
<td>24</td>
<td>48</td>
</tr>
</tbody>
</table>
The respondents from male have 52% and 48% were female.

The majorities of the respondents were age 30 and below (58%), followed by age 31-35 years (20%), age 36-40 years (12%), age 41-45 years (6%) and above 45 years (4%).

To some extent more than half (56%) of the respondents was lone and (44%) was married.

The majority of respondents in bachelor’s degree have (44%); respondents in certificate / diploma (42%), respondents in secondary / higher secondary school (8%) and professional and other qualifications have (6%).

Respondents in length of service have (60%), respondents had less than 10 years of working experience have (40%), from this group had less than 2 years of service.

A majority of the respondents have (48%) worked in the administrative function, followed by human resource (28%), IT (18%) and banking and finance (26%).

One of the vital steps in data analysis is to understand the original dimensions or the proposed dimension ability of variables. A principal component factor analysis with varimax rotation was performed separately for items indicating QWL and OC variables.

A common practice was to delete the non-performing items by adopting the criteria used by Igbaria, Iivari and Maragahh (1995). After deleting items that have cross Loadings, a clean factor structure was product. From the output, five factor solutions emerge Eigen values exceeding 1.

The underlying dimensions of QWL and OC constructs were examined using principal component factor analysis with varimax rotation their dimensions. Table-2 shows the result of the factor analyses.

Results of factor analyses indicated that the QWL measure was found to be consisted of five dimensions. The factor loadings in the five factors range from 0.56 to 0.85. Subsequently, the five factors were named accordingly.

Table-3 here the underlying dimensions of OC build was examined using principal component factor analysis with varimax rotation to determine their dimensions.
Table-2: Factor Analysis on the Dimensions of Quality of Work Life

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Factor 1</th>
<th>Factor 2</th>
<th>Factor 3</th>
<th>Factor 4</th>
<th>Factor 5</th>
</tr>
</thead>
<tbody>
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<td>Participation</td>
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<td>.74</td>
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<td>.66</td>
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<td>Social Integration</td>
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<td>.72</td>
<td>.67</td>
<td>.63</td>
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<td>.69</td>
<td></td>
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<tr>
<td>Pay and Benefits</td>
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<td>8.37</td>
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<td>5.72</td>
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<tr>
<td>Cronbach Alpha</td>
<td>0.80</td>
<td>0.79</td>
<td>0.75</td>
<td>0.72</td>
<td>0.65</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table-3: Factor Analysis on the Dimensions of Organizational Commitment

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Factor 1</th>
<th>Factor 2</th>
<th>Factor 3</th>
<th>Factor 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affective Commitment</td>
<td>.81</td>
<td>.80</td>
<td>.80</td>
<td>.75</td>
</tr>
<tr>
<td></td>
<td>.74</td>
<td>.72</td>
<td>.69</td>
<td>.67</td>
</tr>
<tr>
<td></td>
<td>.70</td>
<td>.71</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Normative Commitment</td>
<td>.84</td>
<td>.82</td>
<td>.66</td>
<td></td>
</tr>
<tr>
<td>Continuance Commitment (Alternatives)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continuance Commitment</td>
<td>.84</td>
<td>.72</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eigen Value</td>
<td>6.90</td>
<td>2.16</td>
<td>1.40</td>
<td>1.22</td>
</tr>
<tr>
<td>Percentage Variance</td>
<td>40.67</td>
<td>12.79</td>
<td>8.35</td>
<td>7.05</td>
</tr>
<tr>
<td>Cronbach Alpha</td>
<td>0.91</td>
<td>0.69</td>
<td>0.72</td>
<td>0.73</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table-2 shows the result of the factor analyses. Results of factor analyses indicated that the OC measure was found to be consisted of four dimensions. The factor loadings in the four factors range from 0.62 to 91. Since the continuance commitment dimension is further divided into two sub-dimensions, similar to studies made by Mohd Hanefah et al. (2003), Mat Zin (2004) the lane of high cost and need of employment alternatives were retained.

It organize to describe the responses for the major variables under study, descriptive statistics such as mean and standard deviations on all the independent and dependent variables were obtained. Table-3 shows the overall results of standard deviations, mean and reliability coefficients of the QWL and OC dimensions.
Table-4: Mean Standard Deviation and Reliability Coefficients of QWL and Organization Commitment Scale

<table>
<thead>
<tr>
<th>Scale</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>Reliability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participation</td>
<td>4.83</td>
<td>1.05</td>
<td>0.86</td>
</tr>
<tr>
<td>Social Integration</td>
<td>5.20</td>
<td>1.00</td>
<td>0.82</td>
</tr>
<tr>
<td>Growth and Development</td>
<td>5.56</td>
<td>0.95</td>
<td>0.75</td>
</tr>
<tr>
<td>Supervision</td>
<td>5.60</td>
<td>0.90</td>
<td>0.72</td>
</tr>
<tr>
<td>Pay And Benefits</td>
<td>4.84</td>
<td>1.10</td>
<td>0.65</td>
</tr>
<tr>
<td>Organizational Commitment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Affective</td>
<td>4.51</td>
<td>1.25</td>
<td>0.91</td>
</tr>
<tr>
<td>Normative</td>
<td>5.01</td>
<td>1.22</td>
<td>0.70</td>
</tr>
<tr>
<td>Continuance (Alternatives)</td>
<td>5.34</td>
<td>1.00</td>
<td>0.72</td>
</tr>
<tr>
<td>Continuance (Costs)</td>
<td>5.56</td>
<td>0.90</td>
<td>0.62</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table-4, it can be seen that the mean of all QWL variables fall between 4.83 and 5.61 it appear that respondents assumed supervision, growth and improvement and social integration contributed highly to their quality of work life. As in the case of OC, the mean for OC variables fall between 4.57 and 5.63. In this case, it appeared that the respondents have higher level of persistence commitment (costs), continuance (alternatives) and normative commitment compared to affective commitment.

Table-5: A Summary of Multiple Regression Analysis for QWL factors Relating to Organizational Commitment

<table>
<thead>
<tr>
<th>QWL Factor</th>
<th>Affective</th>
<th>Normative</th>
<th>Continuance</th>
<th>Continuance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth and Development</td>
<td>0.08*</td>
<td>0.27**</td>
<td>0.06*</td>
<td>0.12*</td>
</tr>
<tr>
<td>Participation</td>
<td>0.40*</td>
<td>0.07</td>
<td>0.08*</td>
<td>0.14*</td>
</tr>
<tr>
<td>Supervision</td>
<td>0.03*</td>
<td>0.06</td>
<td>0.72*</td>
<td>0.38*</td>
</tr>
<tr>
<td>Pay and Benefits</td>
<td>0.32*</td>
<td>0.20*</td>
<td>0.10*</td>
<td>0.02*</td>
</tr>
<tr>
<td>Social Integration</td>
<td>0.21*</td>
<td>0.21*</td>
<td>0.12*</td>
<td>0.08*</td>
</tr>
<tr>
<td>R2</td>
<td>0.62</td>
<td>0.37</td>
<td>0.76</td>
<td>0.22</td>
</tr>
<tr>
<td>F</td>
<td>118.40</td>
<td>40.81</td>
<td>245.36</td>
<td>20.76</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table-5, displays the results of regression analyses of QWL factors on the dimensions of OC. Participation, social integration, growth and development, supervision, and pay and benefits were posited to have a positive relationship with affective commitment, normative commitment, continuance commitment (alternatives), and continuance commitment (costs).

Affective Commitment

From table-5, it is observed that the QWL variables account for about 61% of the total variance in affective commitment four QWL factors are significant: growth, development, participation, pay, benefits and social integration.

Normative Commitment

The results show that the QWL variables account for about 36% to the variance in the normative commitment. Three QWL variables have significant effects on normative commitment: growth, development, pay, benefits and social integration.

Continuance Commitment (Alternatives)

The results show that the QWL variables account for about 76% of the variance in the continuance commitment (alternatives) all four QWL factors have significant effect on this dimension of commitment: growth, development, participation, supervision, pay, benefits and social integration.

Continuance Commitment (Alternatives)

The results show that the QWL variables account for about 22% of the variance in the continuance commitment (cost) three QWL variables have significant effects on this type of commitment: growth, development, participation and supervision.
DISCUSSION AND CONCLUSION

Overall, the findings of the present study have provided answers to the research questions. The findings provided some insights in efforts to develop the quality of work life and organizational commitment among public organization employees. Respondents have indicated growth and improvement as a significant forebear of all the four types of commitment under study; affective, normative, continuance (alternatives) and continuance (cost).

Involvement has a significant positive relationship with affective, continuance (alternative) and continuance (cost) commitments. As participation leads to the association in the workplace, employees who perceive that are given such opportunities would be more committed supervision has a significant positive relationship with continuance (alternatives) and continuance (cost) commitments. The Pay and benefits is also exposed to have a significant positive relationship with affective, normative and continuance (alternatives) commitments. Fairness and the adequacy of their pay and benefits will urge the employees to be more committed to their organization.

Similarly, social integration has also been shown to have a significant relationship with affective, normative and continuance (alternatives) commitments. Strong relationships and cohesiveness among employees in the workplace will get better their sense of commitments. The results of this research show that QWL and OC are a multidimensional build and is a product of the evaluation of one's workplace. This study provides valuable in order about how employees in organizations view their work environment.

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Structural changes are a part of the developmental process and it is the prime responsibility of the government to motivate these structural changes. The government can do this by motivating the secondary and the territory sector of the economy by providing adequate financial help because in UDCs and developing nations mostly these are facing the deficiency of finance. Pradhan Mantri Mudra Yojana one of the policy measure of the government of India to achieve the same objectives. This research paper is an attempt to critically evaluate this scheme of the government in achieving the desired objectives w.r.t. opening of accounts, disbursement of loans, help to women entrepreneurs, help to minority group and issuing of MUDRA Cards. This paper deals with the procedure of getting loan from this scheme, progress and achievement of this scheme and its limitations. The study concluded that the government is not so serious about the proper industrialization of Indian economy. There are three big reasons behind this statement; one the government is providing only Shishu loans which are of a small amount and which can’t help the industrialization speedily; secondly the government is biased towards already industrially developed states and not concentrating upon the backward states which is making India a skewed nation as far as industrial development is concerned and thirdly, the government is not providing proper loans to the minority groups which are the real needy ones. Though, the performance of this scheme in financing women entrepreneurs and issuing of MUDRA Cards is satisfactory.

KEYWORDS

Industrialization, Kishor Loans, PMMY, Shishu Loans, Tarun Loans etc.

INTRODUCTION

Indian economy is known to be an agricultural based economy in which major part of the workforce is engaged in the agriculture sector which is known to be the most unstable occupation due to its predominance on the monsoon and for the growth and development of the economy it is very necessary that the workforce of this occupation should be transferred to other relative stable sectors of the economy like industry and service. But for an economy like India, it is not an easy task to reduce its working force in the agriculture sector and to motivate them to work in the industrial sector and service sector because of lack of finance and credit facilities as these occupations need a huge amount of money as an initial investment. It is a hard fact reality that for the development of any occupation and to increase the percentage of population working in it, the provision of adequate, cheap and timely availability of finance is very necessary and the finance ministry and Government of India are very serious about these in order to bring stability in the Indian economy and to achieve this purpose various types of schemes and programmes have been launched by the government which truly has their influence on the working pattern and working conditions of the Indian working population which solely intends to bring more stability in their life style.

Pradhan Mantri Mudra Yojana is one of such schemes which have been recently launched by the Government of India to develop industrial sector of the economy and to increase the percentage of population in this sector. For this purpose, various types of credit facilities are being provided to the people of the country and efforts are being made to increase their inclusion in this very sector in order to bring an element of stability in Indian economy and an element of certainty in the daily living of the working population.

Under the Micro Units Development and Refinance Agency (MUDRA) Bank is a new institution being set up by Government of India for development and refinancing activities relating to micro units? It was announced by the Finance Minister while presenting the Union Budget for FY 2016. The purpose of MUDRA is to provide funding to the non-corporate small business sector. It was launched on 08 April 2015 by the Hon’ble Prime Minister, Shri Narendra Modi. The guidelines of PMMY issued by Department of Financial Services (DFS), Government of India indicated that all banks are required to lend to micro enterprises engaged in manufacturing, processing, trading and service sector activities, for a loan up to Rs. 10 lakh. Further, it was also advised that the loan may be given in three categories, i.e. Loan up to Rs. 50,000 under Shishu; Rs. 50,000 to Rs. 5 lakh under Kishor; and Rs. 5 lakh to Rs. 10 lakh under Tarun. Also, it was envisaged that more focus will have to be given for the Shishu category. A target of Rs. 1, 22,188 crore was set for F.Y. 2015-16.

35Lecturer (Economics), S.B.S.G.S.S.S., Punjab, India, amitjunejalecturer@gmail.com
It was decided that MUDRA will monitor the progress of PMMY. The National Bank for Agriculture & Rural Development (NABARD) was also advised to closely monitor the progress of RRBs, as RRBs are under supervisory domain of NABARD. In order to make the monitoring more effective, a dedicated portal www.mudra.org.in was put in place to capture the data on the performance under PMMY on a weekly basis to have consolidated data of nationwide disaggregated retail transactions details, including data on new entrepreneurs, women entrepreneurs, SC/ST, Minority, MUDRA card etc. The data so collected was analysed and reported to Government of India. The progress was closely followed up with the banks for the purpose of improvement, if any, in this scheme. A team of officers at ‘Mission Mudra’ was constituted and placed with DFS for an overall supervision and follow up of the programme on behalf of Government of India. Subsequently, it was also decided that the MUDRA loans given by MFIs also needs to be captured as most of the MFIs are MUDRA partners. Accordingly, MFIN was given the responsibility for following up with the NBFC- MFI and getting their data on the portal. Similarly, Sa-Dhan was made responsible for collecting the data and on boarding the same for the non NBFC MFIs.

Initially, this is a scheme to provide loans to small businesses and micro institutions. For now, it will just refinance these institutions.

How and Where to Get MUDRA Loans

To approach any of the following lending institutions in their region

- Scheduled Commercial banks (Public/Private)
- Regional Rural Banks
- Scheduled Urban Co-operative Banks/State Co-operative Banks
- Micro Financial Institutions viz., NBFCs, MFIs, Societies, Trusts, etc.

Lending institutions shall extend financial assistance under PMMY to eligible borrowers

Eligibility for MUDRA Loan

Under the MUDRA Yojana, all small businesses and enterprises in need of finance are eligible for a loan. Businesses of proprietary as well as of partnership nature are eligible. Apart from this, all small business and manufacturing units like food services, vegetables and fruit vendors, hair cutting saloon, beauty parlour, transportation services, repair shops, self-help groups, hawkers, artisans and various other professionals and services providers working at lower level are eligible to avail loans of up to Rs. 10 lakh.

Objectives of MUDRA Loan Yojana

MUDRA Yojana is launched keeping in mind various objectives to be fulfilled throughout the implementation of this scheme.

- To lay down policy guidelines to finance micro/small enterprises.
- To get all Micro Finance Institutions and entities registered and regulate the same.
- To help small businesses grow and develop their enterprise further.
- To assist lower income groups in setting up and developing their business.
- To help set up responsible financial practices in order to prevent over borrowing for lower income entrepreneurs.
- To help create easy access to finance for the unbanked and also help lower the cost of finance.
- To give SC/ST preference in lending.
- To regulate all Micro Finance Institutions dealing with manufacturing, service and trading.

Thus, MUDRA Loan will help all small businesses gain easy access to finance and regulate the policy guidelines for the same.

Types of Loans Offered under this Scheme

This scheme would intervene in providing finance to these micro institutions in three stages:

Shishu: Under the Shishu stage, MUDRA will provide a loan up to Rs. 50,000 to small businesses.
Kishor: Next is the Kishor stage. Under this stage, MUDRA will provide loans of an amount ranging from Rs. 5,00,000 up to Rs. 5 lakh.

Tarun: Last stage of intervention is the Tarun stage. Under this stage, loans of amounts ranging from Rs. 5 lakh to Rs. 10 lakh will be provided.

**Mudra Card**

Now once the loan has been granted, you will be given a MUDRA CARD, which is similar to the credit card. The limit of your Mudra Card will be 10% of the loan you have been granted. Suppose you have been granted the loan of Rs. 10 Lakhs, then the credit limit will be Rs. 10,000. As it is, the maximum credit limit is Rs. 10,000. There’s a new update that CORPORATION BANK has launched a Mudra Card (in association with the Government of India) in the face of RUPAY DEBIT CARD. This card, all in all, extends a helping hand in the withdrawal of money along with the use of working capital finance by micro-entrepreneurs.

**Advantages of MUDRA Loan Yojana**

- No necessary collateral or loan application fee is required to place an application for loan which makes it an easy scheme for small and medium businessmen who doesn’t possess the basic knowledge of banking operations.
- Its interest rate is only 1% which is also in benefit of the poor manufacturer due to low cost of finance.
- With key features like easy access and systematic guidelines this will indeed help the small businesses and entrepreneurs from lower income groups to develop and grow and increase their social upward mobility and in turn develop the country’s economy as well.
- There are so many remote places in our nation where the poor people cannot reach the regular and ordinary banks. The main target of the Mudra bank and this scheme is to reach those people and serve them, who are in great needs of a banking service. This scheme will provide each and every banking service like saving accounts, loan, credit cards and some other special benefits.
- As it is stated earlier that the main motto of the Mudra Yojana is to give support and empower the needy people and small business. This will surely make a difference and hence the Indian economy will also start rising.
- The money lenders or the unorganized sector of lending plays an important role in financing especially the rural credit financing which in turn exploit those poor people and these poor people cannot do anything. This surely affects the upliftment of the small business sectors especially those lives in the rural sector.

**Disadvantages of Mudra Loan**

The MUDRA scheme which is launched by the government of India seems very impressive, but there are certain flaws in this scheme which makes it not so useful for those for whom it is intended to plan. Some of the limitations of this scheme are as follows:

**Performance of Already Existing Financing Agencies:** There are already many types of financing agencies in India which are there to provide help to the small and medium scale enterprises which are facing shortage of funds. But the performance of these agencies is not so satisfactory in the recent past. So, rather introducing a new agency, the government should first make an attempt to restructure and re-establish these already existing financing agencies.

**Potential Benefit of Loan Facilities:** It is the basic problem of all the financial institutions in India that they provide help only to those who are well in position. So, the actual benefit of these goes to the rich people who hold a dominant place in the working of these financial institutions and the small and marginal people has to suffer. This creates the problem of inequitable distribution of funds. At present the non-profit micro financing institutes (MFI’s) are not able to provide enough support to small businesses. The commercial banks are also hesitant to provide funds to small and medium entrepreneurs. They avoid exposure to this particular segment because they consider it highly risky in nature with no performance history. So, they remain deprived from the benefit. This may also be the case in MUDRA Yojana.

**Different Roles and Responsibilities of Mudra Bank:** Mudra Bank is designed in such a way that it has to perform a number of roles and responsibilities. The primary responsibility of Mudra bank is to refinance the MFI’s which are lending finances to the micro and small business segment of the country. Not only this, the Mudra bank’s primary responsibility will also include setting down policies and guidelines for financing micro and small businesses and regulating and rating MFIs. Apart from that, it will also be responsible for client protection, recovery methods, developing standardized covenants to govern last mile lending, providing technological solution to last mile, devising and running credit guarantee scheme and creation of better structure for last
mile credit delivery. When the same institution is in charge of both lending the micro and small businesses as well as regulating
the micro lending industry, the conflict of interest may arise at a later stage.

Fear to Promote Shadow Banking: Shadow banking is that banking in which lending and other financial activities are conducted
by unregulated institutions or under unregulated conditions. It is globally discouraged as it is considered one of the flaws of the
current financial system which leads to global crisis. At this stage, Mudra bank seems to be promoting shadow banking as its
operations are not under the administration and regulation of Reserve Bank of India (RBI). As such, there is a chance of potential
operational risk when Mudra Bank grows in size.

Provision of Small Banks to finance Micro and Small Businesses: It is rather more profitable to create small banks to finance
micro and small business segment than to create one more financing agency. It can be just called an old wine in the new bottle.

Multiple Regulators for MFIs: Currently it is the responsibility of RBI to regulate all the MFIs. However, one of the primary
responsibilities of Mudra bank is to regulate all the MFIs. This means that now there are two bodies which will regulate the micro
lending industry. This will create more problems for the MFIs in future.

How Mudra Bank is any Different from Past Attempts? Mudra bank’s objective is to ensure the equitable distribution of the
funds. In the past similar attempts were made by the then Prime Minister Indira Gandhi, by nationalizing banks and compelling
them to lend to small and micro businesses. This attempt was proved futile in the past. Therefore it is questionable that how
Mudra bank initiative will be any different from past attempts.

REVIEW OF RELATED LITERATURE

Roy A. K. (2016) in his research paper attempted to know about the MUDRA Yojana and its key objectives. The paper highlights
the importance and the role of MUDRA bank towards the small business units. The data and information for the study was
gathered from secondary sources like newspapers, magazines, various websites including website of MUDRA Yojana. The study
concluded that this scheme will contribute to the well-being of the individuals engaged in small scale industries which will
positively affect the progress of the economy as a whole. MUDRA as a financial tool is found very effective in its initial stages
across the country. This will surely make a dramatic change and will help in making a developed India. Rudrawar A. A. and
Uttarwar V. R. (2016) attempted to understand an overview of the MUDRA scheme adopted in the country; it’s the roles and
responsibilities for small and micro businesses, to analyse the impact of this scheme over the Indian economy. Looking into
requirements of the objectives of the study the research design employed for the study was of descriptive type. Available
secondary data was extensively used for the study. The secondary data sourced from journals, magazines, articles and reports
available at RBI, official website of MUDRA, and MSME etc. The study concluded that the desired transformation can be
achieved from this scheme. If implemented properly at the bottom level, it may act as a game changing idea and may boost and
prosper the Indian economy in a short span. It should involve less documentation and easily accessible. In coming few years,
MUDRA will be a catalyst for development of employment, GDP and entrepreneurship at large. Shahid M. and Irshad M.
(2016) in their paper attempted to know about the MUDRA Yojana and its key objectives. For analysing such facts secondary
sources of data had been collected. The paper concluded that it is not very much correct time to evaluate the PMMY scheme
which is only in its infant stage. But an attempt has been made to analyse the product offerings and performance so far of the
scheme. Launching bank like MUDRA will hugely benefit to small manufacturing units and self-employed individuals in rural
and urban areas. PMMY scheme will contribute to the well-being of the individuals engaged in small scale industries which will
positively affect the progress of the economy as a whole. MUDRA creates a vision of formalizing the informal and thereby
funding the unfunded. Its role as an apex refinance, providing low-cost finance is likely to be its USP, thereby hoping to fill a
yawning gap in India’s microfinance space. These measures will greatly increase the confidence of our young educated and
skilled workers who are able to become the first generation enterprises, and existing small businesses will be able to expand their
activities.

Vineet Jain (2016) analysed the role of MUDRA in solving various financial problems and in the financial inclusion of those who
are still deprived from the banking facilities. This research paper was based on secondary data collected from various magazines,
websites, journals etc. The study concluded that MUDRA Bank is heading towards the achievement of its mission ‘To create an
inclusive, sustainable and value based entrepreneurial culture, in collaboration with our partner institutions in achieving economic
success and financial security.’ It is going ahead in catering the financial problems of NCSBS. It is also providing vast pool of
young population to materialize their dreams of becoming an entrepreneur. Saloni Gupta (2015) analysed the role of MUDRA in
formalizing the informal sector and to include a big informal sector in the financial wave. This research paper was based on
secondary data collected from various magazines, websites, journals etc. The study concluded that MUDRA creates a vision of
formalizing the informal and thereby funding the unfunded. Its role as an apex refinance, providing low-cost finance is likely to
be its USP, thereby hoping to fill a yawning gap in India’s microfinance space. It is being touted as a game changing idea, with an
indigenously conceived architecture, especially designed for Indian context, which is likely to facilitate Inclusion of last mile
One day but it is hoped that MUDRA will be a catalyst towards mass entrepreneurship development, employment generation and higher GDP Growth.

Seema (2015) highlighted the offerings like Micro Credit Schemes (MCS), refinancing to RRBs / Cooperative banks and impact of MUDRA to Indian economy. This paper helped in understanding the MUDRA schemes launched by government to resolve the challenges faced by Non-Corporate small, business sector. This research paper was based on secondary data collected from various magazines, websites, journals etc. The study concluded that this scheme is very well accepted by financial institutions. So far Corporation bank has already launched MUDRA card under the Pradhan Mantri Mudra Yojana (PMMY) and IDBI bank has signed an agreement with MUDRA for refinancing of loans. MUDRA bank has also joined hands with 19 state and regional level coordinators so as to reach the small entrepreneurs who have limited branch presence and are cut off from the general banking system. T. Vijayaragavan (2015) analysed the significance of MUDRA Bank in view of Micro as well as Small level entrepreneurs. This researcher has been used the sources like newspapers, magazines, reports, bulletins for the detail of this paper. The study concluded that MUDRA Bank is step by the government that can be a game changer in giving birth to a new set of entrepreneurs, some of whom may scale heights not imagined today. This initiative will greatly increase the confidence of our young educated and skilled workers who are able to become the first generation entrepreneurs and existing small businesses will be able to expand their activities just banking the unbanked/funding the unfunded. MUDRA is the way to go. Small business unit generally face lot of challenges to get loan from banks. So they end up taking high- cost loans from financiers or money lenders. Launching bank like MUDRA will hugely benefit to small manufacturing units and self-employed individuals in rural and urban areas.

RESEARCH GAP

As we have already discussed about the various parameters of Pradhan Mantri Mudra Yojana, we can say that this policy move of the government is surely going to help Indian manufacturing sector which is lagging behind the international standards especially small and medium scale industries. But there are many parameters of this scheme which makes this scheme still not approachable to the needy ones. The earlier research work done on this scheme remains some parameters unexplored. This research work is going to fill this gap to some extent.

OBJECTIVES

This research papers handles the following objectives:

- To study and evaluate region wise performance of banks w.r.t. opening of accounts under this scheme.
- To study and evaluate region wise performance of banks w.r.t. disbursement of loans under this scheme.
- To study and evaluate performance of banks w.r.t. MUDRA cards issued under this scheme.
- To study and evaluate performance of banks w.r.t. women involvement in this scheme.
- To study and evaluate performance of banks w.r.t. minority involvement in this scheme.

RESEARCH METHODOLOGY

Focus Area: The present paper focuses on the study and evaluation of selected parameters related to the Pradhan Mantri Mudra Yojana.

Data Collection Work: Secondary data had been used in present study. The required data had been collected from the web site of Pradhan Mantri Mudra Yojana, from various research papers published on this scheme and from other internet sources.

Research Design: A descriptive research design was used for the present study. The study had been conducted about the performance evaluation of various bank groups on selected parameters of Pradhan Mantri Mudra Yojana.

Sample Design: The present paper is concerned with all the Public, Private, Foreign Banks and NBFC-MFC, Non-NBFC-MFC who are participated in this scheme.

Time: The time period for the study was taken as 2015-17 i.e. from the date of implementation of this scheme to till date in order to know and evaluate the progress of this scheme in order to help the Indian manufacturing sector.

Sampling Plan: In carrying out a data firstly selected the factors and then study the performance of each factor with respect to various types of banks and non-banks.
Parameters of the Study

In the present study, the analysis and comparison of the performance of various banking and non-banking groups is done with reference to the following parameters:

- Number of accounts opened under this scheme.
- Amount of loans disbursed under this scheme.
- Number of MUDRA Cards issued under this scheme.
- Involvement of women in this scheme.
- Involvement of minority groups in this scheme.

FINDINGS AND DISCUSSION

The major findings of this research and the analysis of data is shown the following tables:

### Table-1: Accounts Opened in the Financial Year 2015-16

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Bank Type</th>
<th>Shishu</th>
<th>Kishor</th>
<th>Tarun</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>NBFC</td>
<td>22953181</td>
<td>96260</td>
<td>1006</td>
</tr>
<tr>
<td>2.</td>
<td>SBI and Associates</td>
<td>925650</td>
<td>259973</td>
<td>114966</td>
</tr>
<tr>
<td>3.</td>
<td>Public Sector Banks</td>
<td>4081928</td>
<td>1047953</td>
<td>177107</td>
</tr>
<tr>
<td>4.</td>
<td>Private Sector Banks</td>
<td>2667337</td>
<td>299495</td>
<td>100854</td>
</tr>
<tr>
<td>5.</td>
<td>Foreign Banks</td>
<td>0</td>
<td>295</td>
<td>152</td>
</tr>
<tr>
<td>6.</td>
<td>Regional Rural Banks</td>
<td>1029664</td>
<td>364791</td>
<td>16332</td>
</tr>
<tr>
<td>7.</td>
<td>Micro Finance Institutions</td>
<td>743286</td>
<td>694</td>
<td>0</td>
</tr>
</tbody>
</table>

**Sources:** [www.mudra.org](http://www.mudra.org)

From the above table it is clear that all the major bank groups except the foreign banks are participating well in making this scheme of the government successful. But one thing is notable that all of them are concentrated on the opening of Shishu loan accounts rather than Kishore and Tarun loan accounts. It means that all these bank groups are trying to help only very small business needs of the entrepreneurs rather than promoting huge business needs. It is a fact that a person with a loan of up to Rs. 50000/- can’t be able to manage his business needs well. So, actually, the government is making a show off to help the entrepreneurs of this country and in reality it is not going to help them anywhere. This policy will not surely help the proper industrialization of the Indian economy and we are only left with small cottage industrial units which are not able to face the international competition.

### Table-2: Performance of Different Groups in Disbursement of Loans in PMMY

<table>
<thead>
<tr>
<th>Bank Type</th>
<th>Shishu (Loans up to Rs. 50,000)</th>
<th>Kishore (Loans from Rs. 50,001 to Rs. 5.00 Lakh)</th>
<th>Tarun (Loans from Rs. 5.00 to Rs. 10.00 Lakh)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number of A/Cs</td>
<td>Disbursement Amount</td>
<td>Number of A/Cs</td>
<td>Disbursement Amount</td>
</tr>
<tr>
<td>NBFC</td>
<td>22953181</td>
<td>43179.21</td>
<td>96260</td>
<td>767.99</td>
</tr>
<tr>
<td>State Bank of India and its</td>
<td>925650</td>
<td>1376.14</td>
<td>259973</td>
<td>6850.85</td>
</tr>
<tr>
<td>Associates</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scheduled Commercial Banks</td>
<td>4081928</td>
<td>6708.43</td>
<td>1047953</td>
<td>19729.14</td>
</tr>
<tr>
<td>Foreign Banks</td>
<td>0</td>
<td>0</td>
<td>295</td>
<td>8.96</td>
</tr>
<tr>
<td>Regional Rural Banks</td>
<td>1029664</td>
<td>2960.53</td>
<td>364791</td>
<td>6715.28</td>
</tr>
<tr>
<td>Micro Finance Institutions</td>
<td>32401046</td>
<td>62072.69</td>
<td>2069461</td>
<td>41073.28</td>
</tr>
</tbody>
</table>

**Sources:** [www.mudra.org](http://www.mudra.org)
From the analysis of the table it is clear that NBFCs followed by Scheduled Commercial Banks and Micro Finance Institutions are the major loan provider under this scheme and they are providing the maximum loans. The performance of Foreign Banks is most disappointing and they are not at all participating in this scheme of the government. But as we have already mentioned that most of the account opened are Shishu accounts and in the same way most of the loans offered are Shishu loans. The major disadvantage of this tendency of the banks and other financial institutions is that they are concentrating upon doing maximum coverage rather than providing loans to a few entrepreneurs but of big amount. This is in accordance with the theory of big push as suggested by Rostow. According to this theory every economy needs a big push in the form of a minimum amount of huge investment rather than small doses of investment. So, this tendency of the government will not going to help the industrial sector of the economy and thus finally bringing about the desired structural changes in the Indian economy.

Table-3: State Wise Performance of PMMY for the Financial Year 2015-16 (Amount in Crores)

<table>
<thead>
<tr>
<th>S. No.</th>
<th>State Name</th>
<th>Number of A/Cs</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Andaman and Nicobar Islands</td>
<td>15724</td>
</tr>
<tr>
<td>2</td>
<td>Andhra Pradesh</td>
<td>612312</td>
</tr>
<tr>
<td>3</td>
<td>Arunachal Pradesh</td>
<td>3194</td>
</tr>
<tr>
<td>4</td>
<td>Assam</td>
<td>390320</td>
</tr>
<tr>
<td>5</td>
<td>Bihar</td>
<td>2310112</td>
</tr>
<tr>
<td>6</td>
<td>Chandigarh</td>
<td>18082</td>
</tr>
<tr>
<td>7</td>
<td>Chhattisgarh</td>
<td>605051</td>
</tr>
<tr>
<td>8</td>
<td>Dadra and Nagar Haveli</td>
<td>815</td>
</tr>
<tr>
<td>9</td>
<td>Daman and Diu</td>
<td>835</td>
</tr>
<tr>
<td>10</td>
<td>Delhi</td>
<td>341933</td>
</tr>
<tr>
<td>11</td>
<td>Goa</td>
<td>36247</td>
</tr>
<tr>
<td>12</td>
<td>Gujarat</td>
<td>975320</td>
</tr>
<tr>
<td>13</td>
<td>Haryana</td>
<td>693408</td>
</tr>
<tr>
<td>14</td>
<td>Himachal Pradesh</td>
<td>59757</td>
</tr>
<tr>
<td>15</td>
<td>Jammu and Kashmir</td>
<td>19057</td>
</tr>
<tr>
<td>16</td>
<td>Jharkhand</td>
<td>828785</td>
</tr>
<tr>
<td>17</td>
<td>Karnataka</td>
<td>4153714</td>
</tr>
<tr>
<td>18</td>
<td>Kerala</td>
<td>707492</td>
</tr>
<tr>
<td>19</td>
<td>Lakshadweep</td>
<td>551</td>
</tr>
<tr>
<td>20</td>
<td>Madhya Pradesh</td>
<td>2406310</td>
</tr>
<tr>
<td>21</td>
<td>Maharashtra</td>
<td>3337382</td>
</tr>
<tr>
<td>22</td>
<td>Manipur</td>
<td>20943</td>
</tr>
<tr>
<td>23</td>
<td>Meghalaya</td>
<td>15451</td>
</tr>
<tr>
<td>24</td>
<td>Mizoram</td>
<td>5473</td>
</tr>
<tr>
<td>25</td>
<td>Nagaland</td>
<td>3247</td>
</tr>
<tr>
<td>26</td>
<td>Odisha</td>
<td>2281495</td>
</tr>
<tr>
<td>27</td>
<td>Pondicherry</td>
<td>74516</td>
</tr>
<tr>
<td>28</td>
<td>Punjab</td>
<td>594025</td>
</tr>
<tr>
<td>29</td>
<td>Rajasthan</td>
<td>1068001</td>
</tr>
<tr>
<td>30</td>
<td>Sikkim</td>
<td>5491</td>
</tr>
<tr>
<td>31</td>
<td>Tamil Nadu</td>
<td>4506237</td>
</tr>
<tr>
<td>32</td>
<td>Telangana</td>
<td>286985</td>
</tr>
<tr>
<td>33</td>
<td>Tripura</td>
<td>59298</td>
</tr>
<tr>
<td>34</td>
<td>Uttar Pradesh</td>
<td>3149078</td>
</tr>
<tr>
<td>35</td>
<td>Uttarakhand</td>
<td>326802</td>
</tr>
<tr>
<td>36</td>
<td>West Bengal</td>
<td>2487603</td>
</tr>
</tbody>
</table>

Total | 3240104 | 62027.69 | 2069461 | 41073.28 | 410417 | 29853.76 | 34880924 | 132954.73

Sources: www.mudra.org

From the state wise analysis of PMMY, it is clear that almost all the states are getting MUDRA loans for increasing their industrial base. But this loan facility is a little biased towards the states which have already a strong industrial base like Tamil...
Nadu, Maharashtra, and Gujarat etc. So, the government should concentrate upon benefitting those states which are lagging behind in their industrialization because the objective of the government is to remove state disparities in the progress of industrialization but from the data available of this scheme this is not seems to be happening. The government is doing biased growth of India as far as industrialization is concerned. Only promoting industrialization in those states which are already developed doesn’t seem to be a good policy and the government should make efforts to change its policy if it really wants to make India a growing industrial economy.

Table-4: Region wise Coverage of PMMY w.r.t. Account Opened in 2016-17

<table>
<thead>
<tr>
<th>Category</th>
<th>North</th>
<th>West</th>
<th>East</th>
<th>South</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shishu</td>
<td>2382453</td>
<td>1864905</td>
<td>1893789</td>
<td>2563432</td>
<td>8704579</td>
</tr>
<tr>
<td>Kishor</td>
<td>414020</td>
<td>331002</td>
<td>375376</td>
<td>852109</td>
<td>1972507</td>
</tr>
<tr>
<td>Tarun</td>
<td>120636</td>
<td>95641</td>
<td>60320</td>
<td>132814</td>
<td>409411</td>
</tr>
<tr>
<td>Total</td>
<td>2917109</td>
<td>2291548</td>
<td>2329485</td>
<td>3548355</td>
<td>11086497</td>
</tr>
<tr>
<td>% Share</td>
<td>26%</td>
<td>21%</td>
<td>21%</td>
<td>32%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Sources: www.mudra.org

North: Chandigarh, Haryana, HP, J&K, Delhi, UP, Uttarakhand, Punjab and Rajasthan

West: Dadra & Nagar Haveli, D&Diu, Gujarat, Lakshadweep, MP, Maharashtra

East: NE States, Odisha, WB, Sikkim, Bihar and Jharkhand

South: Karnataka, Kerala, Pondicherry, TN, Telangana, AP, and Andaman & Nicobar

From the analysis of the table, the same thing which is mentioned in the last tables again proved that the main concentration of the government is to provide shishu loans and that also not to the small entrepreneurs of whole India rather than a small segment of India which is already an industrially developed region. From the table, it is clear that the main concentration of the government is on south a=region which includes major industrially developed region of India.

Table-5: Region wise Coverage of PMMY w.r.t. Amount Disbursed in 2016-17 (Amount in Crore Rs.)

<table>
<thead>
<tr>
<th>Category</th>
<th>North</th>
<th>West</th>
<th>East</th>
<th>South</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shishu</td>
<td>4090.28</td>
<td>3478.55</td>
<td>3746.97</td>
<td>5668.02</td>
<td>16983.82</td>
</tr>
<tr>
<td>Kishor</td>
<td>9436.71</td>
<td>7312.05</td>
<td>7116.48</td>
<td>16426.5</td>
<td>40291.59</td>
</tr>
<tr>
<td>Tarun</td>
<td>9022.46</td>
<td>7143.29</td>
<td>4219.29</td>
<td>9389.86</td>
<td>29774.9</td>
</tr>
<tr>
<td>Total</td>
<td>22549.45</td>
<td>17933.89</td>
<td>15082.74</td>
<td>31484.23</td>
<td>87050.31</td>
</tr>
<tr>
<td>% Share</td>
<td>26%</td>
<td>21%</td>
<td>17%</td>
<td>36%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Sources: www.mudra.org

As far as the amount disbursed in various regions of India is concerned, again it is the south region of India that dominates among all the other regions. From the table, it is clear that almost 36% of the total amount disbursed under this scheme goes to the south region. This is the major flaw in this scheme of the government as the main concentration of the government is to develop the North-East region which is totally neglected or Bihar or Chhattisgarh in which Naxalites are posing a big threat. By the use of this scheme, the government can provide gainful employment to these people and can also solve this problem.

Table-6: Performance of Different Groups in Financing of Women under PMMY

<table>
<thead>
<tr>
<th>Bank Type</th>
<th>Women Entrepreneurs</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Account Opened</td>
</tr>
<tr>
<td>Public Sector</td>
<td>1473907</td>
</tr>
<tr>
<td>Private Sector &amp; Foreign Banks</td>
<td>2153790</td>
</tr>
<tr>
<td>Regional Rural Banks</td>
<td>292127</td>
</tr>
<tr>
<td>NBFC-MFI</td>
<td>22962461</td>
</tr>
<tr>
<td>Non-NBFC-MFI</td>
<td>743980</td>
</tr>
<tr>
<td>Total</td>
<td>27628265</td>
</tr>
</tbody>
</table>

Sources: www.mudra.org

Providing financial support to women entrepreneurs was one of the main objectives of PMMY. The data indicate that 2.76 crore women were funded out of the total number of 3.48 crore accounts, which is a whopping 79%. MFIs contributed significantly for the financing women under PMMY. This shows the significant contribution given by this scheme for financing women
entrepreneurs under this scheme. This could be called a significant achievement of this scheme to promote women entrepreneurs to come forward and start their own business ventures.

Table-7: Performance of Different Groups in Financing of Minority under PMMY

<table>
<thead>
<tr>
<th>Bank Type</th>
<th>Minority Entrepreneurs</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Account Opened</td>
</tr>
<tr>
<td>Public Sector</td>
<td>498634</td>
</tr>
<tr>
<td>Private Sector &amp; Foreign Banks</td>
<td>448106</td>
</tr>
<tr>
<td>Regional Rural Banks</td>
<td>147011</td>
</tr>
<tr>
<td>NBFC-MFI</td>
<td>2920382</td>
</tr>
<tr>
<td>Non-NBFC-MFI</td>
<td>74077</td>
</tr>
<tr>
<td>Total</td>
<td>4088210</td>
</tr>
</tbody>
</table>

Sources: [www.mudra.org](http://www.mudra.org)

The loans provided by Banks and MFIs under PMMY for minorities indicate that 40.88 lakh accounts were of minorities, which is nearly 12% and total loans provided were 13560.30 crore. This shows less involvement by the minority groups in this scheme as their accounts under this scheme only constitutes about 12% which is much less significant. So, the government should try to make such policies that can incorporate these minorities’ people in this scheme.

Table-8: Performance of PMMY in MUDRA Cards Issuance (Amount in Crores)

<table>
<thead>
<tr>
<th>Bank Type</th>
<th>MUDRA Cards</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Sector Banks</td>
<td>1290.07</td>
</tr>
<tr>
<td>Private Sector and Foreign Banks</td>
<td>0</td>
</tr>
<tr>
<td>Regional Rural Banks</td>
<td>101.18</td>
</tr>
<tr>
<td>Total</td>
<td>1391.25</td>
</tr>
</tbody>
</table>

Sources: [www.mudra.org](http://www.mudra.org)

MUDRA Card is an innovative product introduced during the year to take care of the frequent and flexible credit needs of small borrowers. The card is issued as a Debit card on RuPay platform and can be used for drawl of funds and also repayment as and when there is surplus, so that the loan amount can be managed judiciously. The card was introduced during the year which was adopted by most of the PSBs, RRBs and a few Private Sector Banks too. The total number of card issued during the year was at 5.17 lakh for an amount of Rs. 1476.96 cr. An amount of Rs. 1391.25 crore was withdrawn by the borrowers which constitute 94% of the total amount. The average amount of MUDRA card works out to Rs. 28567 per card. This also shows success of this scheme for financing the poor and middle entrepreneurs.

CONCLUSION

In the conclusion, we can say that though this scheme was very good in financing the minority and women groups and in the issuance of MUDRA Cards, but its coverage is very small. This scheme is not benefitting the whole India rather it mainly concentrates upon already industrially developed regions of the country. So, the government should concentrate upon making this scheme a widely accepted scheme by doing more publicity of this scheme, by making procedures for taking loans more easy, by providing more kishore and tarun loans and by ensuring community involvement in this scheme. If the government does this, only then this scheme can benefit the real needy ones.

IMPLICATIONS

The current study is mainly concerned with the performance evaluation of the PMMY Scheme launched by the government of India. As the study reflects the achievement and flaws in this scheme, so provides important analysis to predict the future of this scheme. The study will be helpful to the academicians and researchers for further study in this respect.

FUTURE AREAS OF RESEARCH

- Performance evaluation of this scheme for the targets set for the financial year 2016-17 can be done.
- Performance evaluation of this scheme with respect to the involvement of individual bank group can be done.
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Retrieved from [http://www.mudrabankloanyojanapmmy.in/disadvantages/](http://www.mudrabankloanyojanapmmy.in/disadvantages/)
Retrieved from [http://www.mudrabankloanyojanapmmy.in/how-to-apply-get/](http://www.mudrabankloanyojanapmmy.in/how-to-apply-get/)
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AN ASSESSMENT OF THE IMPACT OF THE COMPENSATION PLAN ON EMPLOYEES PERFORMANCE IN FOOD AND BEVERAGE SECTOR IN INDIA

Shipra Chaudhuri36

ABSTRACT

One of the major challenges is to establish a compensation philosophy that will motivate the organization employee. The extent to which employee have benefited from the compensation plan system in food industry has not received much attention in developing economy like India. Compensation is mostly viewed as cash and therefore other aspects are often neglected. Viewing compensation as a holistic system to manage for productivity is pertinent to organizational development. Victor Vroom expectancy theory emphasizes the needs for organizations to relate rewards directly to performance. It was in line with this, that the study aimed at examining the effect of compensation plan on workers performance in the Indian food and beverage manufacturing companies. To accomplish this the study made use of the compensation manuals and also solicited responses to questionnaires from a cross section of employees. The study was carried out via questionnaires and distributed to the staff of the selected food and beverages companies in Delhi NCR region. Data collection was done through a survey with a structured questionnaire. Data collected was analyzed using frequency table and percentage analysis while the non-parametric statistical test Chi-square and ANOVA was used to test the formulated hypothesis using SPSS data analysis software to examine how the selected workers perceived the influence of compensation plan on their performance. The result of the analysis and hypothesis tested at 5 % level of significance (p < 0.000) showed that compensation plan has significant and positive effect on workers performance which will eventually increase the overall performance of the Indian foods and beverages industry. It was found out that though there were a lot of compensation packages available in the manuals but the employees were not fully aware of them. The study also revealed that communication regarding issues of compensation was poor with no avenues for employees to be heard on issues related to compensation. Policy manuals were not available for employees to educate themselves. The grass root levels of employees therefore was not involved in any way in the formulation and implementation of the policies on compensation.

The study therefore recommended to management to incorporate education on compensation packages in the orientation of new staff and organize periodic education programmes for the existing employee. Also making available the compensation manuals to all employees was recommended as a means of self-education to reduce the unawareness. The study also recommended that management creates avenues for the employee to air their concerns on issues pertaining to compensation through periodic staff meetings. These coupled with verbal commendation of employees when implemented the study believes will go a long way to boost the morale of employees and in the long run have a positive influence on their performance and productivity as a whole. It was also found that mostly there was lack of a system to measure employee performance. Compensation system was also found to be the backbone of all policies concerning the acquisition and utilization of human resources. To this end, it is recommended that food companies should come up with effective compensation plans especially in investing the various aspects of human capital so as to remain competitive and maintain long run survival.

KEYWORDS

Compensation Plan, Firm Performance, Human Capital, Workers Performance, Motivation etc.

INTRODUCTION

Compensation is the “glue” that binds the employee and the employer together and in the organized sector, this is further codified in the form of a contract or a mutually binding legal document that spells out exactly how much should be paid to the employee and the components of the compensation package. The current trend in many sectors particularly the Services is to treat the employees as “creators and drivers of value” rather than one more factor of production, companies around the world are paying close attention to how much they pay, the kind of components that this pay includes and whether they are offering competitive compensation to attract the best talent. It is pertinent to take a look at what Jack Welch had to say in this regard: “If you pick the right people and give them the opportunity to spread their wings - and put compensation and rewards as a carrier behind it - you almost don’t have to manage them.” - Jack Welch .Thus he says, if the right compensation along with the right kind of opportunities are made available to people by the firms in which they work, then work becomes a pleasure and the manager’s task made simpler leading to all round benefits for the employee as well as the employer.

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Performance is an ambiguous concept which can be applied to individuals and organisations: individuals performing well when objectives are set by management (Harvard Business Essentials, 2006), organisations when they meet the requirements of their stakeholders (Neely, 2002). In addition to being framed by entity: individual, group or organisation, performance is usually defined in terms of the tasks to be completed or goals needed to be achieved (Franco-Santos, 2014). Performance management can be defined as 'the evolving formal and informal mechanisms used to ensure the institution attains its aims and objectives satisfying its stakeholders and being sustainable'. Armstrong (2009) defines as 'a systematic process for improving organizational performance by developing the performance of individuals and teams'. Fletcher asserts (2010), successful performance management 'should affect all aspects of the organisation's functioning as it is a holistic phenomenon.

**OBJECTIVES OF THE STUDY**

The objectives are stated below:

- To determine the extent at which well-designed compensation policy affect employee’s performance.
- To access the rate at which welfare services affect employee’s performances.
- To explore the challenges in the management of compensation.

**Theoretical Strands: What influences compensation levels and structure?**

There is extensive literature on what determines compensation in the fields of human resource management and economics. Beginning from the labour and product market driven models in the neo-classical economics traditions to the industry specific models, individual agency human capital explanations and to individual decision maker’s implicit theories, the field has come a long way. While the early explanations saw no role of firm or managers in determining the compensation levels, because of the exogenous influence of product and labour market supply and demand functions assuming perfect competition. But post institutional faced imperfect labour mobility, imperfect information, role of unions, and so on.

**EFFICIENCY WAGE THEORY**

Efficiency wages are wages that are higher than the market equilibrium. However, firms may choose to pay wages higher than the market-clearing equilibrium in order to incentivize increased worker productivity or to reduce turnover. This is called efficiency-wage theory. Market-clearing wage is the wage at which supply equals demand; there is no excess supply of labour (unemployment) and no excess demand for labour (labour shortage). There are several theories of why managers might pay efficiency wages:

- **Avoiding Shirking:** If it is difficult to measure the quantity or quality of a worker's effort, there may be an incentive for him or her to “shirk” (do less work than agreed). The manager thus may pay an efficiency wage in order to increase the cost of job loss, which gives a sting to the threat of firing. This threat can be used to prevent shirking.

- **Minimizing Turnover:** As mentioned above, by paying above-market wages, the worker's motivation to leave the job and look for a job elsewhere will be reduced. This strategy makes sense when it is expensive to train replacement workers.

- **Selection:** If job performance depends on workers' ability and workers differ from each other in those terms, firms with higher wages will attract more able job-seekers, and this may make it profitable to offer wages that exceed the market clearing level.

The consequence of the efficiency wage theory is that the market for labour does may not clear, even in the long run, and unemployment may be persistently higher than its natural rate.

Human capital is a term popularized by Gary Becker, an economist from the University of Chicago, and Jacob Mincer that refers to the stock of knowledge, habits, social and personality attributes, including creativity, embodied in the ability to perform labour so as to produce economic value.

According to Kuchař (2007), the analogy of the offered labour of an individual reflects their efforts to evaluate the existing investment in vocational training which is not only in education. In other words, the supply side strives for profit maximization. The result is, benefits goes to individuals in the form of better position on the labour market and higher economic potential from the point of view of the company due to higher productivity of more demanding work.

Kuchar (2007) discusses the basic elements of the human capital model in the context of the labour market. A work position is a logical outcome of this with a partial influence of luck. While education is always a crux element in individual development, the basic characteristics of an individual are purely demographic based on sex, age, family culture. The demand of an individual in the
labour market is influenced by work experience, acquired skills and the knowledge acquired from previous work. According to Sirovatka (1997), human capital affects the marginal productivity of labour force; it depends on the free decision-making of an individual, whether they want to invest in their human capital. If they do, the investment is reflected on the labour market.

**AGENCY THEORY**

Agency Theory explains how to best organize relationships in which one party determines the work while another party does the work. In this relationship, the principal hires an agent to do the work, or to perform a task the principal is unable or unwilling to do. For example, in corporations, the principals are the shareholders of a company, delegating to the agent that is, the management of the company, to perform tasks on their behalf. Agency theory assumes both the principal and the agent are motivated by self-interest. This assumption of self-interest dooms agency theory to inevitable inherent conflicts. Thus, if both parties are motivated by self-interest, agents are likely to pursue self-interested objectives that deviate and even conflict with the goals of the principal. Yet, agents are supposed to act in the sole interest of their principals. Agency theory, focuses on the divergent interests and goals of the organization's stakeholders, and the ways that employee compensation can be used to align these interests and goals (Eisenhardt, 1989; Fama & Jensen, 1983). Most of the stockholders are not involved in day-to-day operations, so-called agency costs (i.e., costs that arise from the interests of the principals / owners and their agents/managers not converging) are created. Examples of agency costs include management spending money on perquisites or certain acquisitions that do not add value to the company but may enhance the manager's prestige rather than seeking to maximize shareholder wealth. It may so happen that managers and shareholders may differ in their attitudes toward risk giving rise to agency costs. Shareholders can diversify their investments and thus their risks) more easily than managers can diversify risk in their pay. As a consequence, managers may prefer relatively little risk in their pay. How can such agency costs be minimized? Agency theory says that the principal must choose a contracting scheme that helps align the interests of the agent with the principal's own interests. These contracts can be classified as either behaviour oriented that is merit pay or outcome oriented that is stock options, profit sharing, commissions. At first it seems that, outcome-oriented contracts seem to be the obvious solution. If profits are high, compensation goes up. If profits go down, compensation goes down. The interests of "the firm" and employees are aligned. An important drawback, however, is that such contracts increase the amount of risk borne by the agent. Furthermore, because agents are averse to risk, they may want higher pay to make up for it. Behaviour-based contracts, on the other hand, do not transfer risk to the agent, and thus do not require a compensating wage differential. However, the principal must be able to monitor with little cost what the agent has done. Otherwise, the principal must either invest in monitoring or structure the contract so that pay is linked at least partly to outcomes.

Tournament theory is the theory in economics that is used to describe certain situations where wage differences are based not on the marginal productivity but instead upon relative differences between the individuals exist. This theory was invented by economists Edward Lazear and Sherwin Rosen. Under conventional systems workers are paid at piece rate - an amount of money that relates to their output, rather than the time they input. Tournament theory suggests that workers can be rewarded by their rank in an organization, suggesting why large salaries are given to senior executives, to provide a 'prize' to those who put in enough effort to garner one of the top positions. Eriksson and Lausten (1996) found that executive pay has little to do with absolute performance of the other senior managers or that instead the increasing pay differences act as an incentive to provide greater effort. It is found that as one goes up the hierarchy, the pay differential across levels keeps on increasing. Larger pay at higher levels is intended to encourage more competition for promotion and spur more effort (Lazear & Rosen, 1981). However organizations may decide to have more egalitarian structures with smaller spreads to deemphasize hierarchical differences. The intended outcome is better relation between employees across various levels and cadres which may result into better performance outcomes for organization.

**Politics of Compensation - Resource Dependence Perspective**

The theory originated in the 1970s with the publication of “The External Control of Organizations: A Resource Dependence Perspective”, (Jeffrey Pfeffer and Gerald R. Salancik). Resource dependence is underpinned by the idea that resources are key to organisational success and that access and control over resources is a basis of power. Organizations may become resource dependent if the employees they seek to retain are the ones very critical for organizational success (Bartol & Martin, 1990; Pfeffer & Salancik, 1978). It may so happen that organizations might end up paying higher compensation to such employees compared to others in. In fact, there is evidence that such critical resources may demand higher salaries and may even threaten to leave (Longenecker, Gioia, & Sims, 1987). Appropriating returns from such critical resources is a problem area, especially when these assets are company specific.

**LITERATURE REVIEW**

The studies conducted by Opkara (2004) and Samad (2007) concluded that if workforce is satisfied with their job as well as the organizational environment that comprises of colleagues, compensation, and leadership they will be more committed with their organization as compared to when they are not satisfied. The importance of these two factors cannot be overlooked because they are the key factors that influence employee’s turnover, employee’s performance, and their productivity. Satisfied and committed
workforce is are contributors and performer towards enhancing organizational productivity. Organizations that have better compensation management system put a very positive impact on their employees.

Armstrong (2005) stated that compensation management is an integral part of human resource management approach to productivity improvement in the organisation. It deals with the design, implementation and maintenance of compensation system that are general to the improvement of organisational ,team and individuals performance Compensation management is concerned with the formulation and implementation of strategies and policies that aim to compensate people fairly, equitably and consistently in accordance with their values to the organisation, (Armstrong, 2005).

Harrison and Liska (2008) in their study gave the inference that reward is the centre piece of the employment contract; it is the main reason why people work. This includes both the extrinsic and rewards received as a result of the employment by the organisation. The effect of compensation is explained by various recognised motivational theories. The operant theory is based upon the assumption that behaviour or job performance of an employee is not a function of inner thoughts, feelings, perceptions and emotions but it is actually related to nature of the outcome of such behaviour. The consequence of a given behaviour would determine whether the same behaviour is likely to occur in the future or not (Chandan 2005). Based on this direct relationship of behaviour and consequence rather than the inner working of the employees, management can study and identify the relationship and try to modify and gain control over such behaviour that leads to increased motivation. (Chandan, 2005). Thus it is necessary for managers and employers to understand the fact that compensating an employee will definitely improve employee’s performance.

As per Mondy (2010) it is the sum total of all rewards provided to employees in return for their service, to attract, retain and motivate employees. As compensation is comprised of both fixed and variables components as well as employees benefits and services, an optimum combination of these elements is ideal to effectively influence position employees’ performance.

The main objective of compensation administration are to design a cost-effective pay structure that will attract, motivate and retain competent employees and that will also be viewed as fair by all the employees. The studies conducted found that there is a positive relationship of employee satisfaction and motivation with compensation.

A statistical significant and positive relationship was found to govern rewards and motivation, implying that if rewards are being offered / to employees then there would be a corresponding change in satisfaction and work motivation. But the periodic salary increments, allowance, bonuses, fringe benefits and other compensations on regular and specific periods keep their morale high and makes them more motivated (Danish and Usman 2010).

Studies examined the relationship between satisfaction with compensation and work motivation was studied. The dimensions i.e. fixed pay, flexible pay, and benefits were examined with regard to satisfaction with compensation. The main findings of the study were: that satisfaction with compensation can be factor of work motivation, flexible pay is not a motivating factor in the jobs which the employees were holding. Also benefits do not have a significant impact on work motivation (Faheem, Shuau & Mohsin, 2011).

The study conducted showed that the employees of were motivated both by the intrinsic as well extrinsic factors of compensation, in such way that extrinsic factors were more causing motivation. The conclusion was that compensation management has a profound direct positive relationship with employee motivation level and intrinsic factors played important role in the motivation process. The study recommended that public sector banks shall apply progressive human resource strategy and provide healthy compensation plans regarding benefits and intrinsic factors (Ahmad Jamal Tahir, Rosman Bin Md. Yusoff, Ahoo, 2012).

The study investigated by (Ana-Maria Godeanu, 2012) the effects of performance-based compensation and autonomy on satisfaction with pay in the context of team working. The study was based upon a complex perspective that considers the influence of different monetary and non-monetary rewards on satisfaction with pay. Using a cross-sectional dataset of randomly selected European employees who were asked about specific working and living conditions. Results confirmed that both productivity-based rewards and autonomy are important for employee satisfaction. Managers should know when to introduce rewards based only on individual merits and when to give to use autonomy as a buffer to compensate for the potential lack of fairness in the payment system.

**METHODODOGY**

**Research Design**

This study makes use of survey research design that allow for the use of questionnaires to elicit data from the respondents. According to Nworgu (1991), research design provides the procedural outline for the conduct of any given investigation.
Sampling and Sample Size

A sample of one hundred (100) respondents was randomly selected and was administered but 60 were duly completed and returned.

Sources of Data

Primary and secondary sources were used. The use of questionnaire was employed to gather necessary and relevant data from the respondents. These methods were used in order to minimize the problems associated with data collection and to ensure that the results are visible and bias free as expected. The questions were designed to sample the views of the respondents on the effect of compensation management on employees’ performance.

METHODS OF DATA ANALYSIS

Demographic Variables

Table-1: A-Designation

<table>
<thead>
<tr>
<th></th>
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<th>Valid Percent</th>
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<td>7.1</td>
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Sources: Primary Data

Table-2: B-Gender

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<td></td>
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Sources: Primary Data

Table-3: C-Age

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<td></td>
<td></td>
<td></td>
</tr>
<tr>
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<td>18.6</td>
<td>18.6</td>
<td>18.6</td>
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<tr>
<td>30–40</td>
<td>16</td>
<td>22.9</td>
<td>22.9</td>
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<tr>
<td>40–50</td>
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<td>22.9</td>
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<td>50–60</td>
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Sources: Primary Data

Table-4: D-Department

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<td></td>
<td></td>
</tr>
<tr>
<td>Administration</td>
<td>13</td>
<td>18.6</td>
<td>18.6</td>
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<tr>
<td>Material</td>
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<td>18.6</td>
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<td>Production</td>
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<td>21.4</td>
<td>21.4</td>
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<td>27.1</td>
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<td>Total</td>
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Sources: Primary Data
Table-5: E-Length of Service

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</thead>
<tbody>
<tr>
<td>Less than 1 year</td>
<td>19</td>
<td>27.1</td>
<td>27.1</td>
<td>27.1</td>
</tr>
<tr>
<td>1 to 5 years</td>
<td>16</td>
<td>22.9</td>
<td>22.9</td>
<td>50.0</td>
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<tr>
<td>5 to 10 years</td>
<td>19</td>
<td>27.1</td>
<td>27.1</td>
<td>77.1</td>
</tr>
<tr>
<td>10 Years and above</td>
<td>16</td>
<td>22.9</td>
<td>22.9</td>
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<tr>
<td>Total</td>
<td>70</td>
<td>100.0</td>
<td>100.0</td>
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</tr>
</tbody>
</table>

Sources: Primary Data

The above tables demonstrates the demographic factors of sample respondents. It shows that categorization of the respondents was done into four groups, management staff, senior non-management staff, middle level staff and junior staff. From these majority of the respondents were senior level management employees followed by junior level employees.

The researcher collected data on the gender of the respondents. We can see from above that there were more female (61.4%) respondents and (38.6%) were males. This is expected since the food and beverage is dominated by female gender. Age of the respondents were classified into four groups 20-30, 31-40, 41-50 and 51-60. Bulk of the respondents were between the ages of 31 to 40 (22.9%) and 41 to 50 (22.9%). The survey was conducted and respondents were mainly from administration, material, production, finance departments. The results reflects the nature of the industry where finance plays a major role in providing with the compensation structure. Majority of the employees belonged to finance department followed by production and materials department. This agrees with the trend in environments where unemployment rate is high; people are expected to stay longer in one job as compared with other environments where the unemployment rate is relatively lower and the turnover rate is higher due to the ease with which people can find employment. So the number of employees who have served 5 to 10 years are more. Majority of the employees i.e. the respondents are working in the organisation for more than 10 years.

**STATISTICAL ANALYSIS**

Data was analysed using descriptive statistics. The descriptive statistics involves frequency table, Likert scale. The hypotheses were tested using Analysis of Variance (ANOVA).

**Type of Respondent vs. Compensation Policy**

H₀ = There is no significant relationship between well-designed compensation policy and its effective management and implementation has an effect on employee performance with respect to the type of respondent.

H₁ = There is a significant relationship between well-designed compensation policy and its effective management and implementation has an effect on employee performance with respect to the type of respondent.

Table-6: Anova

<table>
<thead>
<tr>
<th></th>
<th>Sum of Squares</th>
<th>d.f.</th>
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<th>F</th>
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<tbody>
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<td>Motivates Employees</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Between Groups</td>
<td>21,526</td>
<td>3</td>
<td>7,175</td>
<td>5.263</td>
<td>.003</td>
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<tr>
<td>Within Groups</td>
<td>89,974</td>
<td>66</td>
<td>1,363</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>111,500</td>
<td>69</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Commitment Increases</td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Between Groups</td>
<td>3,869</td>
<td>3</td>
<td>1,290</td>
<td>1.340</td>
<td>.269</td>
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<tr>
<td>Within Groups</td>
<td>63,503</td>
<td>66</td>
<td>.962</td>
<td></td>
<td></td>
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<tr>
<td>Total</td>
<td>67,371</td>
<td>69</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Willingness Improves</td>
<td></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Between Groups</td>
<td>49,143</td>
<td>3</td>
<td>16,381</td>
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<td>.243</td>
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<td>Within Groups</td>
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<td>Total</td>
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<td>Learn New Skills</td>
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<td>Between Groups</td>
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<td>Good Working Relationship</td>
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<td></td>
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<tr>
<td>Between Groups</td>
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<td>1,334</td>
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<td>Within Groups</td>
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<td>69</td>
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<td></td>
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<td>Rewards Hard Working Employees</td>
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<tr>
<td>Between Groups</td>
<td>48,499</td>
<td>3</td>
<td>16,166</td>
<td>1.152</td>
<td>.335</td>
</tr>
<tr>
<td>Within Groups</td>
<td>926,372</td>
<td>66</td>
<td>14,036</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>974,871</td>
<td>69</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sources: Primary Data
ANOVA Analysis

The above ANOVA table reveals there is a significant relationship between the level of managerial staff and motivation level of employees. Also there is a significant relation between managerial level and adaptability to learn the new skills. The remaining factors like commitment, willingness, working relationship and reward were not significant. These ties in with the literature reviewed by DeNisi and Griffin (2001) and stated that compensation is a reward system that a company provide to individuals in return for their willingness to perform various jobs and tasks within organizations. They further stated that relevant and commensurate rewards need to be provided to the employees so that they feel valued and their expectations on exchanging their skills, abilities and contribution to the organization are met.

Compensation systems vary across organizations and Gerhart and Milkovich (1988, p. 12) suggested that “employers tend to distinguish among themselves through differences in the contingency of compensation.”

A transparent system not only informs employees who would not want to take risk of the rules of the compensation system, but it also brings them abreast with the objectives of the organisation. The rules if effectively communicated to these personnel will facilitate their understanding of the system works and create an environment to support the implementation of the compensation system.

Age vs. Challenges in the Management of Compensation

The challenges identified are compiled below:

- Issues concerning compensation in the organization being communicated effectively to all levels of employees in the organization.
- There is a platform to also communicate their concerns to management on issues concerning their compensation hence their dissatisfaction with the policies formulated by management to manage compensation.
- Proper performance management system and an evaluation system in place to facilitate compensation management.
- Proper training for the direct implementation of the compensation policy and packages.
- Employee involvement in the formulation and implementation of compensation packages.

Hypothesis

H0: There is no significant relationship between age and the challenges faced in the management of compensation policy.
H1: There is a significant relationship between age and the challenges faced in the management of compensation policy.

Table-7: Anova

<table>
<thead>
<tr>
<th>Source of Variation</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>Managers are Well Trained to do so</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Between Groups</td>
<td>3,948</td>
<td>3</td>
<td>1.316</td>
<td>.710</td>
<td>.550</td>
</tr>
<tr>
<td>Within Groups</td>
<td>122.338</td>
<td>66</td>
<td>1.854</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>126.286</td>
<td>69</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees Did Not Have a Platform</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Between Groups</td>
<td>5,240</td>
<td>3</td>
<td>1.747</td>
<td>.861</td>
<td>.466</td>
</tr>
<tr>
<td>Within Groups</td>
<td>133.846</td>
<td>66</td>
<td>2.028</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>139.086</td>
<td>69</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ineffective Performance Evaluation System</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Between Groups</td>
<td>144.851</td>
<td>3</td>
<td>48.284</td>
<td>1.234</td>
<td>.304</td>
</tr>
<tr>
<td>Within Groups</td>
<td>2582.421</td>
<td>66</td>
<td>39.128</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>2727.271</td>
<td>69</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Awareness of the Policy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Between Groups</td>
<td>1.216</td>
<td>3</td>
<td>.405</td>
<td>1.252</td>
<td>.298</td>
</tr>
<tr>
<td>Within Groups</td>
<td>21.370</td>
<td>66</td>
<td>.324</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>22.586</td>
<td>69</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee Involvement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Between Groups</td>
<td>1.063</td>
<td>3</td>
<td>.354</td>
<td>.505</td>
<td>.680</td>
</tr>
<tr>
<td>Within Groups</td>
<td>46.308</td>
<td>66</td>
<td>.702</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>47.371</td>
<td>69</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sources: Primary Data
The table shows that there is no significant relationship between the compensation policy and the challenges that are faced by the industry. The nature of challenge may vary some employees may be well trained and their communication is better off. Matured employees are aware but the trainees are not well informed thus they are not aware about the compensation package.

The main problem with indirect compensation is the lack of employee participation according to Aswathappa (2007). He mentions that once an employee benefit programme is designed by the organization, employees have little discretion. For instance, pension usually is granted to all workers. Younger employees see pension as distant and largely irrelevant. Older female workers feel that maternity benefits are not needed. The uniformity of benefits fails to recognize workforce diversity. Since employees have little choice in these benefit packages, most workers are unaware of all the benefits to which they are entitled. This lack of knowledge often causes employees to request for more benefits to meet their needs. And perhaps even worse, employee confusion can lead to complaints and dissatisfaction which could adversely affect their performance hence productivity.

Correlation between Commitment and Readiness to Learn

H₀: There is no significant correlation between commitment of the employees and readiness to learn the new skills.
H₁: There is a significant correlation between commitment of the employees and readiness to learn the new skills.

<table>
<thead>
<tr>
<th></th>
<th>Commitment Increases</th>
<th>Learn New Skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commitment Increases</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (1-tailed)</td>
<td>.141</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>70</td>
</tr>
<tr>
<td>Learn New Skills</td>
<td>Pearson Correlation</td>
<td>.141</td>
</tr>
<tr>
<td></td>
<td>Sig. (1-tailed)</td>
<td>.122</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>70</td>
</tr>
</tbody>
</table>

Sources: Primary Data

The two variables that is commitment level and readiness to learn are post correlated but the correlation between them is not significant. It is further suggested by Rynes (1987, p. 190) that compensation systems are capable of attracting or repelling the right kind of people because they communicate so much about an organization’s philosophy, values, and practices. Organizations could therefore take another look at their compensation packages and redesign them to attract those candidates who are ready to learn new skills on the job market, who they think are very skilled and can help them reach their goals.

Correlation between Motivation of the Employees and the Reward System

H₀: There is no relation between motivation of the employees and the reward for hard working employees.
H₁: There is a relation between motivation of the employees and the reward for hard working employee.

<table>
<thead>
<tr>
<th></th>
<th>Motivates Employees</th>
<th>Rewards Hard Working Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivates Employees</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (1-tailed)</td>
<td>.008</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>70</td>
</tr>
<tr>
<td>Rewards Hard Working Employees</td>
<td>Pearson Correlation</td>
<td>.008</td>
</tr>
<tr>
<td></td>
<td>Sig. (1-tailed)</td>
<td>.475</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>70</td>
</tr>
</tbody>
</table>

Sources: Primary Data

These two variables are not related that is the reward factor is not the only factor to be considered to motivate employees. Reward is an important element to motivate employee for paying their best efforts to generate the innovation and the new ideas in the company but not the sole factor to motivate the employees. The relationship of the manager and supervisor, productivity job satisfaction and turnover and attitude are also vital to motivate employees. (Simon, 1976; More & Hunt 1980; Jahangar, 2006).
Relation between Good Working Attitude and Commitment towards Organisation

H₀: There is no correlation between good working relationship of employees and commitment level.
H₁: There is a relation between motivation of the employees and the reward for hard working employees.

Table-10: Correlation

<table>
<thead>
<tr>
<th>Good Working Relationship</th>
<th>Good Working Relationship</th>
<th>Commitment Increases</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>1</td>
<td>-.051</td>
</tr>
<tr>
<td>Sig. (1-tailed)</td>
<td>.338</td>
<td>1</td>
</tr>
<tr>
<td>N</td>
<td>70</td>
<td>70</td>
</tr>
</tbody>
</table>

Sources: Primary Data

It was found that there is a negative relation between good working relationship and the level of commitment

Age and Role of Compensation

H₀: There is no relation between age group of the employees and the role of compensation the organisation.
H₁: There is a relation between age group of the employees and the role of compensation in the organisation.

Table-11: Age and Role of Compensation

<table>
<thead>
<tr>
<th>Age (In Years)</th>
<th>Role CM Plays</th>
<th>Count</th>
<th>% Within Role CM Plays</th>
<th>Meet Employers Obligation</th>
<th>Encourage Employees</th>
<th>Meet Basic Needs</th>
<th>Enhance Image</th>
<th>All the Above</th>
</tr>
</thead>
<tbody>
<tr>
<td>20–30</td>
<td></td>
<td></td>
<td>25.0%</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>30–40</td>
<td></td>
<td></td>
<td>41.7%</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>40–50</td>
<td></td>
<td></td>
<td>8.3%</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>50–60</td>
<td></td>
<td></td>
<td>25.0%</td>
<td>3</td>
<td>10</td>
<td>2</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>12</td>
<td>100.0%</td>
<td>12</td>
<td>19</td>
<td>12</td>
<td>12</td>
<td>15</td>
</tr>
</tbody>
</table>

Sources: Primary Data

Table-12: Chi-Square Tests

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
<th>D.f.</th>
<th>Asymp. Sig. (2-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>11.066a</td>
<td>12</td>
<td>.523</td>
</tr>
<tr>
<td>Likelihood Ratio</td>
<td>11.329</td>
<td>12</td>
<td>.501</td>
</tr>
<tr>
<td>Linear-by-Linear Association</td>
<td>.532</td>
<td>1</td>
<td>.466</td>
</tr>
<tr>
<td>N of Valid Cases</td>
<td>70</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: a. 18 cells (90.0%) have expected count less than 5. The minimum expected count is 2.23.
The chi square value is .523 is significant at 5% level of activity. Hence null hypothesis is rejected and alternate hypothesis is accepted. It shows that there is a relation between how age plays a critical role in compensation policy. Hence a better compensation plan meet the employer’s legal obligation, encourages employees to work hard, thus enhances the image of the organisation.

Age vs. Employees Awareness

Table 13: Age * Employees Awareness of the Package Cross Tabulation

<table>
<thead>
<tr>
<th>Age (In Years)</th>
<th>Employees Awareness of the Package</th>
<th>Yes</th>
<th>No</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-30</td>
<td>Count</td>
<td>8</td>
<td>5</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>% within employees awareness of the package</td>
<td>12.3%</td>
<td>100.0%</td>
<td>18.6%</td>
</tr>
<tr>
<td>30-40</td>
<td>Count</td>
<td>16</td>
<td>0</td>
<td>16</td>
</tr>
<tr>
<td></td>
<td>% within employees awareness of the package</td>
<td>24.6%</td>
<td>.0%</td>
<td>22.9%</td>
</tr>
<tr>
<td>40-50</td>
<td>Count</td>
<td>16</td>
<td>0</td>
<td>16</td>
</tr>
<tr>
<td></td>
<td>% within employees awareness of the package</td>
<td>24.6%</td>
<td>.0%</td>
<td>22.9%</td>
</tr>
<tr>
<td>50-60</td>
<td>Count</td>
<td>25</td>
<td>0</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>% within employees awareness of the package</td>
<td>38.5%</td>
<td>.0%</td>
<td>35.7%</td>
</tr>
<tr>
<td>Total</td>
<td>Count</td>
<td>65</td>
<td>5</td>
<td>70</td>
</tr>
<tr>
<td></td>
<td>% within employees awareness of the package</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

Sources: Primary Data

Table 14: Chi-Square Tests

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
<th>d.f.</th>
<th>Asymp. Sig. (2-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>23.609α</td>
<td>3</td>
<td>.000</td>
</tr>
<tr>
<td>Likelihood Ratio</td>
<td>18.701</td>
<td>3</td>
<td>.000</td>
</tr>
<tr>
<td>Linear-by-Linear Association</td>
<td>12.908</td>
<td>1</td>
<td>.000</td>
</tr>
<tr>
<td>N of Valid Cases</td>
<td>70</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The minimum expected count is .93

Note: α. 4 cells (50.0%) have expected count less than 5. The minimum expected count is .93

Symmetric Measures

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
<th>Approx. Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nominal by Nominal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phi</td>
<td>.581</td>
<td>.000</td>
</tr>
<tr>
<td>Cramer's V</td>
<td>.581</td>
<td>.000</td>
</tr>
<tr>
<td>N of Valid Cases</td>
<td>70</td>
<td>70</td>
</tr>
</tbody>
</table>

Sources: Primary Data

There is a significant relation between age and employee’s awareness about compensation package. It was observed that the age group between 20 to 30 years are least aware of the compensation package. The age group between 50 to 60 years are fully aware
of the package. Compensation systems vary across organizations and Gerhart and Milkovich (1988, p. 12) suggested that “employers tend to distinguish among themselves through differences in the contingency of compensation.”

From interviewing the some of the respondents the researcher gathered that this unawareness could stem from the fact that upon the industry institution no proper orientation was organized for the new entrants and the policy manual are only made available to the heads of the department, making it very difficult if not impossible for the other staff to have access to them.

RECOMMENDATIONS

- The management of the institution should provide for every new employee as well as existing employees a copy of the compensation manual and discuss the items therein during orientation.
- Management should prioritize the effective implementation of the performance evaluation system.
- Communication should be improved to cover issues that have to do with compensation by involving the various heads of units in the formulation and implementation process of policies concerning compensation.
- Administration and implementation of compensation was mostly done manually which caused delays and errors in the management of compensation.
- Employees did not only desire financial benefits as compensation to motivate them to perform but also non-financial benefits as well. The researcher recommends that verbal commendations and a putting the shoulders of deserving employees should be added to the culture of the organization and social events like staff annual get-together be introduced so that the employees have an opportunity to interact with the top management team.
- Involvement of grass root employees need to be considered.

CONCLUSION

The results of this study has mapped a link between compensation policy and employee’s performance. Compensation policy vary across organizations and employers tend to distinguish among themselves through differences in the contingency of compensation. From this study it was found that there is a relationship between a well-designed policy and employee’s performance. It further enhances the motivation level of employees across all the designation levels. Compensation systems are capable of attracting or repelling the right kind of people because they communicate so much about an organization’s philosophy, values, and practices. Organizations could therefore take another look at their compensation packages and redesign them to attract those candidates who are ready to learn new skills on the job market, who they think are very skilled and can help them reach their goals. But it has to be kept in mind that the reward factor was not the only factor to be considered to motivate employees. Reward is an important element to motivate employee for paying their best efforts to generate the innovation and the new ideas in the company. The relationship of the manager and supervisor, productivity job, satisfaction and turnover and citizenship behaviour are also vital to motivate employees.

The study also revealed that there is a relation between how age effects employee’s performance and the role of compensation policy in it. It was found that age plays a critical role to meet the employer’s legal obligation, encourages to work them hard, and enhances the image of the organisation. There is also a significant relation between age and employee’s awareness about compensation package. It was observed that the junior employees are least aware of the compensation package but the senior most employees are fully aware of the packages.

The various challenges stems from the fact that issues concerning compensation was communicated effectively to all levels of employees in the organization or not. If there is a platform to also communicate their concerns to management on issues concerning their compensation, if the rules are effectively communicated to these employees, it will facilitate their understanding of how the system works and create an environment to support the implementation of the compensation system Proper performance management system and its evaluation system in place needs to be there to facilitate compensation management. Proper training for the direct implementation of the compensation policy and packages needs to be given to all employees. Another challenge was how far the employees are involved in the formulation and implementation of compensation packages. From the study it was found that there is no significant relationship between the compensation policy and the challenges that are faced by the industry. The nature of challenge may vary some employees may be well trained and their communication is better off. Matured employees are aware but the trainees are not well informed thus they are not aware about the compensation package.

It was also found that that once an employee benefit programme is designed by the organization, employees have little discretion. For young employee’s compensation is irrelevant. Since employees have little choice in these benefit packages, most workers are unaware of all the benefits to which they are entitled. This lack of knowledge often causes employees to request for more benefits to meet their needs. And perhaps even worse, employee confusion can lead to complaints and dissatisfaction which could adversely affect their performance hence productivity.
This study sets the tone for further research into the link between compensation systems, performance management and the productivity of employees. It could also be the basis for comparing data from similar institutions on the subject matter.

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EVALUATION OF EMPLOYEE ATTRITION AND RETENTION: A STUDY WITH REFERENCE TO POLARIS CONSULTING AND SERVICES LIMITED AT CHENNAI

M. R. S. Suryanarayana Reddy 37 P. Sravani 38

ABSTRACT

In the recent years attrition rate in software industry is almost near to 25% and above. The reasons behind this rate may be retirement, layoffs, resignation and death. Even then manpower is the biggest asset of any organization. In this current study the researcher is trying to study and identify the cause that leads to employee attrition and to offer some of useful suggestion to employee retention. In the current study the sample size was taken for this study are 75 employees who are working in Polaries software Chennai. The sample was collected by using the questionnaire with open ended questions. To conclude this study that employees were facing the hurdles in the areas of Flexible working hours, career development and training programmes and where some of the areas employees are happy about work culture of the organisation. For the analysis of data various statistical tools were used.

KEYWORDS

Attrition, Employee Retention etc.

INTRODUCTION

Human Resource Management is considered to be the most valuable asset in any organization. It is the sum-total of inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of the employed persons who comprise of executives, supervisors, and the rank and file employees. It may be noted here that human resources should be utilized to the maximum possible extent, in order to achieve individual and organizational goals. It is thus the employee’s performance which ultimately decides and attainment of goals. However, the employee performance is to a large extent, influenced by motivation and job satisfaction.

Attrition mean ”a reduction in the number of employees through retirement, resignation, or death” employees would love their jobs, like their co-workers, work hard for their employers, get paid well for their work, have ample chances for advancement, and flexible schedules so they could attend to personal or family needs when necessary. And never leave, Attrition levels vary very considerably from industry to industry. The highest levels of turnover are found in private sector organizations.

Human resource management is a specialized functional area of business that attempts to develop programmers, policies, and activities to promote the job satisfaction of both individual and organizational needs, goods and objectives. People join organizations with certain motives like security of income and job, better prospects in future, and satisfaction of social and psychological needs. Every person has different sets of needs at different times. It is the responsibility of management to recognize this basic fact and provide appropriate opportunities and environments to people at work to satisfy their needs.

REVIEW OF LITERATURE

“Employee Attrition” as a term is widely used in business circles. Although several studies have been conducted on this topic, most of the researchers focus on the causes of employee attrition but little has been done on the examining the sources of employee attrition, effects and advising various strategies which can be used by managers in various organization to ensure that there is employee continuity in their organization to enhance organizational competitiveness. Brinda Balakrishnan (1992) in emerging issues in human resource management, an Indian Perspective, the author describes that the monotonous work, lack of career options, better salary and the timings were the reasons, also the added reasons are better prospects, inadequate training, workload and uneven distribution of work in the IT sectors. Woods (1995) frequently, managers refer to attrition as the entire process associated with filling a vacancy. Each time a position is vacated, either voluntarily or involuntarily, a few employees must be hired and trained. This replacement cycle is known as attrition. Hom and Griffeth (1995) This term is also often utilized in efforts to measure relationships of employees in an organization as they leave, regardless of reason “unfolding model” of voluntary attrition represents a divergence from traditional thinking by focusing more on the decisional aspect of employee

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attrition, in other words, showing instances of voluntary attrition as decisions to quit. Prince (1977) the ratio of the number of
organizational members who have left during period being considered divided by the average number of people in that
organization during this period. Shaw (1998) Employee’s attrition is a much studied phenomenon. But Abbasi told in his article
that, there is no standard reason why people leave organization. Employee attrition is the rotation of workers around the labour
market between firms, job and occupation and between the states of employment and unemployment Abbasi (2000) Therefore,
managers must recognize that employees as major contributors to the efficient achievement of the organization’s success.
Managers should control employee attrition for the benefit of organization success. The literature on employee attrition is divided
into three groups; sources of employee attrition, effects of attrition and strategies to minimize attrition.

STATEMENT OF PROBLEM

In every organization human resources are treated as valuable assets. But frequent leaving of employees in the organization makes
organization to rethink on the policies and procedures. Because employees who are satisfied with their jobs generally don’t give
them up, high turnover is usually indicative of the problem. That’s not to say that every employee who leaves your company is
unsatisfied-after all some will retire, leave town, quit because of family circumstances, desire to change professions, or even to
start a business of their own . Attrition is a critical issue and pretty high in the industry these days. It’s the major problem which
highlights in all the organizations. In the current study, the researcher is trying to understand the causes of Attrition at Polaris
consulting and services Limited, Chennai.

NEED FOR STUDY

The success of any organization depends largely on the workers, the employees are considered as the backbone of any company.
The study was mainly undertaken to identify the level of employee’s attitude, the dissatisfaction factors they face in the
organization and for what reason they prefer to change their job. Once the levels of employee’s attitude are identified, it would be
possible for the management to take necessary action to reduce attrition level. Since they are considered as backbone of the
company, their progression will lead to the success of the company for the long run. This study can be helpful in knowing, why
the employees prefer to change their job and which factors make employee dissatisfy. Since the study is critical issue, it is needed
by the originations in order to assess the overall interest and the feelings of the employees towards their nature of job and
organization.

OBJECTIVES OF STUDY

- To study the Attrition process at Polaris software in Chennai branch.
- To understand the factors those are affected towards the employee Attrition at Polaris.
- To evaluate the retention strategies which are followed in Polaris.

METHODOLOGY

The present study has been undertaken to study the attrition process and to find out the causes of attrition at Polaries Software
Private limited in Chennai. IT employees working in Chennai especially who are working up to August 2016. The questionnaire
consists of 24 questions which covers all the causes of attrition. Data were collected from 75 employees by adopting the sampling
techniques of deliberate sampling.

SCOPE OF STUDY

The Scope is confined to the employees by taking 75 as sample size. The study is covered only to the employees of Polaris
consulting and services limited, Chennai.

DATA ANALYSIS AND RESULTS

From below graph, we can understand that out of 75 respondents 24 were female and 51 were male employees. Then we look at
their age and marital status 20-30 years and 30-40 years employee are there about 50 employees and 36 were married. Almost 48
employees are below 5 years’ experience and in category of other company experience in 0-5 years were almost 48 employees.
Hence we can understand that 60% of employees were fresher’s and majority of the employees are not consistent in organisation.
There Exists a Strong Supportive Team Work

From the above chart it is observed that 60% of the employees have agreed that there is strong supportive team work among the employees and 12% responded as neutral and 41% responded that there is no supportive team work among the employees.

The Prevailing Culture is Healthy in Nature.

From the above chart it is observed that 34% of the employees stated that the nature prevailing in the organization is healthy in nature and 24% of the employees responded as neutral and 32% of employees responded that the prevailing culture in the organization is not healthy.
Office Working Hours are flexible.

Graph-4

From the above table it is observed that 44% employees have agreed that the office working hours are flexible and 20% of the employees responded neutral and 36% of the employees stated that the office working hours are not flexible.

Sources: Authors Compilation

Senior Employees Motivated the Staff whenever Necessary.

Graph-5

From the above chart it is observed that 52% of the employees stated that the senior employees motivated the staff whenever necessary and 4% of the employees responded neutral and 44% of the employees responded that the senior employees does not motivate the staff.

Sources: Authors Compilation

Proper Recreation given to Employees during Work.

Graph-6

From the above chart it is observed that 32% of the employees agreed that there is proper recreation provided to them during work and 36% responded neutral and 32% stated that there is no recreation provided to the employees during work.

Sources: Authors Compilation
Good Space to Express the Views of Employees to their Superiors.

Graph-7

From the above table it is observed that 44% of employees agreed that there is a good space for them to express their views to the superiors and 24% responded as neutral and 32% of employees stated that there is no space for them to express their views to the superiors.

Sources: Authors Compilation

Immediate token of Appreciation is been rewarded for the outstanding Performance.

Graph-8

From the above chart it is observed that 52% of the employees agreed that there is immediate token of appreciation for the good performance and 16% stated neutral and 32% of the employees stated that there is token of appreciation for good performance.

Sources: Authors Compilation

There is a Periodical Job Rotation.

Graph-9

From the above chart it is observed that 56% of the employees agreed that there is periodic job rotation and 24% responded neutral and 20% of the employees stated that there is no periodic job rotation.

Sources: Authors Compilation
**FINDINGS**

- Majority of the employees agreed that they would consider working with Polaris in future.
- Most of the employees agreed that the Training is beneficial in their Professional development.
- Many of the employees agreed that they are provided with Learning and self-development programs.
- Majority of the employees agreed that they have a periodical job rotation in the organisation.
- Most of the employees agreed that the policies in the organisation support the staff for retention.
- Many of the employees agreed that there is an exit interview for the employees who resign the job.
- Majority of the employees agreed that seniors motivate the staff whenever necessary.
- Most of the employees agreed that the prevailing culture is healthy in nature in the organisation.
- Maximum of the employees agreed that there exist a strong supportive team work among the employees in the organisation.
- Many of the employees agreed that there is excellent communication existence among the employees.

**SUGGESTIONS**

- The HR department has to create awareness on career development in the organisation so that it gives a kind of moral support and motivation to the employees to reach their heights.
- It is advised to the superiors to motivate their subordinates so that the working capacity will enhance for the development of the organisation.
- It is the responsibility of the administration department to make convenient working hours without disturbing the regular production work in the organisation.
The HR department has to create a kind of environment for the employees such that their future growth is guaranteed.

The HR department has to give clear instructions to the hospitality department to take care of recreational facilities in the organisation.

It is advised to the HR department to provide a comfortable environment for the employees to work in teams in the organisation.

It is suggested to the HR team to provide the employees with sufficient training programmes in the Organisation.

It is suggested to the superiors to provide adequate information about a new project before they start it.

It is suggested to the management to award immediate token of appreciation for outstanding Performances.

It is advised to the HR department to provide adequate training for the employees on their present job.

CONCLUSION

In today’s scenario where companies are fighting to combat global business competitions, and struggling to survive, employee turnover becomes as double. The knowledge economy and managing human resources has been the most difficult task. It is an established truth that if the employee feels intrinsically motivated to work and also engenders sense of belongingness and involvement with his work. And also intrinsic motivation factors take account of the feeling of self-fulfilment, prestige inside the organization, opportunity for advancement, opportunity for growth, authority connected, feeling of self-esteem, role at the current job position and opportunity to help others.

The current study captures the unique blend of causes of attrition for organizations and also the measures taken by the management to retain employees and bring down the attrition rate in their organization.

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A STUDY ON CONFLICT MANAGEMENT STRATEGIES ADOPTED BY EMPLOYEES IN TAMIL NADU CEMENTS CORPORATION LIMITED AT ARIYALUR DISTRICT

K. Vinoth 39 Dr. D. Mahesh 40

ABSTRACT

The title of the project is "A study on conflict management strategies adopted by the employees in Tamil Nadu Cements Corporation Limited [TANCEM], Ariyalur District. The main objective of the study is to analyse the various conflict resolving strategies. The research is based on through primary data. The assessment has been with reference to solution oriented, non-confrontational control and also has focused on giving specific suggestions to improve the relations in industrial sector. It is hoped the findings of the present study could provide an empirical bases upon which conflict management strategies adopted by the employees has styled to meet their needs of the industrial people.

KEYWORDS
Demographic Factors, Perception, Employees, Conflict Management Strategies etc.

INTRODUCTION

“When two people in business always agree, one of them is unnecessary”

W. Wrigley Jr.

In any business concern, the four factors of production are man, machine, material and money that are very important to achieve the goals of the organization. Among the four factors, man is the living being and the prior cause for the success of the organization than the other factors, so any organization consists of number of human resources who move towards achieving the organizational goals. Thus, group effort is needed for the smooth running of any business. However, when there is more than one person involving in an activity, it is very clear that there may be chances for conflicts among them. Conflict is inevitable and necessary for the growth of any organization though it is harmful sometimes.

When people with different backgrounds, temperaments, and points of views, values, needs, personalities and attitude interact, it is likely that some type of conflict may arise. The conflict may also develop due to perceptual differences of an individual. It is a conscious awareness of occurrences, events or happenings in one’s surroundings which may be considered as threatening and derogatory such as loss of authority, role conflict, unequal or unfair treatment, status incongruities and goal differences. Conflicts may also be encouraged by actions, constraints and demands of the organization and responsibilities to be performed by the worker.

CONFLICT: MEANING

Conflict is a process in which one person purposefully makes an effort or unit to block another that results in frustrating the attainment of the other’s goals or the furthering of his interests.

DEFINITION OF CONFLICT

“A process that begins when one party perceives that another party has negatively affected, or is about to negatively affects something that the first party cares about”

K. W. Thomas

“Good human relations can prevent conflicts, whether they are between Individual and organizational objectives, between line and staff personnel, between one’s ability and authority etc…”

William R. Scott

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LITERATURE REVIEW

Thibant and Kelly (2016) is there study that have mention of three problems associated with pressure tactics. The cost of surveillance over the other party’s behaviour:

- When threats punishment and rewards and
- The unpleasantness of having to capitulate when the other party is unknown.

Walton and Mckersie (2015) have used the term “integrative bargaining” which comes closes to what is referred to have as negotiation in integrative bargaining, new and better options are generated.

Thompson V. A. (2015) this however should not be surprising, since a review of the relationship between bureaucracy and innovation has found that conflict encourages innovative solutions.

Lawrence and Losch (2014) examined the effectiveness of various styles for handling conflicts and fond that each of these techniques was used in organisation to handle conflicts. The distinction was that the high performing used more.

Lewis and Pruitt (2013) found that when the bargainers placed heavy reliance on pressure tactics, it resulted in failure to reach and agreements.

Thomas (2012) has suggested two main dimensions of approaching conflicts, cooperativeness using a grid model. Three two dimension give strategies avoiding (low low), accommodation (high-high) and compromise (medium-medium).

Cohen et al (2012) have described a problem-solving workshop as an international resolution based on intervention at the inter-group level and designed to provide inputs into policy processes.


Derr (2011) has argued in favour of a contingency approach. He has suggested their main strategies of conflict power play, bargaining and collaboration.

OBJECTIVES OF STUDY

- To study the socio-demographic characteristics of the employees in TANCEM.
- To analyze the various conflict resolving strategies in TANCEM.
- To find out the association or relationship between the selected socio-demographic variables and conflict resolving strategies.
- To suggest suitable measures to overcome conflict in industries.

NEED FOR STUDY

Every individual has his or her own viewpoints towards a similar issue. Hence, there is similar issue. Hence, there is enough and more scope for men who are interwoven in the organizational structure to enter into conflicts while working together. Thus, conflict is inevitable whenever two or more human beings work together. For healthy and effective functioning of a human being in an organization one should be adept in handling conflicts.

An in resolved conflict might trigger an along line of troublesome consequences for the person as well as to the organization. Hence, it is imperative to study about the various techniques and strategies adopted by persons in conflict resolving strategies among the organizational supervisors. Therefore, a scientific enquiry in this area is meaningful and essential. The present study is one such attempt.

SIGNIFICANCE OF STUDY

Conflicts in organization are inevitable. An accumulation of unsolved or poorly resolved conflicts can create diminished performance and low morale. The capability of members of an organization to bring up issues with others and resolve conflicts in a way that ensures both members share some ownership of the solution is critical.
The management members develop tangible skills to effectively resolve conflicts by assuming that both parties’ needs are understood and that potential solution are created jointly. This shared ownership contributes to better solutions and increased commitment from both parties to implement the mutually created solution. So all these depends on the management. The present study is an attempt to find the perception towards conflict-handling intention.

Life without stimulus would be incredibly dull and boring. Life with too many stimulus becomes unpleasant and tiring ultimately damaging ones well-being. Most people realize those aspects of their work and life style can cause conflict. While this is true, the researcher is interested to explore some of the socio-demographic factors such as years of experience, income, area of domicile.

**RESEARCH METHODOLOGY**

**Research Design**

As the researcher, an aim to study and describe the various aspects of conflict management strategies adopted by the employees and seeks to find out the association if any with selected socio-demographic variables with regard to conflict management. Hence, the researcher has adopted descriptive cum diagnostic research design.

**Universe**

The universe of the present study includes all the employees working in different departments of TANCEM, Ariyalur, so the universe comprises of 608 employees.

**Sampling Method**

The researcher got the name list from the all department and by using it as a base, the respondents were selected. The researcher used simple random sampling method (lottery method) to select 120 respondents from the universe, where in the researcher gave an equal chance for all the members to be included in the sample. The total sample size is 120.

**Statistical Tools**

To arrange and interpret the collected data the following statistical tools were used.

**Percentage Method:** The percentage method was extensively used for findings various details. It is used for making comparison between two or more series of data. It can be generally calculated.

\[
\text{Percentage of Respondents} = \frac{x \times 100}{\text{Total Number of Respondents}}
\]

**Co-Efficient of Correlation: Karl Pearson’s Co-Efficient of Correlation:** It is the most widely used method of measuring the degree of relationship between two.

\[
r = \frac{\sum (X_i - \bar{X}) (Y_i - \bar{Y})}{n \sigma x \sigma y}
\]

**Chi-Square:** Chi-square test is an important test amongst the several tests of significance developed by statisticians. Chi square is a statistical measure used in the context of sampling analysis for comparing a variance to theoretical variances.

\[
X = \frac{\sum (O^2 - E^2)}{E}
\]

**Pilot Study:** The researcher made many visits to the TANCEM industry and discussed with the employees in the all department to find out feasibility of the study, from the suggestions expressed by the people of the all department the researcher found that it would be feasible to conduct the study in the organization.

**Source of Data Collection:** The source of data collection is primary. The researcher collected the information directly from the employees. The information regarding the number of employees employed in the various departments were obtained with the use of register, which is a secondary source.
Tools of Data Collection: The researcher used standardized scale, which was developed by Stephen Robins in the year 1991. The questionnaire consists of 45 questions measuring three dimensions namely solution orientation, non-confrontational and control. The questionnaire consisted of 59 questions, which also includes 14 items as personal data.

DATA ANALYSIS AND INTERPRETATION

Table-1: Demographic Factors (N = 120)

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Educational Qualification</th>
<th>Number of Respondents (N)</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>SSLC</td>
<td>36</td>
<td>30.0</td>
</tr>
<tr>
<td>2</td>
<td>ITI</td>
<td>28</td>
<td>23.3</td>
</tr>
<tr>
<td>3</td>
<td>Diploma</td>
<td>14</td>
<td>11.7</td>
</tr>
<tr>
<td>4</td>
<td>Under Graduate</td>
<td>30</td>
<td>25.0</td>
</tr>
<tr>
<td>5</td>
<td>Post Graduate</td>
<td>12</td>
<td>10.0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Place of Birth</th>
<th>Number of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Village</td>
<td>72</td>
<td>60.0</td>
</tr>
<tr>
<td>2</td>
<td>Town</td>
<td>42</td>
<td>35.0</td>
</tr>
<tr>
<td>3</td>
<td>City</td>
<td>06</td>
<td>05.0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Type of Family</th>
<th>Number of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Joint Family</td>
<td>32</td>
<td>26.7</td>
</tr>
<tr>
<td>2</td>
<td>Nuclear Family</td>
<td>88</td>
<td>73.3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Designation</th>
<th>Number of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Workers</td>
<td>60</td>
<td>50.0</td>
</tr>
<tr>
<td>2</td>
<td>Staff</td>
<td>30</td>
<td>25.0</td>
</tr>
<tr>
<td>3</td>
<td>Executive</td>
<td>30</td>
<td>25.0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Department</th>
<th>Number of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Mines</td>
<td>10</td>
<td>08.3</td>
</tr>
<tr>
<td>2</td>
<td>Technical</td>
<td>56</td>
<td>46.7</td>
</tr>
<tr>
<td>3</td>
<td>Auto Carriage</td>
<td>08</td>
<td>06.7</td>
</tr>
<tr>
<td>4</td>
<td>Quality Control</td>
<td>11</td>
<td>09.2</td>
</tr>
<tr>
<td>5</td>
<td>Marketing</td>
<td>08</td>
<td>06.7</td>
</tr>
<tr>
<td>6</td>
<td>Finance</td>
<td>15</td>
<td>12.5</td>
</tr>
<tr>
<td>7</td>
<td>Personnel and Administration</td>
<td>12</td>
<td>10.0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Name of the Federation</th>
<th>Number of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Nil</td>
<td>26</td>
<td>21.7</td>
</tr>
<tr>
<td>2</td>
<td>INTUC</td>
<td>13</td>
<td>10.8</td>
</tr>
<tr>
<td>3</td>
<td>CITU</td>
<td>19</td>
<td>15.8</td>
</tr>
<tr>
<td>4</td>
<td>ADMK</td>
<td>23</td>
<td>19.2</td>
</tr>
<tr>
<td>5</td>
<td>DMK</td>
<td>24</td>
<td>20.0</td>
</tr>
<tr>
<td>6</td>
<td>TANCEM Officers Association</td>
<td>15</td>
<td>12.5</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Distribution of Respondents by their Perception of Conflict Management Strategies

Table-2

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Various Dimensions of Conflict Management Strategies</th>
<th>Number of Respondents (N = 120)</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Solution Orientation</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Low</td>
<td>32</td>
<td>26.6</td>
</tr>
<tr>
<td></td>
<td>Moderate</td>
<td>59</td>
<td>49.2</td>
</tr>
<tr>
<td></td>
<td>High</td>
<td>29</td>
<td>24.2</td>
</tr>
<tr>
<td>2</td>
<td>Non-Confrontational</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Low</td>
<td>30</td>
<td>25.0</td>
</tr>
<tr>
<td></td>
<td>Moderate</td>
<td>62</td>
<td>51.7</td>
</tr>
<tr>
<td></td>
<td>High</td>
<td>28</td>
<td>23.3</td>
</tr>
<tr>
<td>3</td>
<td>Control</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Low</td>
<td>31</td>
<td>25.8</td>
</tr>
<tr>
<td></td>
<td>Moderate</td>
<td>57</td>
<td>47.5</td>
</tr>
<tr>
<td></td>
<td>High</td>
<td>32</td>
<td>26.7</td>
</tr>
</tbody>
</table>
Conflict Management Strategies (Overall Total)

<table>
<thead>
<tr>
<th>Level</th>
<th>Low</th>
<th>Moderate</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>46</td>
<td>44</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>38.3</td>
<td>26.7</td>
<td>25.0</td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation

**Inference:** It is evident from the above table that little less than half of the respondents (49.2%) have moderate level of solution oriented perception where as 26.6 percent of the respondents have low level of solution oriented attitude and 24.2 percent of the respondents perceive high level of solution oriented strategies. It is observed from above table that more than half of the respondents (51.7%) have moderate level of non-confrontational strategies. Whereas more or less equal number of the respondents perceive low (25%) high (23.3%) level of non-confrontational strategies. It is also seen from the table that little less than half of the respondents (47.5%) have moderate level of control whereas more or less equal member of the respondents perceive high (26.7%), low (25.8%) level of control-oriented strategies. It is noted from the table that little less than half of the respondent (38.3%) perceive low level of conflict management strategies with regard overall score. It is also clear that 26.7 percent of the respondents perceive moderate level of conflict management strategies and 25 percent of the respondents perceive high level of conflict management strategies with regard to overall score.

Karl Pearson’s Coefficient of Correlation between the Age of the respondents, Number of Children, Number of Dependents, Work Experience, and their Conflict Management Strategies

**Table-3**

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Dimensions</th>
<th>Correlation Coefficients (N = 120)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Age</td>
</tr>
<tr>
<td>1.</td>
<td>Solution Orientation</td>
<td>-0.011</td>
</tr>
<tr>
<td>2.</td>
<td>Non-Confrontational</td>
<td>0.082</td>
</tr>
<tr>
<td>3.</td>
<td>Control</td>
<td>0.092</td>
</tr>
<tr>
<td>4.</td>
<td>Conflict Management Strategies</td>
<td>0.015</td>
</tr>
<tr>
<td></td>
<td>(Over all Total)</td>
<td></td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation

**Note:** *Significant at 0.05 level

**Inference:** It is noted from the table that there is no significant relationship between the age, number of children, work experience of the respondents and various dimensions of conflict management strategies and overall score. It is also no significant relationship between Number of dependents and solution oriented, control oriented and overall score of conflict management strategies. However there is a significant relationship between Number of dependents and non-confrontational of conflict management strategies.

**Inter Correlation Matrix between the Major sub Dimensions**

**Table-4**

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Solution Orientation</th>
<th>Non-Confrontational</th>
<th>Control</th>
<th>Conflict Management Strategies (Over all Total)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Solution Orientation</td>
<td>1.000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-Confrontational</td>
<td>0.210*</td>
<td>1.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Control</td>
<td>-0.002</td>
<td>0.390**</td>
<td>1.000</td>
<td></td>
</tr>
<tr>
<td>Conflict Management Strategies</td>
<td>0.971**</td>
<td>0.394**</td>
<td>0.204*</td>
<td>1.000</td>
</tr>
<tr>
<td>(Over all Total)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation

**Note:** *Significant at 0.05 level

****Significant at 0.01 level

**Inference:** The inter correlation matrix between the various dimensions of the conflict management strategies were drawn and significant correlation were found. A high level of positive correlation is seen between the various dimensions with their overall
conflict management strategies. Where in as the solution oriented non-confrontational and control increased and the overall conflict management strategies also increases.

Association between Educational Qualification and their Conflict Management Strategies

Table 5

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Educational Qualification</th>
<th>Conflict Management Strategies (N =120)</th>
<th>χ²</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Low</td>
<td>Moderate</td>
</tr>
<tr>
<td>1</td>
<td>Solution Orientation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SSLC</td>
<td></td>
<td>13</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td></td>
<td>9</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I.T.I.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diploma</td>
<td></td>
<td>1</td>
<td>9</td>
</tr>
<tr>
<td>Under Graduate</td>
<td></td>
<td>6</td>
<td>17</td>
</tr>
<tr>
<td>Post Graduate</td>
<td></td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>2</td>
<td>Non-Confrontation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SSLC</td>
<td></td>
<td>11</td>
<td>19</td>
</tr>
<tr>
<td></td>
<td></td>
<td>7</td>
<td>5</td>
</tr>
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<td>9</td>
</tr>
<tr>
<td></td>
<td></td>
<td>7</td>
<td>14</td>
</tr>
<tr>
<td>I.T.I.</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Diploma</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Under Graduate</td>
<td></td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Post Graduate</td>
<td></td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>3</td>
<td>Control</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SSLC</td>
<td></td>
<td>9</td>
<td>17</td>
</tr>
<tr>
<td></td>
<td></td>
<td>6</td>
<td>16</td>
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<td>5</td>
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<td></td>
<td></td>
<td>8</td>
<td>14</td>
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<tr>
<td>I.T.I.</td>
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<td>Diploma</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Under Graduate</td>
<td></td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Post Graduate</td>
<td></td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>4</td>
<td>Conflict Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SSLC</td>
<td></td>
<td>16</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td></td>
<td>9</td>
<td>3</td>
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<td></td>
<td></td>
<td>5</td>
<td>6</td>
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<tr>
<td></td>
<td></td>
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<td>10</td>
</tr>
<tr>
<td>I.T.I.</td>
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<tr>
<td>Diploma</td>
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<td></td>
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</tr>
<tr>
<td>Under Graduate</td>
<td></td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Post Graduate</td>
<td></td>
<td>3</td>
<td>5</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Inference: The above table shows that there is a no significant association between educational qualification of the respondents and solution oriented, non-confrontation, control dimensions of conflict management strategies and overall score.

Association between Monthly Income and their Conflict Management Strategies

Table 6

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Monthly Income (In INR)</th>
<th>Conflict Management Strategies (N =120)</th>
<th>χ²</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Low</td>
<td>Moderate</td>
</tr>
<tr>
<td>1</td>
<td>Solution Orientation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5000-10000</td>
<td></td>
<td>24</td>
<td>41</td>
</tr>
<tr>
<td>10001-15000</td>
<td></td>
<td>07</td>
<td>13</td>
</tr>
<tr>
<td>15001-20000</td>
<td></td>
<td>01</td>
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<tr>
<td>20001-25000</td>
<td></td>
<td>01</td>
<td>01</td>
</tr>
<tr>
<td>2</td>
<td>Non-confrontation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5000-10000</td>
<td></td>
<td>20</td>
<td>45</td>
</tr>
<tr>
<td>10001-15000</td>
<td></td>
<td>07</td>
<td>13</td>
</tr>
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<td>15001-20000</td>
<td></td>
<td>02</td>
<td>03</td>
</tr>
<tr>
<td>20001-25000</td>
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<td>01</td>
<td>01</td>
</tr>
<tr>
<td>3</td>
<td>Control</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5000-10000</td>
<td></td>
<td>20</td>
<td>43</td>
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<td>10001-15000</td>
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<td>15001-20000</td>
<td></td>
<td>03</td>
<td>02</td>
</tr>
<tr>
<td>20001-25000</td>
<td></td>
<td>00</td>
<td>02</td>
</tr>
</tbody>
</table>
Inference: The above table indicates that there is no significant association between monthly income of the respondents and solution oriented non-confrontation control of conflict management strategies and overall score.

Association between Place of Birth of the respondents and their Conflict Management Strategies

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Place of Birth</th>
<th>Conflict Management Strategies (N =120)</th>
<th>X²</th>
<th>df</th>
<th>P &gt;0.05</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Solution Orientation</td>
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<td>Moderate</td>
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<tr>
<td></td>
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<td>36</td>
<td>16</td>
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<tr>
<td></td>
<td>Town</td>
<td>11</td>
<td>19</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td></td>
<td>City</td>
<td>01</td>
<td>04</td>
<td>01</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Non-confrontation</td>
<td>Low</td>
<td>Moderate</td>
<td>High</td>
<td>2.683</td>
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<tr>
<td></td>
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<td>38</td>
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<td>01</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Control</td>
<td>Low</td>
<td>Moderate</td>
<td>High</td>
<td>0.862</td>
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<td>Village</td>
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<td>36</td>
<td>18</td>
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<td>Town</td>
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<td>12</td>
<td></td>
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<td>01</td>
<td>04</td>
<td>02</td>
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<tr>
<td>4</td>
<td>Conflict Management</td>
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<td>Moderate</td>
<td>High</td>
<td>0.786</td>
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<td>23</td>
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</tr>
<tr>
<td></td>
<td>Town</td>
<td>14</td>
<td>18</td>
<td>10</td>
<td></td>
</tr>
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<td></td>
<td>City</td>
<td>01</td>
<td>03</td>
<td>02</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Inference: The above table shows that there is no significant association between the place of birth of the respondents and solution oriented non-confrontational, control of conflict management strategies and overall score.

**FINDINGS RELATED TO SOCIO-DEMOGRAPHIC VARIABLES**

- 30% of the respondents are SSLC.
- More than half of the respondents (60%) are from village.
- Majority of the respondents (73.3%) are from nuclear family.
- Half of the respondents (50%) are at workers.
- Little less than half of the respondents (46.7%) are from technical department.
- 21 percent of the respondents are not member of any association.
- Less than half of the respondents (38.3%) perceive low-level conflict management strategies.

**FINDINGS RELATED TO VARIOUS DIMENSIONS OF CONFLICT MANAGEMENT STRATEGIES**

- There is a significant relationship between number of dependents and non-confrontational of conflict management strategies.
- There is a significant higher the adoption of solution oriented and non-confrontational strategies by the respondents higher will be their conflict management.
- There is a significant difference between types of family of the respondents with regard to their control oriented of conflict management strategies.
- There is no significant relationship between number of dependents of the respondents and solution oriented, control oriented and overall score of conflict management Strategies and the age, number of children, work experience of the respondents and various dimensions of conflict management strategies and overall score.
There is no relationship between the solution oriented and non-confrontational strategies by the higher will be their conflict management. There is no significant association between educational qualification of the respondents and overall conflict management strategies. There is no significant association between monthly income of the respondents and overall score of conflict strategies. There is no significant association between the place of Birth of the respondents and overall score of conflict management strategies. There is no significant difference between the designations of the respondents with regard to the overall conflict management strategies. There is no significant difference between types of family of the respondents with regard to their control oriented of conflict management strategies.

**SUGGESTION AND RECOMMENDATION**

- Training programmes can be organized based on interpersonal development.
- Opportunities for overall development must be provided in different areas, such as technology, team work, personality etc.
- Counseling programmes can be arranged to make the employees emotional independent.
- The organization can organize programmes like meditation, yoga and other recreation programmes to their employees at different levels to reduce their job stress.
- Considered difficult adverse are demanding job situations as inevitable part of the job to overcome the hardships.
- Personality development programmes must be given to the employees to attain uniqueness.
- The organization can organize training programmes to their employees about the recent trends in industrial sector.
- Do not be rigid in the ways of functioning attitudes and decisions.
- Employees must be motivated through monetary benefits as well as other welfare services.
- The industrial social worker must be appointed to look on the labour problems.
- The working conditions of the employees must be improved to enhance the turnover of the industry.
- Workers participation must be encouraged having an overall conducive working milieu.
- Trade unions must be strengthening based on the needs of the employees and numerous trade unions.
- Grievance handling procedure must be properly adopted and rendered to the employees.

**CONCLUSION**

Conflict is a part of everyday life of an individual or of an organization. Conflict has considerable influence on employee behaviour, performance and satisfaction. It also affects an organization’s effectiveness.

Conflict is understood as a struggle between incompatible or opposing needs, wishes, ideas, interests or people. Conflict differs from competition. In competition, one party does not try to frustrate the attempts of another, but it happens in conflict.

Energizing conflicting parties, promoting change and increasing organization effectiveness are some of the positive consequences of conflict.

**Conflict is Unavoidable**

It is evident that conflict is inevitable and is integral of the nature of change. It is also important to understand that minimum level of conflict is optimal and if viewed positively is a vital factor to have a competitive edge in organizational functioning.

**Conflict Can Be Useful for Organisation if Constant**

The attitude about conflict has changed overtime. Earlier, conflict was considered unnecessary and harmful. Now conflict is held to be inevitable and desirable.

Since conflicts are indispensable in an organization, it becomes imperative that these conflicts are confronted than being avoided.

The researcher has gained enriching knowledge on conflict management in industrial sectors. Which has made him to know the different style of handling conflict and strategies?
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IMPACT OF HUMAN RESOURCE PLANNING PRACTICES ON ORGANIZATIONAL PERFORMANCE: A STUDY OF PUBLIC TELECOM SECTOR

Dolly Malla

ABSTRACT

Purpose: The purpose of this research is to investigate the impact of Human Resource Planning Practices on Organizational Performance.

Data / Methodology / Approach: A well-framed questionnaire by the researcher for HRP practices and a structured questionnaire for measuring organizational performance were used for this study. Data was collected from 200 executive employees of BSNL in Punjab. Backward multiple regression analysis was used to check the impact of HRP practices on organizational performance.

Findings: The findings of the study reveal that there is a positive and significant impact of HRP practices on organizational performance. Additionally, as more and more these HRP practices would be provided to the employees the organizational performance will increase.

Research Limitations: The responses in the study have been solicited from the state of Punjab. The perception of the executives in Punjab may vary from those rests of India. Similarly, the practices may also differ in the different states of India.

Originality / Value: This study provides a new insight into the impact of Human Resource Planning Practices on Organizational Performance.

KEYWORDS

Human Resource Planning, Manpower Planning, Organizational Performance, Organization Planning, Business Planning, Human Resources and HRP Practices etc.

INTRODUCTION

Human Resource Planning (HRP) is a relatively recent concept in present time. HRP is also known as Manpower Planning (MPP), Personnel Planning. It is the process of determining work force requirements and meeting those requirements in order to carry out the integrated plan of the organization. It is concerned with the development, maintenance and utilization of the qualified (skilled) labour force existing as well as potential. Prof. Harbison describes “manpower policy should be concerned with development, maintenance and utilization of actual or potential members of labour force, including those who are fully and productively employed as well as those who experience difficulty in getting work” He elaborates the concept further by saying “The development of manpower is the process of man’s acquiring skills, knowledge and capacities for work – the maintenance of manpower is the process of preservation and continuous renewal of men’s capacities for work. The utilization of manpower is the process of matching men and work in accordance with the thought, their level of development, thus, a comprehensive manpower policy should encompass all programmes or activities directly related to the development, maintenance and utilization of the labour force and a cohesive manpower policy would call for a logical and consistent strategy to guide all activities along these lines” (Gorden, 1967).

LITERATURE REVIEW

This paper presents a model for HRP Practices and their impact on organizational performance in the public telecom sector. The model is based on the findings come out in the previous literature on HRP. The model includes the human resource planning practices and their impact on organizational performance. The organizational performance can be measured through financial factors such as financial stability, productivity, sales growth, earning growth, etc., but in HR when we relate human resource planning practices with the organizational performance, and then we consider some of other variables like Efficiency, Technology, Motivation and Job satisfaction (Cho, Woods, & Mayer, 2005, Afzal et. al 2013). The researcher has framed this model. We have added all of the components in HRP practices as independent variables. On the other side, we have taken the HR perspective of organizational performance. The relationship perspective is used for identifying key conditions and dimensions, which are the core elements of the model.

Research Fellow (SRF), University School of Applied Management, Punjabi University, Punjab, India, dollymahla@gmail.com
Many researchers have studied that the HR practices and organizational performance positively related. Tessema & Soeters (2006) have examined the relationship between employee’s performance and eight human resource practices. These practices are recruitment and selection practices, training practices, placement practices, employee performance evaluation, compensation practices, promotion practices, pension or social security and grievance procedure. Another researcher Huselid (1995) examined the relationship between employee performance and eleven HR practices, i.e. performance appraisal, personnel selection, job design, incentive compensation, grievance procedure, attitude assessment, information sharing, labor management, employee training, recruitment efforts and promotion criteria.

Riaz et. al. (2012) developed a model to check the impact of HR practices on employees’ performance of hospital employees. They used three practices, i.e. compensation practices, promotion practices and performance evaluation practices as independent variable and employee performance as a dependent variable. Afzal et. al. (2013) explored the effect of HRP on organizational performance in telecom sector. They used three HRP practices, i.e. selection, training and incentives as an independent variable and four organizational performance variable, i.e. efficiency, technology, motivation and job satisfaction as a dependent variable.

According to Mursi (2003), there is a significant and positive relationship between HRP Practices and organizational performance. In another study by Hiti (2000), HRP Practices has a positive relationship with organizational performance. Study by Chand and Katou (2007) in their study in the Indian hotel industry were found out that manpower planning has a strong relationship to productivity, and productivity impact on organizational performance. Study by Apospori, Nikandrou, Brewster & Papalexandris, (2008) suggested that there is a significant impact of training and development on organizational performance. Subramaniam et al. (2011) mentioned that training and development could influence organizational performance because employees’ skills, knowledge and abilities can be enhanced and up to date.

AL-Qudah et. al., (2014), examined the human resource (HR) planning, training and development towards organizational performance in the Government Ministry in the Kingdom of Jordan. It investigated the factors that affect HR planning, training and development in Jordanian ministries. The results indicated that HR planning, training and development significantly correlated with the organizational performance in the Jordanian Ministry.

The most studied and most consistent in its relationship to training and development with the organizational performance. It was revealed in a study (Saeed et. al, 2013). Whereas, Qudah et. al (2014) showing the effect of HR Practices on employee performance. Both recruitment and selection and compensation variables are showing a positive relationship with employees' performance.
Despite the increasing importance of Human Resource Planning Practices, the research pertaining to Human Resource Planning Practices in the Indian context has been limited. Even no worthwhile study has been conducted in the telecom sector. Therefore, the present study is significant to bridge that gap in Indian research.

**HYPOTHESIS**

H1: HRP practices have a significant relationship with Efficiency.
H2: HRP Practices have a significant relationship with Technology.
H3: HRP Practices have a significant relationship with Motivation.
H4: HRP Practices have a significant relationship with Job Satisfaction.
H5: HRP Practices have a significant relationship with Organizational Performance.

**METHODOLOGY USED**

**Sample of Study:** The present study is undertaken to assess the impact of human resource planning practices (HRPP) on organizational performance in the public telecom sector (TS) in Punjab. BSNL has been selected for the study. The universe of the study constituted the executive employees of BSNL. The sample size consists of 200 employees working in the public telecom sector.

**Data Collection:** The present study is mainly based on the primary data. The primary data is collected by the method of interview and discussion with employees. Most of the information of primary data is collected by self-administered and a well-structured and pre-tested questionnaire to the respondents. Certain information is gathered through informal interviews with different employees. The Primary data from selected telecom sector player BSNL is collected through self-administered questionnaire and structured Questionnaire.

**ANALYSIS AND INTERPRETATION**

Human resource planning practices are taken as independent variable and organizational performance as a dependent variable as depicted in the model. Backward multiple regression analysis was used to check the impact of human resource planning practices on organizational performance in the public telecom sector.

**Table-1: Regression Model Summary – Effect of HR Planning Practices on Efficiency in Public Sector**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Durbin-Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>.853</td>
<td>.727</td>
<td>.715</td>
<td>.25668</td>
<td>1.580</td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation

**Note:** F =56.339, Sig. = .000

Independent Variable: HRP Practices

Dependent Variable: Efficiency

Predictors: Job Analysis, Demand and Supply Forecasting, Recruitment & Selection, Induction, Training & Development, Performance Appraisal, Career Planning, Succession Planning, Job Rotation, Promotions & Transfers and Compensation

The model summary of table-1 reports the strength of the relationship between the model and the dependent variable. The model has a value of R= 85.3%. It was considered as quite high. Since this correlation coefficient can be used for regression analysis and model was fit with efficiency (F=56.339, P= .000<0.05). It can be seen that the regression model explained 72.7% of the variance in the efficiency and independence of errors as the value of DW is 1.580. It can be seen that the HRP practices fit the data well (Adjusted R^2 = 71.5%).

**Table-2: Stepwise Backward Multiple Regression Analysis – HRPP and Efficiency in Public Sector**

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Beta</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td></td>
<td>.726</td>
<td>.469</td>
<td></td>
</tr>
<tr>
<td>Job analysis</td>
<td>-.152</td>
<td>-2.631**</td>
<td>.009</td>
<td>.429</td>
</tr>
<tr>
<td>Recruitment and selection</td>
<td>.229</td>
<td>4.145**</td>
<td>.000</td>
<td>.472</td>
</tr>
<tr>
<td>Induction</td>
<td>-.146</td>
<td>-2.048*</td>
<td>.042</td>
<td>.284</td>
</tr>
<tr>
<td>Training and Development</td>
<td>.325</td>
<td>5.020**</td>
<td>.000</td>
<td>.343</td>
</tr>
<tr>
<td>Model3 Performance Appraisal</td>
<td>.122</td>
<td>1.901*</td>
<td>.059</td>
<td>.350</td>
</tr>
</tbody>
</table>
A closer scrutiny of the results in table-2 shows that all of the nine independent variables of HRP practices, i.e. job analysis, recruitment and selection, induction, training and development, performance appraisal, career planning, succession planning, job rotation, and compensation have found the impact on efficiency in the public sector. Similarly, the independent variable that has the highest multiple regression coefficients (B) among the nine HRP practices is compensation (6.389), which means that compensation has the highest impact on efficiency among the other HRP Practices. Thus, one unit increase in standard deviation of compensation will result in 6.389 increases in efficiency. Furthermore, training and development has the second highest beta (5.020) among the nine HRP practices after compensation and so on. However, a contradiction, in theory, the coefficients of job analysis, induction and career planning have been found negative.

### Table-3: Regression Model Summary – Effect of HR Planning Practices on Technology in Public Sector

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Durbin-Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>.727</td>
<td>.529</td>
<td>.519</td>
<td>.29398</td>
<td>1.849</td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation  
*Note:* F=54.776, Sig. = .000  
Independent Variable: HRP Practices  
Dependent Variable: Technology  
Predictors: Job Analysis, Demand and Supply Forecasting, Recruitment & Selection, Induction, Training & Development, Performance Appraisal, Career Planning, Succession Planning, Job Rotation, Promotions & Transfers and Compensation

The model summary of table-3 reports the strength of the relationship between the model and the dependent variable. The model has a value of Rs 72.7%. It was considered as quite high. Since this correlation coefficient can be used for regression analysis and model was fit with technology (F=54.776, P= .000<0.05). It can be seen that the regression model explained 52.9% of the variance in the technology and independence of errors as the value of DW is 1.964. It can be seen that the HRP practices fit the data well (Adjusted R² = 51.9%).

### Table-4: Stepwise Backward Multiple Regression Analysis – HRPP and Technology in Public Sector

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Beta</td>
<td></td>
<td></td>
<td>Tolerance</td>
</tr>
<tr>
<td>(Constant)</td>
<td></td>
<td>12.609</td>
<td>.000</td>
<td>.460</td>
</tr>
<tr>
<td>Training and Development</td>
<td>.184</td>
<td>2.542</td>
<td>.012</td>
<td>.599</td>
</tr>
<tr>
<td>Model 8 Performance Appraisal</td>
<td>.441</td>
<td>6.939</td>
<td>.000</td>
<td>.524</td>
</tr>
<tr>
<td>Promotion and Transfer</td>
<td>.377</td>
<td>5.559</td>
<td>.000</td>
<td>.519</td>
</tr>
<tr>
<td>Compensation</td>
<td>-.218</td>
<td>-3.191</td>
<td>.002</td>
<td></td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation  
*Note:* a. Dependent Variable: Technology  
** Significant at 5%  
* Significant at 1%

A closer scrutiny of the results in table-4 shows that only four independent variables of HRP practices, i.e. training and development, performance appraisal, promotion and transfer and compensation have a significant impact on technology in the public sector. Similarly, the independent variable that has the highest multiple regression coefficients (B) among the four HRP practices was performance appraisal (6.939), which means that performance appraisal has the highest impact on technology among the other HRP Practices. Thus, one unit increase in standard deviation of performance appraisal will result in 6.939 increases in technology. Furthermore, promotion and transfer has the second highest beta (5.559) among the four HRP practices after promotion and transfer and so on. However, a contradiction, in theory, the coefficient of compensation (-3.191) has been found negative.
Table-5: Regression Model Summary – Effect of HR Planning Practices on Motivation in Public Sector

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Durbin-Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>.692</td>
<td>.479</td>
<td>.465</td>
<td>.30052</td>
<td>1.753</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Note: F =35.641, Sig. = .000
Independent Variable: HRP Practices
Dependent Variable: Motivation
Predictors: Job Analysis, Demand and Supply Forecasting, Recruitment & Selection, Induction, Training & Development, Performance Appraisal, Career Planning, Succession Planning, Job Rotation, Promotions & Transfers and Compensation

The model summary of table-5 reports the strength of the relationship between the model and the dependent variable. The model has a value of R² = 69.9%. It was considered as quite high. Since this correlation coefficient can be used for regression analysis and model was fit with motivation (F=35.641, P=.000<0.05). It can be seen that the regression model explained 47.9% of the variance in the motivation and independence of errors as the value of DW was 1.753. It can be seen that the HRP practices fit the data well (Adjusted R² = 46.5%).

Table-6: Stepwise Backward Multiple Regression Analysis – HRPP and Motivation

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Beta</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td></td>
<td>9.691</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>Job analysis</td>
<td>.249</td>
<td>3.461</td>
<td>.001</td>
<td>1.933</td>
</tr>
<tr>
<td>Induction</td>
<td>-.157</td>
<td>-1.908</td>
<td>.058</td>
<td>2.518</td>
</tr>
<tr>
<td>Model 7 Training and Development</td>
<td>.291</td>
<td>3.646</td>
<td>.000</td>
<td>2.378</td>
</tr>
<tr>
<td>Performance Appraisal</td>
<td>.276</td>
<td>3.683</td>
<td>.000</td>
<td>2.092</td>
</tr>
<tr>
<td>Career Planning</td>
<td>.185</td>
<td>2.184</td>
<td>.030</td>
<td>2.682</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Note: a. Dependent Variable: Motivation
** Significant at 5%
* Significant at 1%

A scrutiny of the results in table-6 shows that the five independent variables in HRP practices, i.e. job analysis, induction, training and development, career planning and performance appraisal have a significant impact on motivation in the public sector. Similarly, the independent variable that has the highest multiple regression coefficients (B) among the four HRP practices is performance appraisal (3.683), which means that performance appraisal has the highest impact on motivation among the other HRP Practices. Thus, one unit increase in standard deviation of performance appraisal will result in 3.683 increases in motivation. Furthermore, training and development has the second highest beta (3.646) among the five HRP practices after performance appraisal and so on. However, a contradiction, in theory, the coefficient of induction (-1.908) have been found negative.

Table-7: Regression Model Summary – Effect of HR Planning Practices on Job Satisfaction in Public Sector

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Durbin-Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>.688</td>
<td>.473</td>
<td>.451</td>
<td>.49850</td>
<td>1.563</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Note: F =21.453, Sig. = .000
Independent Variable: HRP Practices
Dependent Variable: Job Satisfaction
Predictors: Job Analysis, Demand and Supply Forecasting, Recruitment & Selection, Induction, Training & Development, Performance Appraisal, Career Planning, Succession Planning, Job Rotation, Promotions & Transfers and Compensation

The model summary of table-7, reports the strength of the relationship between the model and the dependent variable. The model has a value of R² = 68.8%. It was considered as quite high. Since this correlation coefficient can be used for regression analysis and model was fit with job satisfaction (F=21.453, P=.000<0.05). It can be seen that the regression model explained 47.3% of the variance in the job satisfaction and independence of errors as the value of DW was 1.563. It can be seen that the HRP practices fit the data well (Adjusted R² = 45.1%).
t, career planning, succession planning, job rotation, promotion and transfer, compensation have significantly
able
International Journal of Organizational Behaviour that the HRP practices
6.1% of the variance in the organizational performance and independence of errors as the value of DW was 1.888.
model was fit with organizational performance (F=95.163, P= .000<0.05). It can be seen that the regression model explained
The model summary of t
coefficient of recruitmen
beta (2.763) among the eight HRP practices after training and development and so on. However, a
training and development
have the highest impact on job satisfaction among the other HRP Practices. Thus, one unit increase in standard deviation of
coefficients
impacted on job satisfaction in the
and developmen
A closer scrutiny of the results in table-8 shows that the eight independent variables recruitment and selection, induction, training and
development, career planning, succession planning, job rotation, promotion and transfer, compensation have significantly
impacted on job satisfaction in the public sector. Similarly, the independent variable that has the highest multiple regression
coefficients (B) among the six HRP practices is training and development (3.531), which means that training and development
have the highest impact on job satisfaction among the other HRP Practices. Thus, one unit increase in standard deviation of
training and development will result in 3.531 increases in efficiency. Furthermore, promotion and transfer has the second highest
beta (2.763) among the eight HRP practices after training and development and so on. However, a contradiction, in theory, the
coefficient of recruitment and selection (-4.882), induction (-1.879) and career planning (-4.326) have been found negative.

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recruitment and selection</td>
<td>-.397</td>
<td>-4.882</td>
<td>.000</td>
<td>.416</td>
</tr>
<tr>
<td>Induction</td>
<td>-.188</td>
<td>-1.879</td>
<td>.062</td>
<td>.274</td>
</tr>
<tr>
<td>Training and Development</td>
<td>.330</td>
<td>3.531</td>
<td>.001</td>
<td>.316</td>
</tr>
<tr>
<td>Model 4 Career Planning</td>
<td>-.414</td>
<td>-4.326</td>
<td>.000</td>
<td>.301</td>
</tr>
<tr>
<td>Succession Planning</td>
<td>.357</td>
<td>2.461</td>
<td>.015</td>
<td>.131</td>
</tr>
<tr>
<td>Job Rotation</td>
<td>.196</td>
<td>1.785</td>
<td>.076</td>
<td>.229</td>
</tr>
<tr>
<td>Promotion and Transfer</td>
<td>.290</td>
<td>2.763</td>
<td>.006</td>
<td>.250</td>
</tr>
<tr>
<td>Compensation</td>
<td>.199</td>
<td>2.450</td>
<td>.015</td>
<td>.418</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
Note: a. Dependent Variable: Job Satisfaction
** Significant at 5%
* Significant at 1%

A closer scrutiny of the results in table-8 shows that the eight independent variables recruitment and selection, induction, training and
development, career planning, succession planning, job rotation, promotion and transfer, compensation have significantly
impacted on job satisfaction in the public sector. Similarly, the independent variable that has the highest multiple regression
coefficients (B) among the six HRP practices is training and development (3.531), which means that training and development
have the highest impact on job satisfaction among the other HRP Practices. Thus, one unit increase in standard deviation of
training and development will result in 3.531 increases in efficiency. Furthermore, promotion and transfer has the second highest
beta (2.763) among the eight HRP practices after training and development and so on. However, a contradiction, in theory, the
coefficient of recruitment and selection (-4.882), induction (-1.879) and career planning (-4.326) have been found negative.

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Durbin-Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>.813</td>
<td>.661</td>
<td>.654</td>
<td>.21685</td>
<td>1.888</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
Note: F =95.163, Sig. = .000
Independent Variable: HRP Practices
Dependent Variable: Organizational Performance
Predictors: Job Analysis, Demand and Supply Forecasting, Recruitment & Selection, Induction, Training & Development, Performance Appraisal, Career Planning, Succession Planning, Job Rotation, Promotions & Transfers and Compensation

The model summary of table-9 reports the strength of the relationship between the model and the dependent variable. The model
has a value of R = 81.3%. It was considered as quite high. Since this correlation coefficient can be used for regression analysis and
model was fit with organizational performance (F=95.163, P= .000<0.05). It can be seen that the regression model explained
66.1% of the variance in the organizational performance and independence of errors as the value of DW was 1.888. It can be seen
that the HRP practices fit the data well (Adjusted R² = 65.4%).

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training and Development</td>
<td>.299</td>
<td>5.497</td>
<td>.000</td>
<td>.587</td>
</tr>
<tr>
<td>Performance Appraisal</td>
<td>.320</td>
<td>5.974</td>
<td>.000</td>
<td>.604</td>
</tr>
<tr>
<td>Model 8 Job Rotation</td>
<td>.181</td>
<td>3.111</td>
<td>.002</td>
<td>.516</td>
</tr>
<tr>
<td>Promotion and Transfer</td>
<td>.230</td>
<td>3.478</td>
<td>.001</td>
<td>.396</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
Note: a. Dependent Variable: Organizational Performance
** Significant at 5%
* Significant at 1%
A scrutiny of the results in table-10 shows that the four independent variables training and development, performance appraisal, job rotation and promotion and transfer have significantly affected organizational performance in the public sector. Similarly, the independent variable that has the highest multiple regression coefficients (B) among the four HRP practices is performance appraisal (5.974), which means that performance appraisal has the highest impact on organizational performance among the other HRP Practices. Thus, one unit increase in standard deviation of performance appraisal will result in 5.974 increases in organizational performance. Furthermore, training and development has the second highest beta (5.497) among the four HRP practices after performance appraisal and so on.

**FINDINGS OF STUDY**

We have checked the impact of HRP Practices on organizational performance measures, which are having a positive and significant result with the public sector.

**The main findings of the above discussion are as under:**

- Out of eleven HRP practices, nine HRP practices (job analysis, recruitment and selection, induction, performance appraisal, succession planning, job rotation, promotion and transfer and compensation) in public sector have a significant effect on efficiency. HRP practices are more related to efficiency in the public sector. In public sector, the employees are placed on the job permanently. They are doing the same kind of job in the same area. They become efficient in their field. As the efficiency will be increased, organization performance will improve automatically.

- Only four HRP practices (training and development, performance appraisal, promotion and transfer and compensation) in the public sector have a significant effect on technology. The public sector is using old technology. They are not updating their database according to their competitors. Their technology is very vast. They are required to use up to date technology. This shows that as there will be an upgradation in technology the easiest would be to train people.

- The five HRP practices (job analysis, induction, training and development, career Planning and performance appraisal) in the public sector have a significant effect on motivation. The employees feel secure; they enjoy better salary, better benefits, good co-worker relationship, etc. They feel satisfied and motivated. As more and more, these HRP practices would be provided to the employees the motivation level will increase.

- The eight HRP practices (recruitment and selection, induction, training & development, career planning, succession planning, job rotation, promotion & transfer and compensation) in the public sector have a significant effect on job satisfaction. The public employees have job security, better salary, retirement benefits, lower turnover rate, etc. The higher job security in public employees also hampers organizational performance. As the organizations are able to satisfy the need of their employees, the employees will feel satisfied and secure on the job and the organization performance will be improved.

- Only four HRP practices (training and development, performance appraisal, job rotation, and promotion & transfer) in the public sector have a significant effect on organizational performance. There is no workload due to which the work sometimes becomes monotonous which creates boredom. Even the person has to pay lots of money to the government officials even for a simple work, for no reason. The public sector is full of reservations like reservation for SCs, STs, OBCs, PWDs and much more and nobody sees talent and competent youth remain unemployed. This all affect the organizational performance.

**CONCLUSION**

From the above results, it can be concluded that the hypothesis are supported. It can be found that the dimensions associated with HRP practices are significant predictors of organizational performance in the public sector. We have selected eleven components for HRP practices and checked their impact on organizational performance. From the results, it was found that all the components have an impact on organizational performance. As more and more HRP Practices would be provided to the employees, their efficiency, motivation level will increase and even their performance will be improved. Even the employees will feel satisfied in the workplace. This will increase the organization performance.

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AN EMPIRICAL STUDY ON EMPLOYEE RETENTION MANAGEMENT AND IT’S IMPACT ON ORGANIZATIONAL EFFECTIVENESS: WITH PARTICULAR REFERENCE TO PRINT MEDIA COMPANIES OPERATING IN BANGALORE CITY

Leelavathy A. M.42 Dr. Umakanth S.43

ABSTRACT

The World of work, changed from work-intensive to digitalization through social media network. HR managers of many companies are facing one of the greatest challenge is nothing but retention of qualified talented employees. In the age of cutthroat competition, every organization tries its level best to give the best facilities to its employees. Satisfying the human sources are one of the toughest tasks which majority of the organizations facing today. Understanding and knowing what is going on in the human mind is very difficult. This proposed research aspires to explore the influence of employee retention on organizational effectiveness.

KEYWORDS

Employee Retention (ER), Human Resource (HR), Organizational Effectiveness (OE) etc.

INTRODUCTION

Long-term health and success of any organization depends upon the retention of key employees. In the age of cutthroat competition, every organization tries its level best to give the best facilities to its employees. Satisfying the human sources are one of the toughest tasks which majority of the organizations facing today. Understanding and knowing what is going on in the human mind is very difficult. Besides, there are so many opportunities available for the skilled as well as talented human resources that it is becoming very tough as well as difficult for the employers to satisfy and retain them. There is no single strategy or retention plan, which may satisfy each employee in an organization. Different personalities as such have different demands and expectations from the organization.

Employee retention is also referred to as employee turnover. Encouraging employees to remain in the organization for a long period of time can be termed as employee retention. It is a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project. Maertz & Campion (1998)

EMPLOYEE RETENTION

Concept and Components of Employee Retention

Voluntary move by an organization to create an environment which engages employees for a long term is termed as Retention. Chaminade (2007 cited in Chibowa et al. 2010). According to Samuel and Chipunza (2009), the different ways to prevent the capable workers from quitting the organization and preventing negative effect on productivity and profitability is the most important purpose of retention. The main purpose of retention is primarily for organizational gains is viewed by Humphreys et al. (2009), while describing the concept of retention, the term is focussed on "some notion of adequacy or sufficiency of length of service", which can be measured in terms of a return on the costs of investment associated with training and recruitment or the effects on organisational performance.

In order to sustain continued employment through harmonious work practices Workforce Planning for Wisconsin State Government (2005), places emphasis on managers’ systematic effort to create organizational systems and an environment which is conducive for addressing the diverse needs of their current employees. Frank et al. (2004, p. 13) defined retention as the “effort by an employer to keep desirable workers in order to meet business objectives”. Cascio (2003) addressing the multi-dimensional concept of retention, suggests perceived retention as initiatives which the management takes to prevent employees from leaving the organization. Further, proposed that employees being rewarded for doing their jobs effectively, ensuring that the relationship
between employees and managers are harmonious, and maintaining a working atmosphere which is safe and healthy. At the same time Brown (2005) is of the opinion that to improve retention of employees an appropriate designing of orientation program is essential whether it is for short or long term.

Nzue (2010) articulated that, employee retention relates efforts of the management to ensure that employees do not leave the organization, it is a significance of benefit to business by retaining employees costs spent in hiring and training new employees to substitute lost ones is minimized.

A retention strategy is however much more than simply striving to decrease the “turnover percent”, that is mostly calculated in HR annual reports. True retention strategy involves identifying top talent and creating attractive career paths to retain these employees (Parry & Rob, 2006). It has therefore become necessary for organizations to project their internal workforce changes, ascertain potential backup candidates, keep track of attrition (resignation, retirements, etc.) and retain the very best of their employees.

A retention plan according to Herman (2005) helps with avoiding unwanted loss of human and intellectual capital, thus reducing the cost of employee turnover and improves the workforce stability and engagement. Critical analysis of workforce trends, as stated by Rapaport, Bancroft and Okum (2003) points to an impending shortage of highly-skilled employees who possess the requisite knowledge and ability to perform at high levels, meaning that organizations failing to retain high performers will be left with an understaffed and less qualified workforce that ultimately hinders their ability to remain competitive.

Employee retention has become a significant concern issue in today’s competitive and Globalised era. Employee retention can be defined as the ability of an organization to retain its employees, especially the most talented ones. Some shocking statistics confronting every employer are presented in workforce demographics. Each month more than 13% of employees in the United States quit their jobs. 55% of employees in the U.S. contemplate on quitting their job within a given year (Wiley, 2011). The average time for filling jobs has gone up from 41 days to 51 days. More than fifty percent of all employers in the United States have reported that turnover continues to increase on an annual basis. Among the key reasons, why employees quit their jobs is resistance to change. They eventually choose to quit their jobs instead of coping with the changes.

Armstrong (2006), has rightly mentioned that, turnover is essential for organizational growth. While in some cases, turnover may either be positive or negative. For instance, a positive impact may be caused when a non-productive employee quits. In this case, the risk of terminating does not exist. The change could also aggravate opportunities for other employees and open up a position for existing employees.

Porter (2011) notes that employee turnover can cost an organization significant amount of money in terms of recruiting, interviewing, downtimes, training, orientation and ramp-up time. An entry -level position can cost a company from fifty to one hundred percent of the employee’s salary. While cost is certainly not a vital factor to take into consideration while evaluating employee turnover, there are other business factors that are crucial. Turnover can negatively affect quality and customer service (Curtis & Wright, 2001). When customer service and quality fails, competitive advantage can be compromised. Consequently, possibilities of contracts in janitorial industry and customer relationships are affected.

Since employee retention is the call of the day and in the fast emerging area of research in the area of Human Resource Management, there is no dearth of published and unpublished literature on employee retention.

From literature available the various components identified towards employee retention are: job security, rewards and recognition, training programs, organisational culture, work life balance, superior- subordinate relationships, working environment identified and will be used in the present research.

Components of Employee Retention

Job Security: Job security depends on having the necessary skills and experience that are in demand by employers, which in turn depend on the prevailing economic condition and business environment, individuals whose services are in demand by employers will tend to enjoy higher job security.

Rewards and Recognition: Recognition and reward program has always been an effective strategy for retaining employees Smith (2001, pp. 161) defines recognition as a form of sincere praise or appreciation given to an individual by another and reward as the earned item of value presented to an individual for successful accomplishment of a particular service, task or mission.

Training Programs: Placing employees in job does not lead to success. Existing organizations are facing a serious threat of high employee turnover. Better training can provide an organization competitive advantage over others in industry, reduces staff
turnover, and help an organization to retain its staff. In addition, with ongoing trend towards greater work force diversity, flatter organizations and increased global competition, training and development efforts are very important.

Organisational Culture: Organizational culture impacts on employee’s retention. If the culture is positive then the employees do not leave the job and will like to work with organization. If the organizational culture, were negative then it would cause the high rate of turnover. Strong culture in the organization is very helpful to enhance the performance of the employees that leads to the goal achievement and increases the overall performance of the organization (Deal and Kennedy, 1982).

Work Life Balance: Attitudes of employee towards job pay and work overload will impact on WLB. If these work and life elements are not addressed through well-developed and relevant training programs, the provision of promotional opportunities, and the genuine interest by managers in the well-being of employees’ family and personal lives, this may lead to high employee turnover particularly among those staff who are more talented and have other career opportunities.

Superior-subordinate Relationships: Clear-cut understanding and support between superior and subordinate are essential factor to change the worker’s propensity to quit and to involve in job.

Work Environment: Organisation is referred to as a place for work; hence there is a need to develop a supportive learning and challenging work environment in order to retain employees for long run.

Organisational Effectiveness

Concept and Components of Organisational Effectiveness

Thibodeaux & Favilla (1996, p. 23) defined the organizational effectiveness as the extent to which an organization, by the use of certain resources, fulfilled its objectives without depleting its resources and without placing undue strain on its members or society.

According to Jain & Triandis (1997) "OE is a vector that includes quantifiable and non-quantifiable outputs, and reflects the quality and the relationship of outputs to broad organizational goals and objectives" (as cited in Jain, 1997, p. 43).

(Price, 1972, p. 6-13) Organisational effectiveness is defined in terms of the degree to which the organization achieves its stated goals. (Connors, 1979) Survival of the Organisation is based on the present prevailing operational efficiency and it is a ground for forecast and anticipates to prepare for future. An organizational effectiveness measure is appropriate to the extent that it provides a reading on the organization’s fitness for the future. Organizational fitness requires performance appropriate for the key constituencies and the important domains (Thompson, 1967 as cited in Hitt, 1988, p. 34).

Zammuto (1984, p. 610) Net satisfaction of all constituents in the process of gathering and transforming inputs into output in an efficient manner is defined as organizational effectiveness. This definition also emphasizes and highlights the combined utility of all parties in the acquisition and transformation of a product or service. It was also important to note that measures of organizational effectiveness were value based and time specific.

Lok and Crawford (2000, p. 111) has highlighted three approaches to define OE. a) Goal theory- This approach is based on the ideas and the assumption that organizations are rational and purposive entities. For instance, goal-setting theory supports the notion that agreement on goals and objectives between employers and employees leads to great OE and performance. b) Systems theory- is based on the measurement of inputs, processes, and outputs in relation to the internal and external environment. c) Other approaches include shared value theory and stakeholder theory, both of which explicitly address OE. Each approach identifies dimensions, which potentially contribute to the overall effectiveness of an organization.


The Origin and Development of OE

Since the early development of organizational theory, Organizational effectiveness (OE) has been one of the most extensively researched issues (Rojas, 2000, p. 101).
The classical management movement has two fundamental thrusts - scientific management and general administrative management. Scientific management centres on ways to improve productivity. Administrative management theory examines organizations as total entities and focuses on ways to make them more effective and efficient. The frame of reference normally used for the classical management movement runs from 1895 to around 1940. In recent years, there has been renewed interest in classical management theory as a method to cut costs, increase productivity and re-examine organizational efficiency and effectiveness (Pindur et al, 1995, p. 60).

Henri (2004, p. 94-120) evoked the Soho Engineering Foundry in Great Britain was founded in 1796 by the inventors and developers of the steam engine. The management of the foundry was turned over to the sons, James Watt Jr. and Matthew Robinson Boulton, who systematically implemented several management techniques in order to provide effectiveness, including market research and forecasting, planned machine layout and work-flow requirements, planned site location, production planning, production process standards, and standardization of product components.

Organisational theorists and researchers have commonly used employee satisfaction, effort or commitment (Cummings, 1980) as the keys to enhancing effectiveness, whereas those in policy look to strategic planning and structure interactions as a solution to increase effectiveness (Rumelt, 1974 as cited in Luthans et al., 1988, p. 155). Also many with a financial perspective equate profit with effectiveness (Kircoff, 1977, p. 350-355).

These traditional views primarily focus on the overall effectiveness of the organization. However, because of dynamic changes within organizations (for example, technological changes or a goal setting program), some organization theorists suggest that effectiveness should focus on the sub unit level (Van de Ven & Ferry, 1980 as cited in Luthans et al., 1988, p. 159-162). This is translated into better quality or more quantity of goods or services. This is especially true as today's organizations attempt to become more competitive in the global marketplace (Luthans et al., 1988, p. 159-162).

As organizations became increasingly international and global in nature, they have been facing greater level of competition day by day. Enhancing or improving an organization's competitiveness and effectiveness has therefore gained increasing importance. Gertz and Baptista explained as; "Competitive pressure is often initially met by a focus on cutting costs. Given slow revenue growth, heavy expenses, and limited time frames within which to improve profitability, cost cutting has been the most obvious solution to anomic at the bottom line" (1995, p. 1, as cited in Pfieffer, 1997).

Organizational effectiveness has served as a unifying theme for more than a century of research on the management and organization design, yet no universal theory has been developed (Lewin & Minton, 1986, p. 514). They also continued as; "This concern with effectiveness, productivity, efficiency, or excellence, however, is not new. It has been a subject of lasting interest and has motivated the writings of economists, organization theorists, management philosophers, financial analysts, management scientists, consultants, and practitioners ever since Adam Smith published his treatise Wealth of Nations (1776), arguing that efficiency results from specialization and division of labour. The modern era of research on management theory (principles of management, organization behaviour, managerial leadership, organization theory, etc.) dates back to the Scientific Management movement and the publication by Taylor (1911) of Principles of Scientific Management."

The following variables are identified which indicate the effectiveness of organizations: 

**Image of the company, organisational competency, transparency, after sales service, corporate social responsibility, level of new business are identified and will be used in the present research.**

**Components of Organisational Effectiveness**

**Image of Company:** For the purpose of the present study, corporate image refers to the perception that the employees hold toward the organization. It is a composite psychological impression in the mind of the employee.

**Organisational Competency:** Organizational competency refers to a cluster of related abilities, commitments, knowledge, and skills that enable an organization to act effectively in a job or situation. It is the ability of an organization to perform a job accurately. Organizational competencies involve coordinating work both with other institutional divisions and with external entities, optimizing use of available resources, setting short- and long-range goals, and developing the strategies and policies to achieve such goals.

**Profits:** Profits refer to the surplus remaining after total costs are deducted from total revenue, and the basis on which tax is computed and dividend is paid. It is calculated as net profits divided by sales.

**Return on Investment:** For the present study, return on investment refers to the earning power of assets measured as the ratio of the net income (profit less depreciation) to the average capital employed (or equity capital) in a company.
Transparency: For the purpose of the study, Change is a normal part of the business world, openness and honesty is essential for long run survival of a company.

After Sales Service: In today’s competitive environment delivery of quality service is an essential for competent staff.

Corporate Social Responsibility: Corporate Social Responsibility refers to a company’s sense of responsibility towards the community and environment (both ecological and social) in which it operates.

Level of New Business: Level of new business refers to the volume of new clients or business opportunities received by the companies.

Level of Repeat Business: Level of repeat business refers to the existing clients coming back to the companies with loyalty for the services repeatedly.

Empirical Studies on Employee Retention Management and Organizational Effectiveness

The Gallup Organization (2004) found critical links between employee engagement, customer loyalty, business growth and profitability. It also acts as a catalyst towards the retention of staff. Greenberg (2004) says that employee engagement is critical to any organization that seeks to not only retain valued employees, but also increase its levels of performance. Hewitt Associates LLC (2005) established a conclusive relationship between engagement and profitability through higher productivity, sales, customer satisfaction, and employee retention. Engaged employees not only contribute more but also are more loyal and therefore less likely to voluntarily leave the organization.

Phillips (2003, p. 4) noted that, “Of late employee retention has captured the attention of the business, financial, and executive community as a critically important strategic issue that can have a dramatic effect on productivity and profits.” Cascio, 2000 and Johnson, 1995 cited in Griffith & Hom, Retaining Valued Employees (2001), are of the opinion that, human resources professionals and researchers project that the cost of one turnover incidence ranges from between 93% to 200% of a leavers salary, depending on his or her skill and level of job responsibility. Although every manager and team member is aware that Labour turnover has a negative impact on the organizations, proper review of its foremost consequences puts employee retention in the appropriate perspective.

According to Patricia (2002, pp. 4, 5) “employee turnover has a serious impact on organisations. Firstly, in terms of high financial costs, both in terms of direct and indirect costs and the performance of companies has been inhibited in many ways by high turnover rates. Secondly, in terms of survival as an issue, where a company depends on having employees with critical skills, recruiting and retaining the appropriate talent can determine the success or failure of the organisation. Thirdly, productivity loses and workflow interruptions, where an employee who quits abruptly not only leaves a productivity gap but also causes problems for others on the same team and within the same flow of work. Fourthly, loss of know-how with regards to knowledge industry, where a departing employee may have the critical knowledge and skills needed for working with specific software. This can be a negative impact at least in the short run. Fifthly, turnover can have a serious impact on the image of the organisations.”

Patricia (2002) stated that some of the impacts of turnover on organisations may be with regards to loss of business opportunities, administrative problems, disruption of social and communication networks, and job satisfaction of remaining employees. Furthermore, Patricia (2002) noted that a voluntary turnover because of problems that could have been avoided creates a variety of consequences such as loss of employee benefits or job seniority, financial difficulties, loss of social network, relocation costs, wasted efforts and uncompleted projects, and even more in terms of career problems.

According to (Norsworthy and Zabala 1986 cited in Batt, Colvin and Keefe, 2002). Several factors e.g. presence of challenging and meaningful work, opportunities for development and growth, level of empowerment, responsibility and managerial integrity and coordination affect the employee retention in various organizations. Walker (2001) determined that compensation and appreciation of the task, challenging and meaningful work climate, learning opportunities, and strong relationship with workers, better work-life balance, better coordination within the organization, are the key factors that support retention. Factors such as rewards, style of leadership, development opportunities, training and work environmental conditions somewhat directly affect employee retention (Hyttner, 2007). It is considered as a fact that growth and development opportunities and training influences the employee retention which as a consequence affect organizational competitive abilities and it was also approved by researchers as Arnold (2005), Herman (2005) and Hiltrop (1999) (Natalie et al., 2011). Various factors of engagement and employee retention that comprised of organization’s acceptance to satisfy personal needs and family interests, offering career development opportunities, attractive salary offerings, and intellectual challenges, were determined by Smith and Rupp (2002).
For employees, high turnover can negatively affect employment relationships, morale and workplace safety (Bratton & Gold, 2003). Employee retention is vital in all organizations and therefore having in place employee retention strategies increases the chances of long term employees. By having employee retention strategies put in place in the companies policies and practices will enhance the company’s profitability as the productivity level.

Gordon & Meredith, (2001) further emphasizes that a company needs to invest in employee retention in order to be successful. In addition, creation and preservation of knowledge has become a key tool in accelerating competitiveness and enhancing organizational capabilities to respond to market changes. Engaging talented people in an organization facilitates achievement of the vision of their organizations that meet the organizational objectives which are innovative and can ensure global competitiveness.

Branham (2005) is of the opinion that there is no single set level of employee turnover which can determine at what point turnover starts to have a negative impact on an organisation’s performance. Everything depends on competitiveness or trends of labour market.

Staw (1980) cited in Griffiths and Hom (2002), argues that turnover is not always bad. For instance, vacating employees or employees who quit can create increase promotional opportunities for existing employees or can infuse new ideas and technologies when new employees replace those who left. Dalton, Krackhardt and Porter (1981 cited in Griffiths and Hom (2002), are of the opinion that it is desirable to have marginal performers for certain kinds of jobs that exits or quits. However a certain amount of turnover is actively welcomed by many managers. “Nonetheless, Griffiths & Hom (2001) have noticed that organisational-level research and corporate studies report that high exit rates generally worsen organisational effectiveness.”

According to Galbreath, (2010), the signal of success of a firm is the ability to retain their employees. The organisation is not only a place of work but also there is positive influence on the firm’s performance and productivity. Highly skilled and educated labour force maximises labour productivity and creates an access to global opportunities thus attracting foreign capital. Organizations that have been successful in retaining staff resulted in saving costs of training new recruits thus ending up with employees who have greater skills and knowledge of the organization’s products/service and internal processes since they have been working there for a long period as a result enabling the company to be more productive and attract foreign capital and competition (Scullion & Collings, 2011).

Cole (2000) stated that employees are more likely to stay with organizations that give them the sense of pride and they will work to their maximum potential due to some rationales as work climate, rewards, opportunities to develop and grow and the work life balance. (Madiha et al., 2009). Major cost to organizations is due to more employees quitting the job, these quit rates raise labour costs.

Although there are diverse opinions from various authors, and by considering the above argument, it is clear that employees play a fundamental role in the success of any organisation and therefore by retaining talented or rather key employees is a very important task that the managers should undertake. Phillips & Connell (2002) noted that, some organisations are strongly initiated with a great job of managing retention, whereas others fail miserably. The issues are not always externally driven but often lie within the organisation. Furthermore, poor employee retention can have a negative impact on workplace productivity, job satisfaction, and also on the overall morale of the organisation. It is proven that a high turnover percentage can cost employers a great deal of financial distress. Depending on the size of the company, to many employers it can make the difference in staying or going out of business. The resource based theory, (Barney, 1991), stresses the importance of the intangible resources and capabilities of the firm in the context of the competitive environment. In this way, the firms that devote their internal forces to exploit the opportunities of the environment and to neutralize threats while avoiding weak points are most likely to improve its performance than those that do not do the same and they are able to build a good reputation.

Propositions: There is a relationship between factors of employee retention and organisational effectiveness

Research Gap: A lot of work has been done for understanding employee retention and its impact on organizations. The researchers examined the employee retention on many service oriented and manufacturing industries. The present study is highly focused on some issues and its impact which were completely ignored by researchers in the field of print media.

Conceptual Framework: The literature has been used as a foundation to develop a conceptual framework which illustrates that there are certain factors such as rewards and recognition, career development opportunities for the workforce, challenging work environment for the workers, supervisors support, job security, training and development, influence the employee retention when adopted. All these factors in turn have a major impact on organisational effectiveness.
IMPLICATIONS OF THE STUDY

Theoretical Implications: The results of the study provide important insights to the literature on employee retention management in print media organisations. First, authors have theoretically identified the policies and practices common across different industries and sectors in India and then empirically investigated the role of these policies and practices in influencing organisational effectiveness. The study empirically investigated for the first time the impact of common policies and practices of employee retention management on organisational effectiveness in Print media organisations. Second, authors have validated employee retention management based on the components of retention practices to handle employee retention in Print media organisations.

Methodological Implications: Findings of the study will be useful for human resource practitioners due to its practical relevance in handling employee turnover. Comparative studies can also be conducted to find how different sectors differ in their orientation on the variables under study.

Practical Implications: Retention of employees is a key for the success of an organization because if an employee leaves the organization along with him he/she takes experience and expertise which will cost company in the short and long run. Though tremendous change has taken place in the field of human resource like employee engagement, work life balance, talent management and so on. The research outcome will help the human resource manager in understanding the various issues involved in retaining employees and to come out with better policies which will help them retain best talent thereby focusing to increase the efficiency and contribute towards organizational effectiveness.

CONCLUSION

Human resources are complex and not easy to understand. Employees are the assets to an organisation which can make as well as break an organization. Retaining them will help in the long-term growth of an organization and will also add to their goodwill. But the most difficult task faced by an organization today is retaining as well as satisfying these resources. Although the research paper tried its level best to reveal the various research works done and the contributions forwarded by various researchers in the area of employee retention, organisational effectiveness but still much scope remains for more exploration in the field of employee retention.

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WORKPLACE VIOLENCE AND IT’S IMPACT ON EMPLOYEE ABSENTEEISM: AN EMPIRICAL STUDY

Shikha Verma44 Dr. D. S. Chaubey45

ABSTRACT

Workplace violence is a problem and is an important organizational and social concern. This study examined workplace violence and its effect on employee absenteeism and productivity. A sample of 123 respondents is collected from the employees working in SSI’s in Dehradun. Study reveals different contributing factors such as Family problems Geographical conflicts, Peer conflict, Alcoholic issues, Aggressiveness of the employees, Lack of self-esteem, Perceived injustice, job insecurity, Lack of interaction among the employees Superior complexity / Inferior complexity, Verbal assault odd working hours, are some of the important leading reasons of workplace violence. Finally, study suggests that organization must focus on Satisfactory Reporting procedure and imparting training related to management of workplace violence, issues related to coping strategies, improvement in communication skills, conflict management and resolution, training related to self-defense etc., to manage the workplace violence and improve organizational productivity.

KEYWORDS

Workplace Violence, Discipline, Employee Absenteeism etc.

INTRODUCTION

Employees experience a wide range of indiscipline behaviour when they enter the workplace. Employees experience violence in the workplace based on multiple grounds. The type of atmosphere that employer provide for employees is important to their physical and emotional well-being. Unfortunately, an employee can ruin the job satisfaction of a fellow worker with rude and violent behaviors. The World Health Organization (WHO) classified the workplace violence into two types: first, one is the physical violence like beating, kicking, slapping, stabbing, shooting, pushing, biting, and pinching and second one is the psychological violence like threat of physical force against another person or group that creates a psychological imbalance.

Absenteeism is a central difficulty of the employees at workplace and become costly for both employers and employees. In an absence of employees, the achievement of objectives and targets by a department are affected and thus the work suffers. Absenteeism of one employee from work increases the workload of other employees, backlog work of the employees increase, and thus severely affect the performance and unnecessary cost to productivity. The most obvious cost is that of company sick pay schemes, but there are many other quantifiable indirect costs. The absent worker must be replaced; there may be a need to employ a surplus of staff to maintain production and service levels. In addition, management’s time is taken up with reorganizing schedules and trying to find means of running the business with a reduced workforce. On top of all this a proliferation of absenteeism generates an “absence mentality” and an environment where taking intermittent days off is regarded as acceptable.

Workplace violence is a term that refers to the any violence in a person’s occupational location (the workplace), usually in the form of physical abuse or the threat of violence, which risks the health and safety of an employee or employees. Increasingly in modernity in the present society in India, the issue of workplace violence has become more prevalent and there are high rate of reporting to these problems. The problem of workplace violence is even felt in developed countries also. A study by Paoli, P. (2000), showed a strong relationship between exposure to violence and absenteeism from work. In this study, 35 % of workers that reported experiencing physical violence in the workplace also reported missing work in the previous year compared to 23 % of all workers. Some studies have proposed strategies to prevent violence by eliminating risk factors in the work environment. Some studies have suggested training as an important means of managing workplace violence and designing anti-violence strategy for the organization. It is observed from many studies that workers who receive violence- prevention training may be more likely to intervene during violent events, whereas their untrained counterparts may be more passive approach towards workplace violence. Through effective training, the organization can improve workers’ problem-solving abilities and coordination skills, and thus helping them in predicting and managing risk of violence and increasing their knowledge of how to avoid situations that are potentially dangerous.
LITERATURE REVIEW

The workplace violence has been the matter of discussion among professional industrial organization, sociologist as well as academicians and the government as well as non-government organization at different level. WHO (2011) in its factsheet on violence against women at work place defines workplace violence as the violence against as: ‘any act of gender-based violence that results in, or is likely to result in, physical, sexual or mental harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life.’ The problem of violence at work place has been defined as any aggressive behaviour aimed at inflicting harm or discomfort on its victims. OSHA (2004) stated that the Verbal abuse is a form of workplace violence that leaves no visible scars; however, the emotional damage to the inner core of the victim’s self can be devastating. Martin (1984) in his research work stated the mental health of nurses and found that the continuous exposure to violence led many mental health nurses in the UK to accept it as a normal part of their work and they failed to demand better measures to protect them.

Schultz, (1998). In his work on “Re-conceptualizing sexual harassment” found that gender discrimination can take the form of sexual overtures. It was found in his study that workplace violence among women are the result of heterosexual desire and male dominance positions. Further Schwarz (2002) promoted a deeper understanding of the workplace-bullying phenomenon and its impact on contemporary organizations found that skilled facilitator model increases the effectiveness of a working group by improving organization and function through the reflection of experiences, exploration of pertinent data, brainstorming of solutions, and the creation and implementation of an action plan. Adams & Crawford (1992) found that Workplace bullying costs American organizations billions of dollars a year, and this bully-inflicted trauma is emerging as a more deleterious problem for both individuals and organizations than all other occupational stresses combined. A study commissioned by The Workplace Bullying Institute estimated that fifty-four million people have been bullied at work (U.S. Workplace Bullying Survey). With all the laws, policies, and regulations designed to protect workers from harassment, asking how bullying can happen is a paramount question. In line with this, similar finding of Glendinning (2001) reveals that workplace bullying is akin to a cancer in the workplace; and, if measures are not taken to cure it, both the organization and individual employees will become increasingly unhealthy. Alarming the situation arising, Brennan (1997) found that 57% of nurses have been assaulted in last 2 years and 93% were verbally abused. Elmarsen & Mikkelson (2003) in his research work describes that although the source of these feelings is emotional abuse at work, the targets often carry the negative effects into their personal lives. Going one-step beyond Harvey, Heames & Richey (2006) reported the outcome of work place violence and stated that worker tries to reduce their efforts, taking time off to avoid the bullying, or leaving the organization.

Work place violence is a global phenomenon. Winstanley, S., & Whittington, R. (2004) conducted a study on “Aggression towards health care staff in a UK general hospital: variation among professions and departments”. This study extends existing research by evaluating physical assault, threatening behaviour and verbal aggression from patients / visitors towards general hospital staff in the context of different professions and departments. Lin, Y., & Liu. (2005) conducted a study on “the impact of workplace violence on nurses in south Taiwan”. The study was taken up with the purpose to explore the prevalence of workplace violence (WPV) committed by patients and their family members against healthcare workers in south Taiwan. Violence affects the workplace in a number of ways. Absenteeism, impaired job performance, and loss of experienced employees are only some of the costs that companies bear as a direct result of violence. Arias I., & Corso P. (2005) in a study using data from a national telephone survey of 8,000 women about their experiences with violence, found that women experiencing physical intimate partner violence victimization reported an average of 7.2 days of work-related lost productivity and 33.9 days in productivity losses associated with other activities. Wittmer, J. L. S., Sinclair, R. R., Martin, J. E., Tucker, J. S., & Lang, J. (2013), in their study on topic, “Shared aggression concerns and organizational outcomes: The moderating role of resource constraints.” found strong shared concerns about aggression and also had poorer job attitudes and poorer student outcomes Similarly, a meta-analysis of 36 samples found that mistreatment climate (including violence, bullying and incivility) predicted exposure to mistreatment, motivation to reduce mistreatment, emotional strains, physical strains, organizational commitment, job satisfaction, and turnover intentions.


OBJECTIVE & HYPOTHESIS

Workplace violence has been documented in all sectors; however, female-dominated sectors such as health and social services are at particular risk. There is urgent need to explore the reason of work place violence and its impact on employee’s absenteeism to facilitate the smooth functioning of organization. The present research work has been taken up with the following objectives.
• To examine the nature of workplace violence existing in the organization.
• To assess the workplace violence and its impact on employee absenteeism.
• To find out the means of reducing workplace violence in the organization.

Assumption of Hypothesis Following hypothesis was developed and tested

Hypothesis
H0: the mean of various reasons of work place violence does not differs significantly across the level of education of respondents.
H1: the mean of various reasons of work place violence differs significantly across the level of education of respondents.
H0: the various measures initiated by organization to reduce workplace violence has no significant effect on employee absenteeism.
H1: the various measures initiated by organization to reduce workplace violence has significant effect on employee absenteeism.

RESEARCH METHODOLOGY

The present study is based on descriptive research. To achieve the stated objectives both quantitative and qualitative data were collected from the employees working in some selected small scale organizations located in Dehradun district. A random sample of employees working in SSI organization was selected which included employees of various rank and file. The data for the present research work was collected using survey method. Structure questionnaire along with a cover letter explaining the significance and the need for conducting the same designed and personal interview was conducted with the employees. A total 123 questionnaires were filled up and were taken for the analysis. Further, the analysis was done by using statistical tools like mean, standard deviation, One-way ANOVA & Regression Analysis using SPSS 22.

Table-1: Demographic Characteristics of Respondents (N = 123)

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<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percent</th>
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<tbody>
<tr>
<td>Up to 20 years</td>
<td>29</td>
<td>23.6</td>
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<tr>
<td>20 years – 30 years</td>
<td>60</td>
<td>48.8</td>
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<tr>
<td>30 years - 40 years</td>
<td>13</td>
<td>10.6</td>
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<td>40 years - 50 years</td>
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<tr>
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<td></td>
</tr>
<tr>
<td>Up to Rs. 5000/-</td>
<td>4</td>
<td>3.3</td>
</tr>
<tr>
<td>Rs. 5000/- - Rs. 10000/-</td>
<td>18</td>
<td>14.6</td>
</tr>
<tr>
<td>Rs. 15000/- - Rs. 20000/-</td>
<td>19</td>
<td>15.4</td>
</tr>
<tr>
<td>Above Rs. 20000/-</td>
<td>82</td>
<td>66.7</td>
</tr>
</tbody>
</table>

Demographic characteristics of the respondents presented in the above table indicates that in the sample of 123 respondents. It is seen that 23.6% were up to 20 years of age, 48.8% were in the age group of 20-30 years, 10.6% were in the age group of 30-40 years, 11.4% were of the age group of 40-50 and 5.7% of the respondents were 50-60 years of age. From the above table, it is clear that 37.4% were Male and the rest that is 62.6% were female. The information pertaining to Marital Status of respondents shows that 24.4% were married and 75.6% unmarried. Sample is the representation of qualified respondents as out of the total respondents 15.4% were intermediate, 18.7% were technical qualification, 21.1% were graduates and maximum in number that is 44.7% out of total respondents were post-graduates and others as well which implies that there is high literacy level among the respondents. With regard to employment status, 3.3% have a monthly income up to Rs. 5000, 14.6% have income between Rs. 5000-10,000, & 15.4% earn monthly between Rs. 15,000-20,000, 66.7% of them have income above Rs. 20,000.
Table-2: Since How Many Years Have You Been Working With This Organization?

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Valid</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0 - 1 years</td>
<td>52</td>
<td>42.3</td>
<td>42.3</td>
<td>42.3</td>
</tr>
<tr>
<td>2 - 5 years</td>
<td>42</td>
<td>34.1</td>
<td>34.1</td>
<td>76.4</td>
</tr>
<tr>
<td>5 - 10 years</td>
<td>21</td>
<td>17.1</td>
<td>17.1</td>
<td>93.5</td>
</tr>
<tr>
<td>More than 15 years</td>
<td>8</td>
<td>6.5</td>
<td>6.5</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>123</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation

The length of time spent in an organisation leads to the development of shared vision and experiences. Keeping this in mind, an attempt was made to know the length of association with the present organization. The study reveal that 42.3% i.e., 52 respondents were associated with the organization from 0-1 years, 34.1% i.e., 42 respondents were associated with the organization from 2-5 years, 17.1% i.e., 21 respondents were associated with the organization from 5-10 years, and 6.5% i.e., 8 respondents were associated with the organization from more than 15 years.

Table-3: Reasons of Work Place Violence

<table>
<thead>
<tr>
<th>Factors</th>
<th>Reliability (α)</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Factors</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Family problems leads to workplace violence.</td>
<td>0.534</td>
<td>3.4756</td>
<td>1.07858</td>
</tr>
<tr>
<td>Alcoholic issues promotes workplace violence.</td>
<td></td>
<td>3.195</td>
<td>1.31</td>
</tr>
<tr>
<td>Organizational Factors</td>
<td>.750</td>
<td>3.3313</td>
<td>.85020</td>
</tr>
<tr>
<td>Geographical conflicts is the root cause of organizational violence.</td>
<td></td>
<td>2.911</td>
<td>1.22</td>
</tr>
<tr>
<td>Peer conflict most prevalent factor in context to organization violence.</td>
<td></td>
<td>3.187</td>
<td>1.33</td>
</tr>
<tr>
<td>The level of job insecurity leads to workplace violence.</td>
<td></td>
<td>3.732</td>
<td>0.85</td>
</tr>
<tr>
<td>Risk of violence is greatest during a night shift.</td>
<td></td>
<td>3.496</td>
<td>1.05</td>
</tr>
<tr>
<td>Psychological Factors</td>
<td>.524</td>
<td>3.9350</td>
<td>.59698</td>
</tr>
<tr>
<td>Aggressiveness of the employees creates more violence in the organization.</td>
<td></td>
<td>4.041</td>
<td>0.97</td>
</tr>
<tr>
<td>Lack of self-esteem leads to unethical behavior in employees.</td>
<td></td>
<td>4.033</td>
<td>0.68</td>
</tr>
<tr>
<td>Perceived injustice to the personality leads to workplace violence.</td>
<td></td>
<td>3.732</td>
<td>0.95</td>
</tr>
<tr>
<td>Communication Factors</td>
<td>.590</td>
<td>3.4905</td>
<td>.65471</td>
</tr>
<tr>
<td>Lack of interaction among the employees at various level leads to violence at workplace.</td>
<td></td>
<td>3.073</td>
<td>1.01</td>
</tr>
<tr>
<td>Superior complexity/Inferior complexity leads to workplace violence.</td>
<td></td>
<td>3.512</td>
<td>.761</td>
</tr>
<tr>
<td>Verbal assault with anyone in the workplace leads to workplace violence.</td>
<td></td>
<td>3.886</td>
<td>.86</td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation

Descriptive statistics are used to describe the basic features of the data in a study. They provide simple summaries about the sample and the measures. Together with simple graphics analysis, they form the basis of virtually every quantitative analysis of data. The output from the analysis presented in the table is a descriptive statistics for all the variables under investigation. Typically, the mean, standard deviation and reliability are given.

The table below is output because we used the univariate option to see how many cases were actually used in the study. Looking at the mean, one can conclude that psychological factor of the employees are most important reasons of workplace violence as it has scored highest mean (m = 3.9350 and S.D. = .59698 and reliability = -.524); followed by Communication Factors with reliability = .590, m = 3.4905 and S.D. = .65471). Next important reasons of work place violence is the Personal Factors with (reliability = 0.534, m = 3.4756 and s.d. = 1.07858) the other important reasons of workplace violence emerged as Organizational Factors (with reliability = .750 m = 3.3313 and SD = .85020). Looking at the standard deviation we see that reasons like Personal Factors has scored highest SD of 1.07858, which indicate that respondents view on this issue is heterogeneous.
Table 4: One Way ANOVA of Perceived Reasons of Workplace Violence across the Level of Education

<table>
<thead>
<tr>
<th></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><strong>Personal Factor</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Between Groups</td>
<td>36.543</td>
<td>3</td>
<td>12.181</td>
<td>13.755</td>
<td>.000</td>
</tr>
<tr>
<td>Within Groups</td>
<td>105.384</td>
<td>119</td>
<td>.886</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>141.927</td>
<td>122</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Organizational Factor</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Between Groups</td>
<td>5.484</td>
<td>3</td>
<td>1.828</td>
<td>2.630</td>
<td>.053</td>
</tr>
<tr>
<td>Within Groups</td>
<td>82.703</td>
<td>119</td>
<td>.695</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>88.187</td>
<td>122</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Psychological Factor</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Between Groups</td>
<td>16.574</td>
<td>3</td>
<td>5.525</td>
<td>24.435</td>
<td>.000</td>
</tr>
<tr>
<td>Within Groups</td>
<td>26.905</td>
<td>119</td>
<td>.226</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>43.480</td>
<td>122</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Communication Factor</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Between Groups</td>
<td>4.418</td>
<td>3</td>
<td>1.473</td>
<td>3.660</td>
<td>.014</td>
</tr>
<tr>
<td>Within Groups</td>
<td>47.877</td>
<td>119</td>
<td>.402</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>52.294</td>
<td>122</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

One way ANOVA was carried out to assess the significance of mean difference of various reasons of workplace violence across the level of education of respondents assuming null hypothesis as the mean of various reasons of workplace violence does not differ significantly across the level of education of respondents. From the table above, it is observed that calculated value of F is higher than the table value 2.60 (at V1 = 3, V2 = 119). Hence, null hypothesis is rejected indicating significance differences of the mean of reasons of workplace violence across the level of education of respondents.

Table 5: Mean of Different Preventive Measure to Manage Workplace Violence

<table>
<thead>
<tr>
<th>Description</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Security Measures</td>
<td>123</td>
<td>3.7724</td>
<td>1.10002</td>
</tr>
<tr>
<td>Improve Surroundings</td>
<td>123</td>
<td>3.8211</td>
<td>.98374</td>
</tr>
<tr>
<td>Satisfactory Reporting Procedure</td>
<td>123</td>
<td>4.1138</td>
<td>.80167</td>
</tr>
<tr>
<td>Digitalization of the Record</td>
<td>123</td>
<td>3.8699</td>
<td>.98313</td>
</tr>
<tr>
<td>Check-In Procedures for Employees</td>
<td>123</td>
<td>4.0163</td>
<td>.65266</td>
</tr>
<tr>
<td>Changed Shifts</td>
<td>123</td>
<td>3.6667</td>
<td>1.04542</td>
</tr>
<tr>
<td>Training</td>
<td>123</td>
<td>4.0894</td>
<td>.87785</td>
</tr>
<tr>
<td>Investment in Human Resource Development</td>
<td>123</td>
<td>4.0000</td>
<td>.93212</td>
</tr>
<tr>
<td>Valid N (List-Wise)</td>
<td>123</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Descriptive statistics of different Preventive measure such as Security measures (e.g. guards, alarms, portable telephones), Improve surroundings (e.g. lighting, noise, heat, access to food, cleanliness, privacy), Satisfactory Reporting procedure, Digitalization of the record (to be aware of previous aggressive behaviour), Check-in procedures for employees, Changed shifts (i.e. working times), Training (e.g. workplace violence, coping strategies, communication skills, conflict resolution, self-defense), Investment in human resource development (training for career advancement, retreats, rewards for achievement, promotion of healthy environment) to manage workplace violence using mean and standard deviation presented in the above table indicates that Satisfactory Reporting procedure of the organization are the best preventive measure for managing workplace violation as it has scored highest mean of 4.1138. It was followed by Training (e.g. workplace violence, coping strategies, communication skills, conflict resolution, and self-defense) with mean 4.08 and Check-in procedures for employees with mean 4.01. High standard deviation of measures like Changed shifts (i.e. working times) (S.D. = 1.04542) indicates that respondents view on this issue is heterogeneous.

Regression Analysis

Regression analysis was carried out to assess organizational Measure and their Impact on Reducing Absenteeism.
The information presented in the table shows the R, R-Squared, Adjusted R Square, and Standard Error. R denotes the correlation between observed and predicted values of the dependent variable. The value of R ranges from 0 to 1. In this case, R = .691. The above table shows the model summary and overall fit statistics. We find that the adjusted R² of our model is 0.441 with the R² = .478 that means that the linear regression explains 47.8% of the variance in the data.

### Table-6: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Standard Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.691</td>
<td>.478</td>
<td>.441</td>
<td>.61413</td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation

**Note:** a. Predictors: (Constant), Investment in human resource development (training for career advancement, retreats, rewards for achievement, promotion of healthy environment), Changed shifts (i.e. working times), Improve surroundings (e.g. lighting, noise, heat, access to food, cleanliness, privacy), Digitalization of the record (to be aware of previous aggressive behaviour), Security measures (e.g., guards, alarms, portable telephones), Satisfactory Reporting procedure, Check-in procedures for employees, Training (e.g. workplace violence, coping strategies, communication skills, conflict resolution, self-defense).

The above table shows the F-test. The F-test statistic is the regression mean square divided by the residual mean square. The linear regression's F-test has the null hypothesis that there is no linear relationship between the two variables with F = 13.041 and 122 degree of freedom. The test is highly significant, thus we can assume that there is a linear relationship between the variables in our model.

### Table-7: ANOVA

<table>
<thead>
<tr>
<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>39.346</td>
<td>8</td>
<td>4.918</td>
<td>13.041</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>42.995</td>
<td>114</td>
<td>.377</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>82.341</td>
<td>122</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation

**Note:** a. Dependent Variable: To what extent do you think these measures would be helpful in reducing absenteeism in the organization?

b. Predictors: (Constant), Investment in human resource development (training for career advancement, retreats, rewards for achievement, promotion of healthy environment), Changed shifts (i.e. working times), Improve surroundings (e.g. lighting, noise, heat, access to food, cleanliness, privacy), Digitalization of the record (to be aware of previous aggressive behaviour), Security measures (e.g., guards, alarms, portable telephones), Satisfactory Reporting procedure, Check-in procedures for employees, Training (e.g. workplace violence, coping strategies, communication skills, conflict resolution, self-defense).

### Table-8: Regression Coefficient

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>3.191</td>
<td>.398</td>
<td></td>
<td>8.018</td>
</tr>
<tr>
<td>Security Measures</td>
<td>-.144</td>
<td>.076</td>
<td>-.193</td>
<td>-1.887</td>
</tr>
<tr>
<td>Improve Surroundings</td>
<td>-.440</td>
<td>.115</td>
<td>-.527</td>
<td>-3.829</td>
</tr>
<tr>
<td>Satisfactory Reporting</td>
<td>.743</td>
<td>.117</td>
<td>.725</td>
<td>6.338</td>
</tr>
<tr>
<td>Procedure</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Digitalization of the Record</td>
<td>.129</td>
<td>.077</td>
<td>.155</td>
<td>1.689</td>
</tr>
<tr>
<td>Check-In Procedure for</td>
<td>-.599</td>
<td>.172</td>
<td>-.476</td>
<td>-3.486</td>
</tr>
<tr>
<td>Employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Changed Shifts</td>
<td>.132</td>
<td>.071</td>
<td>.168</td>
<td>1.858</td>
</tr>
<tr>
<td>Training</td>
<td>.551</td>
<td>.128</td>
<td>.589</td>
<td>4.313</td>
</tr>
<tr>
<td>Investment in Human Resource</td>
<td>-.695</td>
<td>.125</td>
<td>-.789</td>
<td>-5.579</td>
</tr>
</tbody>
</table>

**Note:** a. Dependent Variable: To what extent do you think these measures would be helpful in reducing absenteeism in the organization?

**Sources:** Authors Compilation

According to the table regression equation, reduction in the work place violence = 3.191 -.144 (Security measures) -.440 (Improve surroundings) +.743 (Satisfactory Reporting procedure) +.129 (Digitalization of the record) -.599 (Check-in procedures for employees) +.132 (Changed shifts) +.551 (Training) -.695 (Investment in human resource development).
DISCUSSION & CONCLUSIONS

Workplace violence is a real phenomenon within the organization with individual of all the categories working with the organisation. Workplace violence is any physical assault, threatening behavior, or verbal abuse occurring in the work setting.

The present study throw a light on the nature of violence, different contributing factors such as family problems, geographical conflicts, peer conflict, alcoholic issues, aggressiveness of the employees, lack of self-esteem, perceived injustice, job insecurity, lack of interaction among the employees superior complexity / inferior complexity, verbal assault odd working hours, are some of the important leading reasons of work place violence. Organization need to take initiatives to manage these issues as these creates number of problems to the organisation. For the organizations, the costs of violence are related to higher sickness, absence rates, higher turnover rates, reduced job satisfaction, motivation and productivity of victimized workers and their colleagues. In addition, increased insurance premiums may result in economic loss for organisations (Cooper, C., 2003). Finally, study suggests that organization must focus on Satisfactory Reporting procedure and imparting training related to workplace violence, coping strategies, communication skills, conflict resolution, self-defense etc., to manage the work place violence and improve organizational productivity.

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(sd/-)
(Editor-In-Chief)
A STUDY ON ORGANIZATIONAL COMMUNICATION AND IT’S IMPACT DURING THE CHANGE PROCESS WITH SPECIAL REFERENCE TO STATE ROAD TRANSPORT CORPORATION

A. Durga Sree

ABSTRACT

Communication plays a vital role in change management process. Organizational communication plays a significant role in designing working environment, which facilitates the change introduction and implementation process in a progressive manner. The primary purpose of organizational communication is to prepare the employees and organization for new change. The present paper focused on organizational communication impact on demographical variables like Gender, Age, Education, Experience, and Job level of the employees. The present study shows the how organizational communication correlated with a working environment, which designed for change process at Telangana State Road Transport Corporation (TSRTC). A Comprehensive analysis was done using statistical test Analysis of Variance (ANOVA) and Pearson Correlation test by SPSS.

KEYWORDS

Communication, Change Management, Organizational Communication, Working Environment etc.

INTRODUCTION

Communication is a process of sending and receiving message between at least two or more people. In olden days communication process was used by organizations to stabilize the existing working conditions but in modern era communication used as a tool to announce new changes which are introduced by organization.

Organizational communication plays a key role in developing organization change motives and performance and considered as a major issue in successful attempting of change. The new modified/changed directions were communicated to organization and it elicits commitment and co-operation.

Organizational communication involves every step of change process like creating awareness, reducing resistance, motivating to invite and implement change. Organizational communication necessary intermediate tool between organization and employees to disseminate information about new introducing changes. It creates proper awareness to employees to make them a readiness to change and also avoid resistance by communicating how it beneficial to their future career. Communication provides information about how change develops them and their organization by changing their activities.

LITERATURE REVIEW

Several authors believe the communication process is crucial in developing trust between management and employees.

Coch and French (1948) reported lower levels of resistance to change in the experimental group where open communication was encouraged and facilitated through workshops.

Lewin (1952) believed that open communication channels reduced the levels of resistance to change because it reduced the fear of the unknown and improved a workers ability to see the need for change.

Harris and Feld, (1997) in our research, for example, we have examined several human resource practices that can serve to encourage change or create a supportive climate for change including high potential management development programs.

Southerland (1992) believed that open communication channels are essential for improvements and changes within law enforcement agencies. Furthermore, Southerland identified the levels of hierarchy as a significant barrier to effective communication. These organizations experience higher levels of resistance to change because of them, in effect, restrict the employee’s input or avenues for redress and limit their ability to participate in the change process.

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Schein (1980) stated that for an organization to be effective, it needed to cultivate an atmosphere of reliable and valid communication, which provides for integration and employee commitment to the organizational goals. Through open communications employees and management can produce a cooperative effort to change the organization.

Sparrow (1988) stated that communicating the new values was the principal task that police administrators face when proposing a change.

Smeltzer, (1991) despite the general acceptance that communication is important during organizational change, strategies implemented by management often fail to fulfill their purpose of providing quality information to employees.

Terry, Callan, and Satori (1996) consequently, employees are often left feeling uncertain and seek to resolve this aversive state by engaging in information-seeking behaviours Uncertainty during Organizational Change.

Bordia et al., (2004) yet, little research has examined the boundary conditions that are likely to influence how communication provided during organizational change is appraised by employees. More recent research has demonstrated that the mere provision of information may not be sufficient to reduce employee uncertainty; rather it is the perceived quality of the information that influences employees’ appraisal of change.

Furthermore, research has indicated that change communication can facilitate openness and positive attitudes towards change to the extent that it effectively addresses employee uncertainty.

By and By et al. (2008) have introduced the role of implicit communication as a strategy for conveying the change message. These are all forms of learning strategies that can be used to teach individuals new concepts that they can use to improve their performance.

**OBJECTIVES**

- To explore the impact of Organisational Communication on demographic factors (Age, Gender, Education, Experience and Job level) with reference to TSRTC.
- To Analyse the Impact of Organisational communication on designing of the working environment during the change process with reference to TSRTC.

**HYPOTHESIS**

H01: There is no significant relationship between Organizational Communication and demographical factors of Employees.

H02: There is no significant relationship between organizational Communication and Work environment towards the Changes in TSRTC.

**SCOPE OF STUDY**

The Present study covers emphasis on organisational communication of Telangana State Road Transport Corporation (TSRTC). This study would make the management to understand about how organization communication is impacting the employee's demographic factors and working environment to facilitate the change.

**RESEARCH METHODOLOGY**

The present study is descriptive in nature. A convenient Non-Random sampling technique was used to select a sample from the population. The sample size of the present study was 637. The sources of conduct the study was primary and secondary data. The primary data was collected through structured questionnaire framed as six factors with 5 point rating (5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree, 1=Strongly Disagree) Likert scale of closed-ended type and were tested reliability by conducted pilot study on 120 employees and six factors found to be highly measurable. SPSS was used to analyse the data.

**DATA ANALYSIS & INTERPRETATION**

**Cronbach’s Alpha Test**

<table>
<thead>
<tr>
<th>Table-1: Reliability Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cronbach's Alpha</td>
</tr>
<tr>
<td>0.810</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
The reliability test for the questionnaire shows a Cronbach’s alpha value of 0.810 which reveals good reliability rating of the questionnaire.

Descriptive Statistics

<table>
<thead>
<tr>
<th>Gender</th>
<th>Age</th>
<th>Education</th>
<th>Job Level</th>
<th>Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>Male</td>
<td>Age</td>
<td>Education</td>
<td>Job Level</td>
</tr>
<tr>
<td>Male</td>
<td>518</td>
<td>119</td>
<td>276</td>
<td>43</td>
</tr>
<tr>
<td>Female</td>
<td>119</td>
<td>100</td>
<td>151</td>
<td>113</td>
</tr>
<tr>
<td>Below 31 Years</td>
<td>243</td>
<td>59</td>
<td>119</td>
<td>481</td>
</tr>
<tr>
<td>31-40 Years</td>
<td>235</td>
<td>91</td>
<td>43</td>
<td>68</td>
</tr>
<tr>
<td>41-50 Years</td>
<td>235</td>
<td>119</td>
<td>113</td>
<td>75.5</td>
</tr>
<tr>
<td>Above 50 Years</td>
<td>59</td>
<td>481</td>
<td>43</td>
<td>50.9</td>
</tr>
</tbody>
</table>

Percentage: Male 81.3, female 18.7

Sources: Authors Compilation

The above Descriptive statistics shows the frequencies of respondents with their demographics that are gender, age, education, job level and experience. The high frequency difference was observed in the case of gender for the sample taken for the study. For the reason that the size of male employees is greater than the size of female employees in the total population.

\( H_0: \) There is no significant difference between Organizational Communication and demographical factors.

<table>
<thead>
<tr>
<th>Demographical Factors</th>
<th>F-value</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>0.976</td>
<td>0.324</td>
</tr>
<tr>
<td>Age</td>
<td>0.441</td>
<td>0.724</td>
</tr>
<tr>
<td>Education</td>
<td>36.014</td>
<td>0.000</td>
</tr>
<tr>
<td>Employ. Level</td>
<td>43.036</td>
<td>0.000</td>
</tr>
<tr>
<td>Experience</td>
<td>0.311</td>
<td>0.733</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
F-test revealed that there is no significant difference between the organizational communication and Gender, Age, experience of the employees. It means that male and female employees, all age group of employees, and various experience groups of employees of TSRTC are having the same level of communication during the change process.

There is a significant difference between the organizational communication and education & job level of the employees. It means that employees of TSRTC have to differentiate in their communication about change on their educational qualification groups and their job level. Hence, the null hypothesis (H_0) Accepted, and the alternate hypothesis was rejected.

H_o: There is no significant relationship between organizational Communication and Work environment towards the Changes in TSRTC.

Figure-2: Descriptive statistics of Organisational Communication & Working Environment

<table>
<thead>
<tr>
<th>Employee Communication</th>
<th>Working Environment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean: 0.516922552</td>
<td>Mean: 3.711930921</td>
</tr>
<tr>
<td>Std. Deviation: 0.7661</td>
<td>Std. Deviation: 3.516</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

The above chart indicates the descriptive statistics of organisational communication and working environment to change. It is observed that mean of the both dependent variables are close to each other and standard deviation of the organisational communication to change are less compare to the working environment.

Table-4: Correlations

<table>
<thead>
<tr>
<th>Organizational Communication</th>
<th>Pearson Correlation</th>
<th>Working Environment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>637</td>
</tr>
<tr>
<td>Working Environment</td>
<td>Pearson Correlation</td>
<td>.824**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>637</td>
</tr>
</tbody>
</table>

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

Sources: Authors Compilation

The above table indicates the Pearson’s correlation between the Organisational communication to change and working environment. It is observed that there is a positive correlation (r=0.824) between both the variables. The sig. Value (P=0.000) is less than 0.05; it can conclude that there is significant correlation exist between organisational communication to change and working environment. Hence, the null hypothesis is rejected, and alternative hypothesis accepted.

Scatter Diagram Correlation between Working Env't. & Organizational Communication

Figure-3

Sources: Authors Compilation
The scatter diagram above reveals the information about the two variable responses is located around the linear line, and these are in the positive direction showing that positive correlation between employee organizational communication and working environment of change.

There is a significant relationship between Organisational Communication and Work Environment towards the Changes in TSRTC.

CONCLUSION

It is concluded that demographic factors of Gender, Age groups, and Experience groups of employees are not significantly differentiated & other demographic factors of Education groups, and Job level groups of employees are significantly differentiated regarding their organisational communication.

The study exposed that there is a positive correlation between the organizational communication and working environment, i.e., organizational communication playing a vital role in designing working environment which is the primary factor for change acceptance of employees of TSRTC.

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INTENSITY OF JOB EVALUATION TECHNIQUE ‘RANKING THE KEY JOBS IN IT INDUSTRY’: AN EMPLOYEE PERSPECTIVE EVALUATION AT HYDERABAD AND BANGALORE

G. Arundathi47 Dr. B. R. Megharaj48

ABSTRACT

In work environment, employees constitute an important resource for organizations and a key determinant of corporate success. To harness these employee potentials for the pursuit of company goals, effective Job Evaluation Techniques has been suggested. New Job Evaluation Techniques have drawn considerable attention in organizational research, including closely related concepts, such as analytical and non-analytical methods. Job Evaluation is the ability to persuade others to seek defined objectives enthusiastically. It is a key component of all organizations but its function and capacity are getting more complicated with increased involvement in globalization and technology development. The simplest method of job evaluation that involves ranking each job relative to all other jobs, usually based on overall difficulty. It is the core of a successful organization thriving to gain competitive edge over other companies in a stiff competitive global scenario. Ranking the Key Jobs play a vital role in keeping and moving the organisation towards a goal.

The objective of the study includes - To ascertain the Intensity of Job Evaluation Technique - Ranking the Key Jobs in IT Industry at Hyderabad and Bangalore. Research collaborates Moderate ranking for various elements of Ranking the Key Jobs under demographic variables - Age, gender, Education, Occupation and Income. Research concludes moderate application of Ranking the Key Jobs under demographic segmentation variables. The shift from analytical and non-analytical methods of Job Evaluation practices is due to demand from the industry and can even conclude providing ‘Job Evaluation’ is need for organizations in the dynamic organization environment.

KEYWORDS

Job Evaluation, Analytical, Non-Analytical, Ranking, Key Jobs, Technique etc.

INTRODUCTION

Job evaluation developed out of civil service classification practices and some early employer job and pay classification systems. We have no clear proof whether formal job evaluation began with the United States Civil Service Commission in 1871 or with Frederick W. Taylor in 1881. However, this process is 120 year old as of now and still maintains the same importance while formatting compensation policies. The advanced unionism played or influenced an effective role in establishing job evaluation to rationalize wage structures. Employers and associates has taken great effort to introduce such revolutionized internal equity policies to be able to meet the requirements of the unions and employees. During World War II, the National War Labour Board encouraged the expansion of job evaluation as a method of reducing wage inequities.

The technique and process of job evaluation became perfect during 1950’s as organizations became larger and more bureaucratized the need for a rational system of paying employees became evident. The job evaluation process became an answer when the Wage structures became more complex and needed some way to bring order to the chaos created by supervisors while setting pay rates for their employees on their own at the time of hiring or promoting. According to The Equal Pay Act of 1963, the required jobs can be compared based on factors like skill, effort, and responsibility to determine equity in the pay. A 1979 study of job evaluation, as a potential source of and/or a potential solution to gender discrimination in pay, was made by the National Research Council under a contract from the Equal Employment Opportunity Commission. The study established the jobs done by women and minorities were undervalue. This discrimination lead to conduct a job evaluation by different methods based on different employee groups, from the compensable factors employed, from the weights assigned to factors, and from the stereotypes associated with jobs. Even though the preliminary job evaluation failed to give accurate results, the final report concluded that job evaluation holds some potential for solving problems of discrimination.

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RANKING METHOD

Human resource associates or consultants rank jobs in an organisation based on the education qualification and complexity of the job. Then they will ascribe highest pay for highest ranked job. The hierarchy of a company organization chart is a visual example of the ranking method. This is the least expensive method and does not consume much time and suitable for the small business firms with tight budgets. There are several methods in job ranking method.

Obtain Job information: The primary step in ranking method is Job analysis. It is the process of analyzing and describing jobs to bring out the aspects, which can be used for the purpose of job comparison. Here, Job descriptions and job specifications are gathered, the information they offer is usually a base for ranking jobs. Ranking method ranks each job based overall jobs, rather than on several compensable factors such as problem solving, decision making which are not important under this method.

Selecting and Grouping Jobs: Once the information is gathered, it is impractical to accord single rank for all jobs in the organisation. Hence, identifying the benchmark jobs and ranking them according to the departments and functions (such as factory workers and clerical workers) becomes pertinent. This eliminates direct comparison of jobs. The process of choosing and ranking bench-mark jobs should produce a framework for ranking the remaining jobs by comparison with one or two bench-mark jobs to which they are related.

Select Compensable Factors: The job evaluation committee further resolves on the factors on which the job needs to be evaluated. Conceptually and more so conventionally under ranking method consideration and comparison of a job is always on a single factor (such as job complexity) for the purpose of ranking jobs based on the whole job rather than several compensable factors (such as problem solving, decision making). Regardless of the number of factors we choose, it is advisable to train the evaluators on the guidelines carefully so that they can evaluate the jobs consistently and fairly.

Rank Jobs: There are no precise formulae for conversion of the results of a ranking exercise into monetary values. The raters will rate the jobs based the complexity of the jobs.

Combine Ratings: The evaluators usually rate the jobs individually. Then the rating committee can average the rater’s ratings. The variation in payment of salaries depends on the variation of the nature of the job performed by the employees.

REVIEW OF LITERATURE

Kevin D. Neuman (2014), the present study is a comparative analysis of employees from manufacturing firms of United States and China in relation to different job related characteristics especially training on employee morale. The study deals with the effect of adequacy of training on employee morale. The data has been collected through a survey from 1,719 union and non-union workers, working in medium sized companies. Six different places of United States and two locations of China have been selected to carry out the study. From the study, it is seen that training had greater impact on improving morale of employees working in China compared to employees working in United States manufacturing companies. The reason behind is that the jobs offered in United States are often short duration compared to China. It is seen that training had a higher impact on wage earning capability of employees in United States, which was given more importance. However, the employees of China have given wage-earning capabilities less importance. It is also seen that training effects morale, which in turn improved the level of job satisfaction. It is also seen that training effects morale, which in turn improved the level of job satisfaction. It is also seen that training has the same influence on employee morale in early career stages and late career stages. It is also observed that employees of China unlike employees prefer jobs that required less training from United States. Finally, it concluded that training has a high positive impact on morale of employees working in China than the employees in United States.

Hayes & Ninemeier (2013), in their article states that there is more competition between companies. It is more like a responsibility of a company now to design or provide a career growth path for its employees in order to hire and retain them. Companies go further ahead now providing the opportunities to its employees for career development in the hope for loyalty and better output. So, in this age of dynamism, managing your career or career management is very important.

Anon (2013), in current scenario, an employee’s career development doesn’t restrict to organization. If his current organization doesn’t provide him/her much chances or career progression, there are other organizations that are willing to offer same or higher position and employees may shift to those organizations on same or higher position which is also a part of their career development. The difference between the successful professionals and others is not lack of strength or knowledge but the lack of will. Until the employees are proactive, companies cannot do anything about their career development.

Chawla (2012), after studying the career development, career path, employee engagement and other aspects to some specific Indian hotel companies, says that they have realized that Indian companies have adopted a lot of new and unique concepts, techniques and are offering a lot more now but still there is a long way to go. Indian Organisations may be at par with the
international countries but the management system is still same old in many organizations. The author says that the major challenges of Career development need to be addressed in order to fight current problems like attrition rate, poor output etc., which can be used as the base for suggestive corrective actions that need to be taken.

Jennifer Bellot (2011) reviews the development of the concept of organizational culture and methods for assessing organizational culture, focusing on the healthcare environment. The author states that the concept of organizational culture remains controversial as conflicting definitions, lack of semantic clarity and debate over the most appropriate methods for assessing organizational culture have led to disagreement over the value and validity of such inquiry.

Liette Goyer (2010), in his Career Development in SMEs presents a portrait of career development practices offered in the workplace, specifically within Canadian small and medium-sized enterprises (SMEs). In addition to describing the goal of the literature search and the method used, it looks at the SME context in relation to training, continuing skills development among the employed, and the role of managers and outside consultants working in career development. It reviews various organizational practices aimed at supporting professional development and retention that may be beneficial or risky for both working persons and enterprises.

**NEED FOR STUDY**

The objective of Job Evaluation is to improve the organization's capacity to handle its internal and external functioning and relationships. This would include such things as improved interpersonal and group processes, communication that is more effective, enhanced ability to cope with organizational problems of all kinds, more effective decision processes, more appropriate leadership style, improved skill in dealing with destructive conflict, and higher levels of trust and cooperation among organizational members. These objectives stem from a value system based on an optimistic view of the nature of man - that man in a supportive environment is capable of achieving higher levels of development and accomplishment. Essential to Job Evaluation and effectiveness is the scientific method - inquiry, a rigorous search for causes, experimental testing of hypotheses, and review of results.

**SCOPE OF STUDY**

The present study limits its scope to Job Evaluation Practices, which are a pre-requisite for effectively dealing organizational problems that are manifestation of the external forces like competition, technological advances, mergers, etc. The geographical regions chosen for the study are Hyderabad and Bangalore cities, in India as the Information Technology industry in these regions are registering an annual growth rate, and abundance investment in human capital due to stiff competition. The period of the conduct of study is between the years 2012-15. The sample respondents for the present study consist of male and female employees working in the IT industry during the period in these regions. The term change agent or catalyst is synonymous with the notion of a leader who is engaged in leadership - a transformative or effectiveness process - as opposed to management, a more incremental or efficiency based change methodology.

**STATEMENT OF PROBLEM**

Parameters employed for measurement of development in all organizations depend on Physical, Human, Financial, and Information resources; however, in the process of organizational employees' development, employees do encounter problems that are resultant of the above forces. Handling or solving these problems is the aim of the career development programmes, which aims to enhance employee's abilities in collectively handling the problems in an organizational environment. Evaluation of implementation intensities of various Job Evaluation Programs in IT industry of Hyderabad and Bangalore assumes significance in the backdrop of stiff competition. Hence, evaluation of development programs dealing with the development of employees' career through the collective efforts of its own employee from all levels of the organization forms the core part of the present research.

**OBJECTIVES OF STUDY**

**Primary Objective**

- To assess intensity of application of Job Evaluation in IT industry at Hyderabad and Bangalore

**Secondary Objective**

- To assess intensity of Ranking the Key Jobs in Non-Analytical Methods of Job Evaluation in IT industry at Hyderabad and Bangalore.
HYPOTHESIS

Primary

H₀: Intensity of application of Job Evaluation Techniques is negative in IT Industry Hyderabad and Bangalore.

Secondary

H₀: Intensity of application of ranking the Key Jobs is negative in IT Industry at Hyderabad and Bangalore.

RESEARCH METHODOLOGY

The present research study strictly abides by the conceptual frame work enunciated by the subject Research Methodology for the design and conduct of the research, this part of the study aims at presenting all the components of the research in a descriptive style which includes Statement of the problem, Objectives of the study, Hypotheses formulation, Data gathering, Data processing, interpretation or Description, finally followed by presenting the Findings and Conclusions of the study. All elements in various stages of research process are explained descriptively, offering due importance to them and treating them individually and distinctively.

Sampling

Sampling Plan

The sample plan consists of choosing employees from IT industries for the study from the geographical region of Hyderabad and Bangalore cities. Further, the total size and composition of IT employees of the IT firms form the base for prescribing no. and size of respondents to be drawn from various hierarchical levels of the IT firms.

Sample Size

It is a proportional representation of the employee density at a given location, firms and their various hierarchical levels. The research study by NASSCOM confirms a 20.3% and 10.7% of IT industrial location representation for Bangalore and Hyderabad respectively. ‘Report of India Law offices’ too confirms the same. These reports form the base for fixing the sample size of 505 and 272 for Bangalore and Hyderabad respectively.

Sampling Technique

The process of drawing sample respondents from the sample universe is known as sampling technique, among many techniques available Stratified sampling is employed for the purpose since it is more appropriate as the sample respondents are distributed in different organizations as stratified groups at different hierarchical levels of the firms. The organizational setting of the employee pre determines the suitability of the sampling technique making the exercise more meaningful, appropriate and relevant.

Sample Characteristics

Those that reflect in the sample respondents, all employees irrespective of their Gender, falling under the age group of 21 to > 45 years, with specified educational qualifications, working in all three levels of the organization, and in the income levels mentioned. These are Male and Female employees from any three levels of organization structure of Information Technology units in Hyderabad and Bangalore cities.

Sampling Procedure

The study has been based on convenient sampling method, which stipulates picking up of samples according to the convenience of the researcher from the clusters of samples existing in the organizations.

Questionnaire

The questionnaire for the study is based on the six sets of pioneering and time tested conceptual Job Evaluation Practices that have a great relevance to the study of Job Evaluation, the individual elements of every set form the base for the Questionnaire. The first part of the questionnaire deals with questions concerning the respondent’s demographic profile in terms of their age, sex, occupation, education and income. The second part of the questionnaire is divided into two sets namely ‘Non-Quantitative /Non-
Analytical Methods’ and Quantitative / Analytical Methods. Each method once divided in to four and two sets consecutively. Thus, the efforts of the researcher at evaluating and ascertaining the intensities of conceptual Job Evaluation Practices.

Sources of Data

All academic research exercises commence with the process of gathering of secondary data for developing a meaningful relationship between them, thus, to arrive at a Hypotheses formulation. Subsequently the exercise of proving or un-proving of the Hypotheses is the outcome of gathering primary data, processing of data and its interpretation leading to findings and conclusions.

Primary Data

Primary data forms the empirical base / evidence for all the research findings and conclusions. Source of primary data in the present research is ‘Questionnaire’, which are offered to respondents with a request to fill the questionnaire, by marking on the scale to indicate the intensity by simply ranking on the scale.

Secondary Data

Source of secondary data is print media comprising Magazines, Journals, Trade Journals, Tabloids, Publicity, Advertising and Sales Promotion material, survey reports and reference books etc. The other source of secondary data pertaining to Bangalore and Hyderabad cities were collected from various government publications and records; the major source of secondary data being Census of India 2001 and 2011 (provisional results), District Statistical Centre and Collectorate.

Statistical Tools Applied for Analysis

Statistical analysis of empirical data by the researcher is used to establish the impact of Job Evaluation practices on employees of IT industry in Hyderabad and Bangalore. The research offers hints to extend the implementation of Job Evaluation practices as constructive tools for IT industry. Statistical tools are applied to arrive at Cumulated Weighted Averages and Chi Square Test findings.

Cumulative Weighted Average is used to describe the profile of the respondents and their behavior in the various stages of Job Evaluation practices.

Chi-Square Test is used for testing the influence of one variable on the other. The test has been administered to study the influence of the demographic variables, personality trait and attitude of employees.

LIMITATIONS OF STUDY

A research study of this nature could not be carried out without any limitations. Hence, this research study is limited to principally the population, target population and sample population as their opinions, attitudes there on the findings of the study. Second factor is the time factor, which exerts magnificent influence on the opinion of sample population.

In a study of this magnitude though, meticulous care has been taken in each aspect of study.

- Some respondents were unaware of certain concepts and procedures.
- A few respondents were reluctant to give precise details.
- A sense of bias is inevitable in answers of the respondents.

Despite the above limitations, the researcher employs his best efforts to overcome them and to complete the study.

DATA ANALYSIS & INTERPRETATION

Table-1: Ranking the Key Jobs – Age wise

<table>
<thead>
<tr>
<th>Element</th>
<th>Bangalore</th>
<th>Hyderabad</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effectiveness of Monitoring mechanism in key or representative jobs.</td>
<td>2.81</td>
<td>2.71</td>
</tr>
<tr>
<td>Process effectiveness in key or representative jobs.</td>
<td>2.85</td>
<td>2.72</td>
</tr>
<tr>
<td>Effectiveness of identifying key or representative jobs.</td>
<td>1.93</td>
<td>1.90</td>
</tr>
<tr>
<td>Monitoring and ranking of all other jobs.</td>
<td>1.89</td>
<td>1.85</td>
</tr>
</tbody>
</table>
Identifying and ranking of all other jobs. | 1.88 | 1.84
Processing and ranking all other jobs.    | 1.87 | 1.79
Average                                      | 2.21 | 2.13

**Sources:** Primary Data
**Note:** CWA: Cumulative Weighted Average

**Status:** Elements of the table display various components of the job that are compared with that of other jobs in the organisation indicating the comparative ranking against other jobs, which is the core concept of ‘Ranking the Key jobs’. All the elements of the IT jobs receive a neutral/indifferent ranking by the respondents who are employees in IT industry among all age groups. The table indicates the low application of ‘Ranking the Key jobs’ for job evaluation in IT industry.

**Evaluation:** ‘Ranking the Key job aims at bringing out a comparative significance of each job, leading to employees taking pride in their jobs, employees in this case are indifferent which needs to be corrected.

### Table-2: Chi Square Test - Ranking the Key Jobs – Age wise

<table>
<thead>
<tr>
<th>Element</th>
<th>Computed Value</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Bangalore</td>
<td>Hyderabad</td>
<td></td>
</tr>
<tr>
<td>Effectiveness of Monitoring mechanism in key or representative jobs.</td>
<td>6.995</td>
<td>17.558</td>
<td></td>
</tr>
<tr>
<td>Process effectiveness in key or representative jobs.</td>
<td>12.063</td>
<td>3.312</td>
<td></td>
</tr>
<tr>
<td>Effectiveness of identifying key or representative jobs.</td>
<td>45.820</td>
<td>50.154</td>
<td></td>
</tr>
<tr>
<td>Monitoring and ranking of all other jobs.</td>
<td>37.111</td>
<td>32.167</td>
<td></td>
</tr>
<tr>
<td>Identifying and ranking of all other jobs.</td>
<td>36.140</td>
<td>30.058</td>
<td></td>
</tr>
<tr>
<td>Processing and ranking all other jobs.</td>
<td>9.862</td>
<td>26.506</td>
<td></td>
</tr>
</tbody>
</table>

**Sources:** Primary Data
**Note:** Significance Level: 5, Degree of Freedom: 20, Table Value: 31.410

Chi-square test is applied for research data to derive meaningful interpretation; the table contains Chi-square values for age wise data in the subsequent table, all the elements of Ranking the Key Jobs, $x^2_{cal}$ is greater than table value for 3 elements and less for 3 elements, at 20 d o f and 5% level of significance for both the cities. H$_0$ is rejected for 3 elements and accepted for 3 elements of ‘Ranking the Key Jobs’ in Bangalore and Hyderabad. Thus, the study establishes mixed influence of ‘Ranking the Key Jobs’ on employees in IT Industry at Bangalore and Hyderabad.

### Table-3: Ranking the Key Jobs – Gender Wise

<table>
<thead>
<tr>
<th>Element</th>
<th>Bangalore</th>
<th>Hyderabad</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>CWA</td>
<td>CWA</td>
</tr>
<tr>
<td>Effectiveness of Monitoring mechanism in key or representative jobs.</td>
<td>2.81</td>
<td>2.66</td>
</tr>
<tr>
<td>Process effectiveness in key or representative jobs.</td>
<td>2.79</td>
<td>2.66</td>
</tr>
<tr>
<td>Effectiveness of identifying key or representative jobs.</td>
<td>1.93</td>
<td>1.84</td>
</tr>
<tr>
<td>Monitoring and ranking of all other jobs.</td>
<td>1.97</td>
<td>1.86</td>
</tr>
<tr>
<td>Identifying and ranking of all other jobs.</td>
<td>1.95</td>
<td>1.83</td>
</tr>
<tr>
<td>Processing and ranking all other jobs.</td>
<td>1.94</td>
<td>1.81</td>
</tr>
<tr>
<td>Average</td>
<td>2.23</td>
<td>2.11</td>
</tr>
</tbody>
</table>

**Sources:** Primary Data
**Note:** CWA: Cumulative Weighted Average

**Status:** Elements of the table display various components of the job that are compared with that of other jobs in the organisation indicating the comparative ranking against other jobs, which is the core concept of ‘Ranking the Key jobs’. All the elements of the IT jobs receive a neutral/indifferent ranking by the respondents who are employees in IT industry among all gender groups. The table indicates the low application of ‘Ranking the Key jobs’ for job evaluation in IT industry.

**Evaluation:** ‘Ranking the Key jobs’ aims at bringing out a comparative significance of each job, leading to employees taking pride in their jobs, employees in this case are indifferent which needs to be corrected.
Table-4: Chi Square Test - Ranking the Key Jobs – Gender wise

<table>
<thead>
<tr>
<th>Element</th>
<th>Computed Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bangalore</td>
<td>Hyderabad</td>
</tr>
<tr>
<td>Effectiveness of Monitoring mechanism in key or representative jobs.</td>
<td>2.768</td>
</tr>
<tr>
<td>Process effectiveness in key or representative jobs.</td>
<td>25.971</td>
</tr>
<tr>
<td>Effectiveness of identifying key or representative jobs.</td>
<td>5.0174</td>
</tr>
<tr>
<td>Monitoring and ranking of all other jobs.</td>
<td>19.277</td>
</tr>
<tr>
<td>Identifying and ranking of all other jobs.</td>
<td>6.146</td>
</tr>
<tr>
<td>Processing and ranking all other jobs.</td>
<td>25.312</td>
</tr>
</tbody>
</table>

Sources: Primary Data
Note: Significance Level: 5, Degree of Freedom: 4, Table Value: 9.488

Chi-square test is applied for research data to derive meaningful interpretation; the table contains Chi-square values for gender wise data in the subsequent table, all the elements of Ranking the Key Jobs, $x^2_{	ext{cal}}$ is greater than table value for 3 elements and less for 3 elements, at 20 d of f and 5% level of significance for both the cities. $H_0$ is rejected for 3 elements and accepted for 3 elements of ‘Ranking the Key Jobs’ in Bangalore and Hyderabad. Thus, the study establishes mixed influence of ‘Ranking the Key Jobs’ on employees in IT Industry at Bangalore and Hyderabad.

Table-5: Ranking the Key Jobs - Education wise

<table>
<thead>
<tr>
<th>Element</th>
<th>CWA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bangalore</td>
<td>Hyderabad</td>
</tr>
<tr>
<td>Effectiveness of Monitoring mechanism in key or representative jobs.</td>
<td>2.83</td>
</tr>
<tr>
<td>Process effectiveness in key or representative jobs.</td>
<td>2.79</td>
</tr>
<tr>
<td>Effectiveness of identifying key or representative jobs.</td>
<td>1.93</td>
</tr>
<tr>
<td>Monitoring and ranking of all other jobs.</td>
<td>1.89</td>
</tr>
<tr>
<td>Identifying and ranking of all other jobs.</td>
<td>1.90</td>
</tr>
<tr>
<td>Processing and ranking all other jobs.</td>
<td>1.88</td>
</tr>
<tr>
<td>Average</td>
<td>2.20</td>
</tr>
</tbody>
</table>

Sources: Primary Data
Note: CWA: Cumulative Weighted Average

Status: Elements of the table display various components of the job that are compared with that of other jobs in the organisation indicating the comparative ranking against other jobs, which is the core concept of ‘Ranking the Key jobs’. All the elements of the IT jobs receive a neutral/indifferent ranking by the respondents who are employees in IT industry among all education groups. The table indicates the low application of ‘Ranking the Key jobs’ for job evaluation in IT industry.

Evaluation: ‘Ranking the Key jobs’ aims at bringing out a comparative significance of each job, leading to employees taking pride in their jobs, employees in this case are indifferent which needs to be corrected.

Table-6: Chi Square Test - Ranking the Key Jobs – Education wise

<table>
<thead>
<tr>
<th>Element</th>
<th>Computed Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bangalore</td>
<td>Hyderabad</td>
</tr>
<tr>
<td>Effectiveness of Monitoring mechanism in key or representative jobs.</td>
<td>28.678</td>
</tr>
<tr>
<td>Process effectiveness in key or representative jobs.</td>
<td>8.672</td>
</tr>
<tr>
<td>Effectiveness of identifying key or representative jobs.</td>
<td>33.708</td>
</tr>
<tr>
<td>Monitoring and ranking of all other jobs.</td>
<td>48.616</td>
</tr>
<tr>
<td>Identifying and ranking of all other jobs.</td>
<td>9.607</td>
</tr>
<tr>
<td>Processing and ranking all other jobs.</td>
<td>21.716</td>
</tr>
</tbody>
</table>

Sources: Primary Data
Note: Significance Level: 5, Degree of Freedom: 16, Table Value: 26.296

Chi-square test is applied for research data to derive meaningful interpretation; the table contains Chi-square values for education wise data in the subsequent table, all the elements of Ranking the Key Jobs, $x^2_{	ext{cal}}$ is greater than table value for 3 elements and less for 3 elements, at 20 d of f and 5% level of significance for both the cities. $H_0$ is rejected for 3 elements and accepted for 3
elements of ‘Ranking the Key Jobs’ in Bangalore and Hyderabad. Thus, the study establishes mixed influence of ‘Ranking the Key Jobs’ on employees in IT Industry at Bangalore and Hyderabad.

Table-7: Ranking the Key Jobs – Occupation wise

<table>
<thead>
<tr>
<th>Element</th>
<th>Bangalore CWA</th>
<th>Hyderabad CWA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effectiveness of Monitoring mechanism in key or representative jobs.</td>
<td>2.82</td>
<td>2.79</td>
</tr>
<tr>
<td>Process effectiveness in key or representative jobs.</td>
<td>2.80</td>
<td>2.74</td>
</tr>
<tr>
<td>Effectiveness of identifying key or representative jobs.</td>
<td>1.93</td>
<td>1.86</td>
</tr>
<tr>
<td>Monitoring and ranking of all other jobs.</td>
<td>1.93</td>
<td>1.84</td>
</tr>
<tr>
<td>Identifying and ranking of all other jobs.</td>
<td>1.87</td>
<td>1.80</td>
</tr>
<tr>
<td>Processing and ranking all other jobs.</td>
<td>1.86</td>
<td>1.79</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td><strong>2.20</strong></td>
<td><strong>2.13</strong></td>
</tr>
</tbody>
</table>

Sources: Primary Data  
Note: CWA: Cumulative Weighted Average  

Status: Elements of the table display various components of the job that are compared with that of other jobs in the organisation indicating the comparative ranking against other jobs, which is the core concept of ‘Ranking the Key jobs’. All the elements of the IT jobs receive a neutral/indifferent ranking by the respondents who are employees in IT industry among all occupation groups. The table indicates the low application of ‘Ranking the Key jobs’ for job evaluation in IT industry.

Evaluation: ‘Ranking the Key jobs’ aims at bringing out a comparative significance of each job, leading to employees taking pride in their jobs, employees in this case are indifferent which needs to be corrected.

Table-8: Chi Square Test - Ranking the Key Jobs – Occupation wise

<table>
<thead>
<tr>
<th>Element</th>
<th>Computed Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effectiveness of Monitoring mechanism in key or representative jobs.</td>
<td>25.543</td>
</tr>
<tr>
<td>Process effectiveness in key or representative jobs.</td>
<td>2.491</td>
</tr>
<tr>
<td>Effectiveness of identifying key or representative jobs.</td>
<td>46.436</td>
</tr>
<tr>
<td>Monitoring and ranking of all other jobs.</td>
<td>43.891</td>
</tr>
<tr>
<td>Identifying and ranking of all other jobs.</td>
<td>49.677</td>
</tr>
<tr>
<td>Processing and ranking all other jobs.</td>
<td>11.666</td>
</tr>
</tbody>
</table>

Sources: Primary Data  
Note: Significance Level: 5, Degree of Freedom: 20, Table Value: 31.410

Chi-square test is applied for research data to derive meaningful interpretation; the table contains Chi-square values for occupation wise data in the subsequent table, all the elements of Ranking the Key Jobs, $\chi^2_{\text{cal}}$ is greater than table value for 3 elements and less for 3 elements, at 20 d o f and 5% level of significance for both the cities. $H_0$ is rejected for 3 elements and accepted for 3 elements of ‘Ranking the Key Jobs’ in Bangalore and Hyderabad. Thus, the study establishes mixed influence of ‘Ranking the Key Jobs’ on employees in IT Industry at Bangalore and Hyderabad.

Table-9: Ranking the Key Jobs – Income wise

<table>
<thead>
<tr>
<th>Element</th>
<th>Bangalore CWA</th>
<th>Hyderabad CWA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effectiveness of Monitoring mechanism in key or representative jobs.</td>
<td>2.74</td>
<td>2.61</td>
</tr>
<tr>
<td>Process effectiveness in key or representative jobs.</td>
<td>2.77</td>
<td>2.59</td>
</tr>
<tr>
<td>Effectiveness of identifying key or representative jobs.</td>
<td>1.87</td>
<td>1.80</td>
</tr>
<tr>
<td>Monitoring and ranking of all other jobs.</td>
<td>1.84</td>
<td>1.76</td>
</tr>
<tr>
<td>Identifying and ranking of all other jobs.</td>
<td>1.77</td>
<td>1.74</td>
</tr>
<tr>
<td>Processing and ranking all other jobs.</td>
<td>1.76</td>
<td>1.72</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td><strong>2.13</strong></td>
<td><strong>2.04</strong></td>
</tr>
</tbody>
</table>

Sources: Primary Data  
Note: CWA: Cumulative Weighted Average
Status: Elements of the table display various components of the job that are compared with that of other jobs in the organisation indicating the comparative ranking against other jobs, which is the core concept of ‘Ranking the Key jobs’. All the elements of the IT jobs receive a neutral/indifferent ranking by the respondents who are employees in IT industry among all income groups. The table indicates the low application of ‘Ranking the Key jobs’ for job evaluation in IT industry.

Evaluation: ‘Ranking the Key jobs’ aims at bringing out a comparative significance of each job, leading to employees taking pride in their jobs, employees in this case are indifferent which needs to be corrected.

Table-10: Chi Square Test- Ranking the Key Jobs – Income wise

<table>
<thead>
<tr>
<th>Element</th>
<th>Computed Value</th>
<th>Bangalore</th>
<th>Hyderabad</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effectiveness of Monitoring mechanism in key or representative jobs.</td>
<td></td>
<td>25.066</td>
<td>22.036</td>
</tr>
<tr>
<td>Process effectiveness in key or representative jobs.</td>
<td></td>
<td>44.342</td>
<td>29.820</td>
</tr>
<tr>
<td>Effectiveness of identifying key or representative jobs.</td>
<td></td>
<td>19.723</td>
<td>18.188</td>
</tr>
<tr>
<td>Monitoring and ranking of all other jobs.</td>
<td></td>
<td>24.110</td>
<td>22.673</td>
</tr>
<tr>
<td>Identifying and ranking of all other jobs.</td>
<td></td>
<td>26.587</td>
<td>26.296</td>
</tr>
<tr>
<td>Processing and ranking all other jobs.</td>
<td></td>
<td>38.097</td>
<td>25.615</td>
</tr>
</tbody>
</table>

Sources: Primary Data
Note: Significance Level: 5, Degree of Freedom: 20, Table Value: 31.410

Chi-square test is applied for research data to derive meaningful interpretation; the table contains Chi-square values for income wise data in the subsequent table, all the elements of Ranking the Key Jobs, $x^2_{cal}$ is greater than table value for some elements and less for few elements, at 20 d o f and 5% level of significance for both the cities. $H_0$ is rejected for some elements and accepted few some elements of ‘Ranking the Key Jobs’ in Bangalore and Hyderabad. Thus, the study establishes mixed influence of ‘Ranking the Key Jobs’ on employees in IT Industry at Bangalore and Hyderabad.

FINDINGS

Age wise: Research ascertains indifference in IT employees to ‘Ranking the Key jobs’.

Gender wise: Research ascertains insensitivity in IT employees to ‘Ranking the Key jobs’.

Education wise: Research ascertains impassiveness in IT employees to ‘Ranking the Key jobs’.

Occupation wise: Research ascertains insouciance in IT employees to ‘Ranking the Key jobs’.

Income wise: Research ascertains unconcern in IT employees to ‘Ranking the Key jobs’.

CONCLUSIONS

Age wise: Research concludes corrective actions for enhancing awareness on ‘Ranking the Key jobs’.

Gender wise: Research concludes corrective actions for enhancing awareness on ‘Ranking the Key jobs’.

Education wise: Research concludes corrective actions for enhancing awareness on ‘Ranking the Key jobs’.

Occupation wise: Research concludes corrective actions for enhancing awareness on ‘Ranking the Key jobs’.

Income wise: Research concludes corrective actions for enhancing awareness on ‘Ranking the Key jobs’.

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EVOLUTION, DEVELOPMENT AND DIRECTION OF CORPORATE SOCIAL RESPONSIBILITY: AN OVERVIEW

Kasturi Saikia

ABSTRACT

**Purpose:** The objective of this paper is to study the evolutionary aspect of CSR and its development as an important organizational activity. Further, based on the review of important publications in the field of business and strategy its future direction is projected.

**Approach:** The paper is based on the literature published in academic journals. The commonalities in the historic traces of CSR are organized in this paper and different approaches as outlined by researchers have been compared to extrapolate the future direction of CSR.

**Findings:** CSR has come a long way since its inception passing through various stages. It is found out that the base of CSR lies in philanthropic initiatives of the business houses, however it has taken a different shape and moved away. Further CSR is viewed as a strategic activity of organizations and the corporate houses in future are going to focus on this activity, which shall go a long way in assuring equity and well-being of people at large.

**Research Limitations:** As it is a review work, it is limited to major publications in the field of business and strategy focusing around CSR. It is possible that some works would have been missed unintentionally.

**Value:** Non-availability of one single paper on the evolution and future expected direction of CSR focus has been a key question that we were faced with; hence, this paper was conceived so that interested stakeholders can benefit from its outcome. This review intends to provide an overall blueprint of history of CSR and its expected future direction.

KEYWORDS

Corporate Social Responsibility, Strategy, Philanthropy, Society, Business etc.

INTRODUCTION

California Management Review published an article by one of the most prolific author (on management) of the twentieth century; Peter F. Drucker in the year 1984 entitled ‘The New Meaning of Corporate Social Responsibility’. Drucker (1984) traced back the history of responding to social responsibility in America through the eye of Carnegie (business as ownership) and Rosenwald (business as trust) and concluded that the new meaning of social responsibility would lie in converting the social problem into a business opportunity and thereby creating wealth, much different from its traditional concept where it was viewed as a practice to share the burden of the state through sharing a part of the profit for social welfare and upliftment.

In 2002, CK Prahalad and Allen Hammond wrote a paper in the Harvard Business Review entitled ‘Serving the World’s Poor, Profitably’ where social deprivation and poverty was projected as a business opportunity for the corporate which was to be capitalized in order to create wealth through serving the poor.

In the same year Prahalad and Hart (2002) wrote a paper on ‘The Fortune at the Bottom of the Pyramid’ (BOP) in Strategy+Business suggesting a shift in the strategic thinking by the MNCs, towards prioritizing the response to the needs of the underprivileged population through developing and serving relevant products and services. This is what Drucker (1984) had suggested for organizational response and sustainability. Later Prahalad (2004) brought out a detailed treaty in the form of a book consisting of many cases. The initiatives of many companies (HUL, ITC, CEMEX, Aravind Eye Care, ICICI etc) across regions and national boundaries were studied and a strong case was made for developing products and services for underprivileged and poor people in order to bridge rich-poor divide. The corporate thinking on demographic dividend and poverty premium has already resulted in introduction of many products and services.

In the April 2013 issue of Harvard Business Review, Ethan Kay and Woody Lewenstein questioned the thesis of Prahalad and concluded that poor do not really pay poverty premium rather enjoy poverty discount. There is discussion on this issue and it is becoming difficult to draw a line.

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49Research Scholar, North Eastern Hill University, Meghalaya, India, kas2ri4ever@gmail.com
Though Prahalad’s BOP and Kay & Lewenstein’s argument on poverty discount directly does not relate to CSR, however, as a follow up of what Drucker had foreseen and advised on the future of CSR through developing products and services to address marginalized population and create wealth, their contribution becomes important. Primarily this was the motivation to study the base and then to justify the thinking on the lines of corporate philanthropy. It is in this context that it was thought to study the evolution of corporate social responsibility from purely academic perspective so that a link can be established and the trend could be developed in the transformation of the very concept of CSR. The literature as published in various journals is scanned through and in depth study is made to trace the evolution and an effort is made to extrapolate its future dimension of development.

**OBJECTIVE OF STUDY**

- To study the evolution, development and direction of Corporate Social Responsibility.

**RESEARCH METHODOLOGY**

The study is purely based on the secondary sources of data. The secondary sources of data have been collected from different books, journals, published and unpublished thesis and internet etc.

**BUSINESS AND SOCIETY RELATIONSHIP**

Business refers to enterprising entity engaged in commercial, industrial or professional activities. The existence of business dates back to the time of existence of humans. It all started with the ‘Barter System’, which involved exchange of goods for another good. However, with time, gradually the concept of ‘Barter System’ lost its identity when money came into existence and took the form of the present day business system. Business organisations have since then been engaged in providing goods and services in exchange for money and earning huge amount of profit. However, business before and during the 19th century was mainly confined to individual endeavor, where the entire control was with the individual businessman running the business (Sharfman, 1994). Hence, the profits earned by the businessmen increased their wealth, which resulted in huge empires being built by them, whereas the standard of living of the common people declined and ultimately led to a huge gap between the rich and the poor. Minimization of this gap became utmost necessary for the all-round development of the economy. In addition, it is in this scene, that the business organizations had to play a role by coming forward to reduce the gap and doing something for the society. Since business has the necessary resources to solve the social problems, they were expected to take active part in it. The state also felt that it is the private enterprises who can share the burden of developing the economy by responding to the social demands.

Business and society have always been closely related. Business exists only because society exists. Without society, business would not have existed. Business exists for the sole reason to serve the society by meeting and fulfilling the needs and demands of the people. The activities of a business concern have a very significant effect upon the external environment and hence must consider and be responsible towards the society. Certain communities of India such as Marwari and Gujarati have been involved in such activities from the very beginning and they continue to do it until date.

People engage in business to earn profit by providing goods and services to the society. Thus, it has always been an economic activity, which involves trading of goods and services for money, with the sole aim of earning profit. That is why Friedman (1962) was of the view that the only responsibility of business is to do business and earn profit and not engage in any other social activity and that only people can be said to have responsibilities, business cannot be said to have responsibilities. He further stated (Friedman 1970) that if the organizations carry out social responsibility, it will add to the cost of doing business and these costs have to be borne by either by the customers through higher prices or by the stakeholders sacrificing their profit. However, it is worth mentioning that Friedman was not against social responsibility, he thought that business should be responsible, but only to the extent that business is able to maximize its profits. However, this thinking has been under criticism by many (Elbing, 1970; Hay and Gray, 1974; Preston, 1975; Garriga and Mele, 2004) who believe that business has much broader spectrum of operation and goes beyond merely being termed as an economic activity. Business, while earning profit, also feels a sense of concern for the society and thus they get involved in serving the society directly or indirectly.

Business being an integral part of society has to follow certain policies that would contribute to the betterment of the society. They must be socially responsible by providing right quality of goods and services, which is not harmful or detrimental to the society, by not cheating and by charging right price for the right commodity. These are certain responsibilities, which are linked to the business and are a part of business itself. Apart from these obligations, it is seen that business organizations also contribute a part of their profit for the betterment of the society at times by providing funds for social causes like education facilities, health system, and improved infrastructure.
Corporate philanthropy was considered as an illegal activity during the 19th century as it was against the company’s rule to use corporate funds for purposes other than corporate acts (Sharman 1994; Wren 1983). However, during the last quarter of the 19th century, due to industrialization, urbanization and recession periods, there were pressure on the corporations to look after the social problems and solve them. Thus, the court gave legitimacy to the corporations to use corporate funds for charitable purposes. Other factors such as values of individualism, a sense of responsibility and criticism have also contributed towards social obligation. (Heald, 1957).

CSR started as a philanthropic activity, which mainly included monetary donations or contribution towards setting up of hospitals, colleges, libraries and such similar entities. However, such philanthropic contributions were confined to wealthy individuals only and not by business organizations (Heald, 1957). Andrew Carnegie and Julius Rosenwald require special mention as they were considered to be among those businessmen who initiated major community reforms (Drucker, 1984; Heald, 1957). Carnegie was a businessman and one of the world richest men, who believed that ‘the sole purpose of being rich is to be a philanthropist’. Carnegie (1889) wrote an article in America’s oldest literary magazine ‘North American Review’ where he expressed his views that the rich persons should act as trustees and should give away the fortunes for the benefit of the society. This article is still considered as one of the historically important treaty by a businessman who believed in contributing to the welfare of society. Alfred Krupp, also was one of German’s greatest industrialist who considered welfare of his employees and introduced the system of industrial social responsibility, during his time when rarely anyone did it (McCreary, 1968). The businessman, especially American businessman, in the 19th century, played an incredible role in the development of higher education by means of donations to various institutions (Wren, 1983).

However, in recent times, the corporations are under tremendous pressure to be environmental friendly and provide all stakeholders including employees, suppliers, community with ample benefits. Thus, business and society share a close relationship by serving each other. Business organizations knew they could survive only if they were able to serve the society in a right manner for the development of the society. Hence, the organizations and large corporations shifted their focus from business to social obligations. Thus in addition to maximizing its profit, which measures the financial performance, business organizations started to consider CSR as an integral part of business proposition itself. CSR has also been successful in creating a brand image for the organization. Hence, as a general observation it can be said that CSR is one of the widely practiced activity followed by all the organizations in the present times, and has passed beyond as a mere philanthropic activity.

Companies have always felt a sense of responsibility towards the society in which they are operating. In the US, prior to 1800’s, the primary decision of carrying out social responsibility was in the hands of businessmen and private citizens who took the leading role in running the economy and setting the social responsibility standards, but from the late 1800’s to the mid 1930’s, the Government began to slowly get more involved in running the entire country and setting social responsibility standards (Anderson 1989). In order to get a clear idea as to when the corporations actually started performing CSR activities, a look into their respective websites facilitated us with certain information as and when the companies started to consider CSR a part of their business activity. Scotia Bank, in Canada, since 1832, have taken pride in creating value for their shareholders, fulfilling customers’ unique financial needs, providing employees with rewarding careers, and supporting the well-being of their communities. American Express, also takes pride in announcing that throughout its 160 years long history, it has been serving the community in the best way possible.

CSR, in simple words, can be referred as how the business is responding to society’s expectation. The definition of CSR is still vague. It is often been confused with other terms as corporate philanthropy, business ethics, corporate community involvement, corporate citizenship (Wartick and Cochran, 1985; Waddock, 2008; Fifka, 2009). Various studies (Carroll, 1979; Preston, 1975; Wartick and Cochran, 1985; Fifka, 2009) mentioned that the idea of social responsibility to business organizations first became a topic of discussion, only during the later part of the 20th century when HR Bowen in 1953 talked about it in his book Social Responsibilities of the Businessman. Since then, there has been continuous debate of the concept and its implementations and as a result, various theories and views were propounded, out of which, the classical view (Friedman, 1970) and socio-economic view (Elbing, 1970; Hay and Gray, 1974; Preston, 1975; Garriga and Mele, 2004) have dominated the scenario. Schwartz and Salia (2012), have distinguished Friedman’s view from the broad view of CSR, by stating that Friedman was never against social responsibility, but believed that the social responsibility of business should be to maximize profits by being ethical, legal and free from deception or fraud, and that owners and shareholders are free to carry out charitable activities individually if they wish to.

Three historical phases in the development of social responsibility have been identified (Hay and Gray, 1974) where the first phase is similar to the classical view, which believed that managers have one single objective i.e. to maximize profits. The second phase was based on trusteeship concept that emerged during the periods of 1920’s and 1930’s. In this view, the manager was said to play the role of a trustee for the various contributor group of the firm and consider the claims of customers, employees, suppliers and the community. In the third phase, the manager got deeply involved in the solution of the society’s major problems, known as the quality of life concept of social responsibility. Garriga and Mele (2004) further divided these concepts and
Various definitions have emerged since the term was coined and a wide range of definitions exist which reflect different perspectives and priorities of the stakeholders involved in the CSR debate. A literature review by Dahlsrud (2008) lead to identification of 37 definitions that originated from 27 works covering time span between 1980-2003, which basically concentrated on five main dimensions of CSR - stakeholder, social, economic, voluntariness and environmental. It is also stated in that paper that although there are many available definitions of CSR to describe a phenomenon, but it does not guide on how to face the challenges within the phenomenon. Bowen’s early work and his book are the most prominent literature available from 1950’s on CSR. As mentioned in several papers (Carroll, 1979; Preston, 1975; Wartick and Cochran, 1985; Fifka, 2009), first definition of social responsibility was given by Bowen in 1953 viz., “the obligation of businessman is to pursue those policies, to make those decisions or to follow those lines of action which are desirable in terms of the objectives and values of our society”. Carroll (1999) even suggested Bowen to be called as the father of CSR. Later in 1960s, the literature on CSR expanded with the contributions of Davis (1960), who suggested that social responsibilities refers to businesses’ decisions and actions taken for reasons at least partially beyond the firms direct economic or technical interest, while Friedman (1962), was of the opposite view. Further, in 1970’s different views evolved which focused on the content and implementation of CSR (Edmunds, 1977; Crawford and Harold, 1978; Keim, 1978; Zenisek, 1979). The concentration was on how to achieve CSR by proper identification of the social problems (Fitch, 1976) and the driving motivators for CSR (Elkins, 1977; Buehler and Shetty, 1974; Davis, 1973). The concept of corporate social performance also emerged during this period (Sethi, 1975; Holmes, 1977). Carroll (1979) focused on three dimensions as to how the social responsibilities of the firm are determined, what are the issues that a firm must concentrate as a part of social responsibility and how to respond to such issues. Four basic responsibilities of a firm were identified as economic, legal, ethical and philanthropic, which later became famous as ‘The Pyramid of CSR’ (Carroll, 1991) (fig 1).

Figure 1: The Pyramid of CSR (Carroll, 1991)

This pyramid framework was also later criticized (Schwartz and Carroll, 2003) due to its overlapping nature as the category of ‘philanthropy’ was confused with ‘ethical’ and ‘economic’ responsibility and also the pyramid structure leading to misunderstanding of the priorities of four CSR domains. Thus Schwartz and Carroll (2003) suggested that only three domains of CSR should be considered, viz., economic, legal and ethical, whereas philanthropy would be a sub theme under economic or legal responsibility and the pyramid structure to be replaced by a venn diagram (fig 2).

In 1980’s and 90’s many new ideas were put forward (Jones, 1980; Drucker, 1984; Wood, 1991a; Reich, 1998) which paved the way for further research on CSR and various alternative concepts, models, and themes emerged like corporate social responsiveness, corporate social performance, public policy, business ethics etc. Tuzzolin and Armandi (1981) related Maslow’s need hierarchy theory to organizational hierarchy by stating that the needs of individual motivation and organisation are similar in their respective ways. The organisations also exhibit the same physiological, safety, affiliation, esteem and self-actualization needs. In addition, it is in the self-actualization needs, that philanthropic activities come to play a role as internal and external needs. Internal needs relates to the employees, whereas external needs focuses on community and Government relations.
It was only in the 1990’s that the concept of CSR became widely accepted. Lee (2008) very aptly has shown the evolution of the concept of CSR from 1950’s and 1960’s to 1990’s. CSR formed a part of macro-social activity in the 50’s and 60’s which gradually transformed into an organizational activity in the 1990’s focusing on strategic CSR. Drucker (1984) mentioned that to earn profit should be the first ‘social responsibility’ of business, so only after fulfilling this responsibility, one must think about the social problems and try to treat them as opportunities which will lead to productive capacity and benefit the business as well as society.

**DEVELOPMENT OF CSR IN LAST DECADE**

CSR is now a widely practiced activity in organizations all around the globe, although different countries have their own way of carrying it out depending on their social and economic factors. In France, the Government plays a very strong role, unlike its Anglo-American counterparts and thus French legislation is considered a major tool in stimulating CSR activities in their companies (Antal and Sobczak, 2007). Similar is the case in South Africa, where the Government has also been playing an active role in promulgating CSR regulations since 1994 (Arya and Bassi, 2011). In a study done on CSR activities of Asia (Chapple and Moon, 2005), it was revealed that different countries practiced CSR differently based on the level of development and effect of globalization.
Though many firms have carried out corporate philanthropy practices, yet their efforts did not turn out to be fruitful, as they failed to identify and understand the interdependence between business and society. This resulted in thinking of viewing CSR strategically so that the initiatives could lead to benefit the corporations and the society (Porter and Kramer 2002; Porter and Kramer 2006) as portrayed in figure 3. Cochran (2007) also stated that firms if successfully pursues a strategy of seeking profits while solving the social needs, it will earn better reputation, which in turn will lead to higher profits for the firms’ shareholders. Drucker (1984) also shared the same view.

In the recent past, CSR has gradually evolved from a mere concept to a process and because of which organizations have gained in terms of brand name and financial performance. Though the link between CSR and financial performance cannot be established, studies have suggested mixed response (Alexander and Buccholz, 1978; Abbott and Monsen, 1979; Cochran and Wood, 1984; Aupperle et al., 1985; McGuire et al., 1988; Orltizky et al., 2003; Scholten, 2006, 2008; Mc Williams and Siegel, 2000; Scott, 2007; Peloa and Papania, 2008) whereby no significant relationship between social responsibility and financial performance could be determined. Although there were few studies that concluded relationship does exist, but those studies that appear to be most methodologically sound did not reach that conclusion (Aupperle et al., 1985). Still Wood (2010) concluded that the relationship between CSR and financial performance is reasonably well established in general.

RELATIONSHIP BETWEEN CORPORATE SOCIAL RESPONSIBILITY AND PERFORMANCE

However, the success of an enterprise cannot be said to be dependent on a single factor, Cochran (2007) stated that the entire portfolio of management practices and policies, the role of employees, government, media, customers and society, combined with industry and economic conditions determines the efficiency and effectiveness of an enterprise. Thus, the social impact of a corporation is also one of the factors, which need to be considered for the success of an enterprise. In this context, Corporate Social Performance (CSP) comes into play.

Wood (1991b), in the quest of answering questions related to CSR as to how the corporation can contribute to a better society, stated that the questions can be answered in the context of CSP, which is a more comprehensive and descriptive term to measure the outcomes of corporate behaviour, and which will also answers questions such as who are the harmed and who are the beneficiaries of corporate actions. Since responsibility is linked to performance and that performance is always outcome oriented (Wood, 1991a), we can study CSR through CSP (Sethi, 1975). The concept of CSP was introduced as a method of evaluating how well organizations were meeting their CSR (Albinger and Freeman, 2000).

There is no definition of CSP, which is universally accepted. However, most scholars believe that CSP is an outcome of activities related to CSR (Carroll, 1979; Wartick and Cochran, 1985; Wood, 1991b; Waddock and Graves, 1997). CSP has usually been measured by using surveys, content analyses of annual report and expert evaluations (Iglesias and Gond, 2005). Nevertheless, the Kinder, Lydenberg, Dominic and Co. (KLD)³ database is commonly used and accepted by scholars to measure CSP (Graves and Waddock, 1994; Turban and Greening, 1997; McGuire et al., 2003). The KLD rates CSP on the basis of the nine dimensions out of which five variables are used for research purpose, community relations, treatment of minority and women, employee relations, treatment of the environment and quality of services & products (Turban and Greening, 1997). In addition, most other agencies use external information about the company, questionnaire method and interview to develop assessment and rating (Marquez and Fombrun, 2005). Records of philanthropic involvement were considered Fitzpatrick (2000) stated the best measure of CSR/CSP followed by the view of the stakeholders. And he further stated that other factors includes reputation of the company within the community, general reputation, action towards various stakeholders, compliance with laws and regulations, employee retention and financial performance as well.

CLOSING REMARKS AND FUTURE DIMENSION OF CSR

The literature on the evolution of CSR, its application in the organization, and its reflection through CSP primarily indicate that the business as an activity has been concerned about its contribution towards the well-being of society. There seems to be three visible dimensions in which the literature seems to concentrate, one – the purpose of business is to earn profit through being good to society by serving it with products and services, two – a part of the profit earned through doing business should also be returned back to the society in order to strengthen social infrastructure, three – the organizations should take up social responsibility initiatives as their strategies and hence should design and deliver such products and services to the people which are socially beneficial to them. This ultimately would result in gaining more profit as well as satisfying the society to a greater level. It would work as a double-edged sword for organizations. On one side, it would increase earnings and on the other side, it would satisfy the society and help the organization to build a better brand image.

The business organizations should share the responsibility of the state in order to carry out socially beneficial projects and to initiate the measures to improve the well-being of people. Public private partnerships are the example of such kind of collaborative approach.
This is very clear that the primary objective of business is to earn profit. Business operates on the premise of the needs and wants of people, i.e., society. Business and society can never be separated.

The debate over poverty premium or poverty discount has certainly provided a strategic option to the corporate sector in the competitive environment. CSR has caught the eye of the strategy makers through addressing the needs of marginalized population through providing value products and services and further develop a sense of engagement with such customers on sustainable basis. It is going to be a win-win to all stakeholders, be it business organizations, customers, state, society, bankers, etc. This is where CSR is going to stay in the times to come. Merely serving society or merely earning profit does not sustain business, basic premise of which is to earn profit. A balance as proposed by Porter and Kramer (2002) is where the business needs to concentrate on. Future scholars shall delve into the return of such strategies and may be a new dawn shall set the environment, platform and activities in more sustainable CSR practices.

END NOTES


2 quoted from the website of the bank visited on 22.06.12 (http://about.americanexpress.com/csr/?inav=about_CorpResponsibility)

3 The KLD is a database, which maintains the profile of the companies and ranks based on both positive and negative social investing criteria.

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A STUDY ON PERFORMANCE APPRAISAL OF EMPLOYEES IN INFORMATION TECHNOLOGY INDUSTRY

Aarathy T. S. & Dr. D. Venkatarama Raju

ABSTRACT

Performance appraisal is an unavoidable element of organizational life. Performance appraisal allows organizations to inform their employees about their rates of growth, their competencies and their potentials. Performance appraisals lead to positive implications of organizations. Performance appraisals can benefit an organization's effectiveness. Performance appraisals can often lead to giving individual workers feedback about their job performance. Information technology industries follow modern methods of performance appraisal to assess the performance of their employees. The employees are rated with the help of the results provided with revised packages and other service benefits. Sometimes the employees are punished for their poor performance.

KEYWORDS

Behaviorally Anchored Rating Scales, Balance Score Card, Management by Objectives, Bell Curve Factor etc.

INTRODUCTION

A performance appraisal is a systematic, general and periodic process that assess an individual employee’s job performance and productivity in relation to certain pre-established criteria and organizational objectives.

A performance appraisal (PA), also referred to as a performance review, performance evaluation, career development discussion or employee appraisal i.e., it is a method by which the job performance of an employee is documented and evaluated.

Normally performance of an employee is measured against the factors like job knowledge, quality and quantity of output, initiative, leadership abilities, supervision, dependability, health etc.

Effective performance management is essential to ensure that a business is operating effectively and is on track to achieve strategic goals. Performance appraisals are a review of workers against pre-determined objectives. They identify the strength and weakness of an employee and provide them with sufficient challenges and responsibilities in relation to the business objectives.

PURPOSE OF PERFORMANCE APPRAISAL

- Maintain records in order to determine compensation packages, salaries, wage structure.
- Maintain and assess the potentials present in a person for further growth and development.
- Identify the strengths and weakness of employees to place right men on right job.
- Provide a feedback to employees regarding their performance and related status.
- Facilitation of communication.
- Enhancement of employee focus through promoting trust.
- Goal setting and desired performance reinforcement: organizations find it efficient to match individual workers goals and performance with organizational goals.
- Determination of training needs.

REVIEW OF LITERATURE

Dr. Praveen Prasad (2015) stated that technique of performance appraisal has been widely adopted in organizations to measure and evaluate performance of employees. Results of study indicate the constructs related to performance appraisal as objectivity and transparency, performance appraisal culture and system, feedback, performance impact etc.
Asamu Festus Femi (2013) has stated that performance appraisal has increasingly become part of a more strategic approach to integrating human resources activities and business policies. The study recommends that for appraisals to yield the desired outcomes the management should ensure that performance appraisal is carried out continuously.

Tekalegn Girma (2016) has stated that there are positive and significant relationships between independent and dependent variables. This study also revealed that there is a wide gap in the application of all components of performance appraisal process such as performance, standard, compare with standards, giving feedback and indicating corrective action.

**OBJECTIVE OF STUDY**

This study mainly aims at examining the modern performance appraisal techniques adopted in IT industries.

**METHODOLOGY OF STUDY**

This study is conducted with the help of secondary data collected from IT industries, journals and internet.

**METHODS OF PERFORMANCE APPRAISAL FOLLOWED IN INDIAN INDUSTRIES**

In most of the Indian industries, traditional methods of performance appraisal are used.

**Graphic Rating Scales**

Graphic rating scales are the most commonly used system in performance appraisal. On several different factors, subordinates are judged on how much of that factor or trait they possess. The raters use a 5 or 7-point scale.

**Ranking Method**

In this method appraiser ranks the employees based on their performance. Ranking method evaluates each employee against peers and ranks performance from highest to lowest.

**Paired Comparison Method**

This method requires the rater to select the two best subordinates out of a group on each dimension then rank individuals according to the number of times each subordinate was selected as one of the best.

**Forced Distribution Method**

This method is good for large groups of rates. The raters evaluate each subordinate on one or more dimensions and then place each subordinate in a 5 to 7 category.

**Behavioural Check List**

This is an appraisal form containing statements illustrating both effective and ineffective job behaviors. In this method, the rater prepares the appraisal report by answering a set of questions on the job related behavior of the employees.

**Group Appraisal Method**

In this method, a panel of evaluators will review the performance of workforce. The panel will draft the scheme of evaluation, fix standards and select suitable methods for appraisal. The panel monitors the performance of the employees and suggests measures for improving their performance.

**PERFORMANCE APPRAISAL TECHNIQUES EXECUTED IN IT INDUSTRY**

The following methods are adopted generally in IT Industries

**Behaviorally Anchored Rating Scales**

This method combine the critical incident method with rating scale methods by rating performance on a scale but with the scale points being anchored by behavioral incidents.
Management by Objectives (MBO)

This method requires an employee to fix short-term performance objectives for himself. After the completion of performance, an interview between supervisor and employee will be conducted. It will see whether the employee succeeded in accomplishing his target and discuss the target for next time.

Behaviour Observation Scales

The BOS appraisal rate subordinates on the frequency of the critical incidents. The ratings are assigned on a five-point scale. BOS techniques meet equal employment opportunity because they are related to actual behavior required for successful job performance.

Balance Score Card

Balance Score Card is a strategic planning and management system that is used in business and industry, government, nonprofit organizations.

RECENT TRENDS OF PERFORMANCE APPRAISAL IN IT INDUSTRY

360 Degree Feedback

The 360-evaluation feedback method was first used in the 1940s. It is a system or process in which employees receives confidential, anonymous feedback from the people who work around them. The 360 method provides each employee the opportunity to receive performance feedback from his or her supervisor, peers, staff members, co-workers and customers.

Usually this tool is used for employees at middle and senior level.

Self-Appraisal

Self-appraisal is the best way to analyze strength and weakness, performance standards, areas of improvement. Self-assessments also known as self-appraisals or self-evaluations are popular tools used by management to learn how employees view their own performance. These assessments help close the gap between expectations and performance and provide a channel to open communication about goals, opportunities and development.

Bell Curve Factor

Group leader gives guidelines to the entire account manager regarding the ratings to be distributed in their respective accounts. This is transferred to project manager and ultimately to project leader levels. Suppose according to guidelines, out of 10 associates in every project, 2 can get a rating of 5, 3 to be given a rating of 4, 4 to be given a rating of 3 and 1 has to be given rating of 2. This is how it is distributed. Now, Project leader has to identify who should be put into which slot. This whole process is known as curve fitting where as in project and project leaders are fitting you to a particular location of the curve given by the group leader.

Client Feed Back

Most of the IT companies undertake the projects of customers who are situated globally. The client will allot each project to a team of employees who are responsible for the completion of the project as desired. The organization will continuously get feedback, complements, comments and remarks from the clients. These complements and comments will be used while evaluating the performance appraisal of the employees.

CONCLUSION

Every organization should evaluate the performance of employees. Compared to other companies performance appraisal should be done continuously in IT Companies. For this appraisal process, they mostly follow 360 feedback, bell curve method, self-appraisal etc. Most of the IT companies use modern techniques of appraisal process.

SUGGESTION

Dissatisfaction was found with the appraisal process due to lack of leadership support, supervisors not being held accountable for timely completion of appraisals.
Employees should feel free to express their dissatisfaction to appraiser. Employees should be aware of the method adopted for performance appraisal. Appraisal process should be clear and transparent. Employees should be given rewards for better performance. At the same time, action must be taken against the employees whose performance is not satisfactory.

REFERENCES


A STUDY ON PREVENTION OF MOTHER TO CHILD TRANSMISSION:
ENDING PEDIATRIC HIV AND KEEPING ADOLESCENT
AND YOUNG MIGRANT WOMAN WORKFORCE HIV NEGATIVE

Shirish Srivastava52 Dr. Ritesh K. Patel53

ABSTRACT

The informal sector plays an important part of the Indian economy. More than 90 per cent of workforce and about 50 per cent of the national productivity are generated by this informal economy. The informal economy in India employs about 86 per cent of the country’s work force. It has been observed that due to family responsibilities, other social stigma, and gender discriminations, Indian females are unable to take care of themselves. They are not getting equal rights in comparison to male and if we discuss in context of HIV/AIDS and sexually transmitted infection (STI), the problem becomes very actuate. Currently this community is facing triple problems, first-social stigma, second - family pressures and third most important women itself do not want to share her problems related to sexually transmitted infection and HIV/AIDS. When somebody want to talk about HIV/AIDS, Condom, STI, integrated counselling and testing centre, they don’t reply even they show shyness and try to hide their problem related to this subject. This study helps to find solutions for prevention of mother to child transmission of HIV and support to end pediatric HIV and keeping adolescent and young migrant woman workforce HIV negative. This informal industrial workforce due to poor literacy level don’t know about the subject hence researcher would like to involve other stakeholders like corporate social responsibility manager of industries, Government organization, state AIDS control organization, social marketing organization for condom promotion and other institutes working over this subject. The researcher selected Naroda Industrial area of Ahmedabad and selected 100 female migrant workforce and based on their response conclusions and recommendations were drawn. This study will provide a path by that we can design a common minimum program to provide health related services including HIV/AIDS and STI to unorganized female workforce. We can depute various industrial development corporation, Social marketing organizations (SMOG), State AIDS Control Society (SACS), Non-government organizations (NGO), Gujarat Industrial Development Organization (GIDC) etc. to perform their role in the current infrastructure of health. Moreover, we can ensure availability and run awareness program for this group. In India, females are working in almost every informal sectors like agriculture, housemaid, mansion, industries, etc., but majority of them are not getting benefit of Insurance and other basic health facility even they are not getting proper medication and pressurized to work in unhygienic conditions. Hence, in the present research the researchers would like to explore some innovative ideas for improving the health status of female migrant industrial workers.

KEYWORDS

Female Informal Migrant Workforce, Sexually Transmitted Infection, Industrial Labour, Unorganised Sector, Social Stigma and Discrimination etc.

INTRODUCTION

Majority of workforce in India is from informal and unorganised sector. Between 2004-05 and 2011-12, total employment in the country emblem from 457.9 million to 472.4 million. At the same time employment in the organized, non-agricultural sector, defined to include all units with 10 or more workers if using power and 20 or more workers if not using power, rose from 28.8 million to 47.7 million; whereas, employment in the unorganized sector increased from 185.4 million to 209.6 million. That is organized sector employment tended at 6.3 per cent and 10.1 per cent respectively of total employment in 2004-05 and 2011-12. In absolute terms there were more who joined the unorganized sector’s workforce than the number who joined the organised sector between the two years. When researcher discuss about females migrant workers a inequality part comes in picture where female are working as much as male but they are suffering more than male migrants. It has observed that they are working in workplace as well as bearing household responsibility. An important aspect of quality of employment in India is the majority of the informal sector. The size of the organized sector, characterized by higher earnings and job security is small, it accounted for less than 6% of the total employment in 2004-05. Around two-thirds of the total organized sector employment is in the public sector. Over the years, organized sector employment

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has developed more slowly than the total employment, stunning the faster growth of employment in the unorganized sector. As a result, there has been increasing in formalization of employment over the years.

HIV/AIDS and Sexually transmitted infection (STI) is one of the highly malignant disease, which effect now a day to informal female migrant. This group in unaware about disease and secondly they are not ready to share to anyone about this part.

The researcher would like to keenly work over this subject, present study aims to find out the solution to provide HIV/AIDS, and STI related services to female migrant workers in coordination with CSR division of organizations, GIDC associations, State AIDS Control Society and other Non-government organizations, which are working over this subject.

LITERATURE REVIEW

The informal economy in India appoints about 86 per cent of the country’s work force and 91 per cent of its women workers (Report of the Committee on Unorganised Sector Statistics, National Statistical Commission, GOI, February 2012), many of these women workers are primary earners for their families. Their earnings are very much important for utter survival.

Women workers of Low income, mainly in the informal sector form is one of the most vulnerable groups in the Indian economy. The main reasons for their vulnerability are: (a) lack of regular employment (b) low monetary status (c) poor family background (d) lack of control over earnings (e) misbalancing in paid work with care for children and homework (f) poor access to institutional tribute, training and information.

A high majority of people in the developing nations are below poverty line. They are behind to fulfil their basic needs of life such health, education, housing, food, security, employment, justice and equality. Issues of sustainable livelihood, social and political participation of the vulnerable groups exists as the major problem in the developing nations. People who is from vulnerable groups are unable to attain and use their rights (Chatterjee and Sheoran, 2007). Vulnerable groups are insolvent as compared to others mainly on account of their reduced access to medical services and the underlying determinants of health such as safe and potable drinking water, nutrition, housing, sanitation etc. (Chatterjee and Sheoran, 2007).

Inter-district and inter-state short term migrant workers are yet another less fortunate group in labour market working for a subsistence living. In the state like Bihar, Orissa, Uttar Pradesh, Rajasthan, and Madhya Pradesh incidence of migration is high. Moreover, most of the studies also indicated that over the years incidence of such migration has increased giving significant rise to urban unorganised economy. A study by Kundu, Amitabh (2009) notes that “all these are leading to rapid growth in urban population in several countries, most of the migrants being absorbed within informal economy”.

Indian economy has mass of informal and unorganised sector both in terms of number of workers and enterprises. This segment of economy has natural vulnerabilities, and the study of unorganised sector based on reliable data is important for informed decision making and addressing the problems faced. In various type of industries there is no precise information about the total number of female migrants in India. The women workers in the informal sector work as piece rate workers, self-employed workers, paid workers in informal enterprises, unpaid workers in family business, casual workers without fixed employers, sub-contract workers limited to formal enterprises.

Vulnerability Due To Migration

Inter-district and inter-state short term migrant workers are yet another less advantaged group in labour market working for a subsistence living. This population is at high risk for malignant diseases and faces reduced access to health services. In India, 14.4 million people migrated within the country for work purposes either to cities or areas with higher expected monetary gains during the 2001 census period. It has observed that huge number of migrants also work in the urban informal manufacturing construction, services or transport sectors and are employed as casual labourers, head loaders, rickshaw pullers and hawkers. The rapid change of residence due to casual nature of work dismises them from the preventive care and the working conditions in the informal work arrangements in the city expel them from access to adequate curative care (Chatterjee and Sheoran, 2007). Women and child migrants are the most vulnerable. In the case of internal migration in India, women and children mostly migrate as concomitant migrants with the main decision to migrate being taken by the male of the household. As associated migrants, they suffer greater vulnerability due to reduced economic choices and lack of social support in the new area of destination. In the case of semi-skilled, low-skilled or unskilled women migrants, this can translate into their entry into the low paying, unorganized sector with high exposure to exploitation and abuse.

Women workers in informal sector within the class of workers treated as inferiors, determined by organizational factors to their social status and economically productive levels to which they belong to. In India, women workers in informal sector experience structural discrimination that impact their health and access to healthcare. In India, early marriage and childbearing affects
women’s health adversely. About 28 per cent of girls in India get married below the legal age and experience pregnancy. These have serious consequences on the health of women.

NEED FOR STUDY

This study will strengthen the female informal migrant workforce for providing HIV related services in their workplace in coordination with different stakeholders i.e. CSR division of organization, Various Government agencies working for HIV/AIDS, GIDC associations etc. The researcher also sensitize existing health infrastructure and health care provider over this matter by finding of study. Moreover, It has been also observed that informal female workforce are not fully catered with all the services provided by national AIDS control program, so to cover this population and provide all the services related to HIV/AIDS and STI, this study will definitely provide solution to reach out target population.

OBJECTIVES OF STUDY

The broad objective of the study is to ensure socio economic security, health security and better living status for these migrant female workers. The researcher would like to highlight the problems faced by these workers related with HIV/AIDS and STI. The researcher would like to explore the grass root level problem faced by these female migrant workers like hesitation to share about their sexual life to surveyor, multiple partner discloser (polygamy), sexuality, knowledge about condom, accessibility of condom, usage of condom, etc.

RESEARCH METHODOLOGY

The researcher has employed non-probability based convenience sampling method for collecting samples from the targeted population. A structured questionnaire with close-ended and open-ended questions were used for collecting data in the field. Looking at the nature of samples researcher has conducted personal one to one interview with samples and the data was filled appropriately in the questionnaire by the researcher himself. Initially the questionnaire was developed in English but in order to remove language barrier, it was converted to Gujarati Language for the easy understanding of questions for the respondents as most of them were undereducated or illiterate. The researcher personally with the help of local NGOs’ councillor and program manager interviewed 100 female migrant workers wit he help of structured questionnaire. Out of which finally 80 questionnaires were used for the data analysis as 20 were discarded due to incomplete information.

DATA ANALYSIS

Profile of Respondents

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>22 Years</td>
<td>2</td>
<td>2.5</td>
<td>2.5</td>
</tr>
<tr>
<td>30 Years</td>
<td>16</td>
<td>20.0</td>
<td>20.0</td>
</tr>
<tr>
<td>23 Years</td>
<td>22</td>
<td>27.5</td>
<td>27.5</td>
</tr>
<tr>
<td>25 Years</td>
<td>15</td>
<td>18.8</td>
<td>18.8</td>
</tr>
<tr>
<td>20 Years</td>
<td>13</td>
<td>16.3</td>
<td>16.3</td>
</tr>
<tr>
<td>33 Years</td>
<td>10</td>
<td>12.5</td>
<td>12.5</td>
</tr>
<tr>
<td>29 Years</td>
<td>2</td>
<td>2.5</td>
<td>2.5</td>
</tr>
<tr>
<td>Total</td>
<td>80</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table-2: Income Slab (Personal Monthly Income in INR)

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>6000</td>
<td>17</td>
<td>21.3</td>
<td>21.3</td>
</tr>
<tr>
<td>7000</td>
<td>26</td>
<td>32.5</td>
<td>53.8</td>
</tr>
<tr>
<td>8000</td>
<td>22</td>
<td>27.5</td>
<td>81.3</td>
</tr>
<tr>
<td>9000</td>
<td>9</td>
<td>11.3</td>
<td>92.5</td>
</tr>
<tr>
<td>10000</td>
<td>6</td>
<td>7.5</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>80</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
Table-3: Literacy Status

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Illiterate</td>
<td>17</td>
<td>21.3</td>
<td>21.3</td>
<td>21.3</td>
</tr>
<tr>
<td>Up to Class 5</td>
<td>39</td>
<td>48.8</td>
<td>48.8</td>
<td>70.0</td>
</tr>
<tr>
<td>Class 6 to 10</td>
<td>6</td>
<td>7.5</td>
<td>7.5</td>
<td>77.5</td>
</tr>
<tr>
<td>Class 11 to 12</td>
<td>18</td>
<td>22.5</td>
<td>22.5</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>80</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table-4: Marital Status

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unmarried</td>
<td>11</td>
<td>13.8</td>
<td>13.8</td>
<td>13.8</td>
</tr>
<tr>
<td>Married</td>
<td>69</td>
<td>86.3</td>
<td>86.3</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>80</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table-5: Number of Kids

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zero</td>
<td>30</td>
<td>37.5</td>
<td>37.5</td>
<td>37.5</td>
</tr>
<tr>
<td>One</td>
<td>10</td>
<td>12.5</td>
<td>12.5</td>
<td>50.0</td>
</tr>
<tr>
<td>Two</td>
<td>27</td>
<td>33.8</td>
<td>33.8</td>
<td>83.8</td>
</tr>
<tr>
<td>Three</td>
<td>13</td>
<td>16.3</td>
<td>16.3</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>80</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table-6: Home Town (Native Place)

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ahmedabad</td>
<td>17</td>
<td>21.3</td>
<td>21.3</td>
<td>21.3</td>
</tr>
<tr>
<td>Nadiad</td>
<td>4</td>
<td>5.0</td>
<td>5.0</td>
<td>26.3</td>
</tr>
<tr>
<td>Kadi</td>
<td>6</td>
<td>7.5</td>
<td>7.5</td>
<td>33.8</td>
</tr>
<tr>
<td>Anand</td>
<td>2</td>
<td>2.5</td>
<td>2.5</td>
<td>36.3</td>
</tr>
<tr>
<td>Rajkot</td>
<td>2</td>
<td>2.5</td>
<td>2.5</td>
<td>38.8</td>
</tr>
<tr>
<td>Gandhinagar</td>
<td>12</td>
<td>15.0</td>
<td>15.0</td>
<td>53.8</td>
</tr>
<tr>
<td>Gonda, U.P.</td>
<td>2</td>
<td>2.5</td>
<td>2.5</td>
<td>56.3</td>
</tr>
<tr>
<td>Bahraich, U.P.</td>
<td>2</td>
<td>2.5</td>
<td>2.5</td>
<td>58.8</td>
</tr>
<tr>
<td>Dahod</td>
<td>2</td>
<td>2.5</td>
<td>2.5</td>
<td>61.3</td>
</tr>
<tr>
<td>Mahesana</td>
<td>6</td>
<td>7.5</td>
<td>7.5</td>
<td>68.8</td>
</tr>
<tr>
<td>Banaskantha</td>
<td>2</td>
<td>2.5</td>
<td>2.5</td>
<td>71.3</td>
</tr>
<tr>
<td>Sabarkantha</td>
<td>10</td>
<td>12.5</td>
<td>12.5</td>
<td>83.8</td>
</tr>
<tr>
<td>Surendranagar</td>
<td>7</td>
<td>8.8</td>
<td>8.8</td>
<td>92.5</td>
</tr>
<tr>
<td>Bharuch</td>
<td>2</td>
<td>2.5</td>
<td>2.5</td>
<td>95.0</td>
</tr>
<tr>
<td>Vadodara</td>
<td>4</td>
<td>5.0</td>
<td>5.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>80</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
The Chi-square test revealed the significant association between the educational background of the female migrant workers and awareness of HIV/AIDS. From the Chi-square test output table we see that a significance level of 0.00 (Pearson's) has been achieved. Thus we conclude that 95% confidence level, educational background of female migrant industrial workers and awareness of HIV/AIDS are associated significantly each other and there is a strong level of association between the two variables.

Table-8: Chi-Square Tests

<table>
<thead>
<tr>
<th>Value</th>
<th>d.f.</th>
<th>Asymp. Sig. (2-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>23.117</td>
<td>.000</td>
</tr>
<tr>
<td>Likelihood Ratio</td>
<td>26.033</td>
<td>.000</td>
</tr>
<tr>
<td>Linear-by-Linear Association</td>
<td>22.760</td>
<td>.000</td>
</tr>
<tr>
<td>N of Valid Cases</td>
<td>80</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table-9: Symmetric Measures

<table>
<thead>
<tr>
<th>Nominal by Nominal</th>
<th>Value</th>
<th>Approx. Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phi</td>
<td>.538</td>
<td>.000</td>
</tr>
<tr>
<td>Cramer's V</td>
<td>.538</td>
<td>.000</td>
</tr>
<tr>
<td>Contingency Coefficient</td>
<td>.473</td>
<td>.000</td>
</tr>
<tr>
<td>N of Valid Cases</td>
<td>80</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table-10: Comparison between Awareness of Condom and Usage of Condom

<table>
<thead>
<tr>
<th>Aware about Condom</th>
<th>Regular use of Condom</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Regular use of Condom</td>
<td>No use of Condom</td>
</tr>
<tr>
<td>Aware</td>
<td>14</td>
<td>35</td>
</tr>
<tr>
<td></td>
<td>28.6%</td>
<td>71.4%</td>
</tr>
<tr>
<td>Unaware</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>0.0%</td>
<td>19.4%</td>
</tr>
<tr>
<td>Total</td>
<td>14</td>
<td>41</td>
</tr>
<tr>
<td></td>
<td>17.5%</td>
<td>51.3%</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
Table-11: Chi-Square Tests

<table>
<thead>
<tr>
<th>Test Type</th>
<th>Value</th>
<th>d.f.</th>
<th>Asymp. Sig. (2-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>58.420</td>
<td>2</td>
<td>.000</td>
</tr>
<tr>
<td>Likelihood Ratio</td>
<td>72.681</td>
<td>2</td>
<td>.000</td>
</tr>
<tr>
<td>Linear-by-Linear Association</td>
<td>47.729</td>
<td>1</td>
<td>.000</td>
</tr>
<tr>
<td>N of Valid Cases</td>
<td>80</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table-12: Symmetric Measures

<table>
<thead>
<tr>
<th>Test Type</th>
<th>Value</th>
<th>Approx. Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nominal by Nominal</td>
<td>Phi</td>
<td>.855</td>
</tr>
<tr>
<td></td>
<td>Cramer's V</td>
<td>.855</td>
</tr>
<tr>
<td></td>
<td>Contingency Coefficient</td>
<td>.650</td>
</tr>
<tr>
<td>N of Valid Cases</td>
<td>80</td>
<td>80</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Here Chi-square test revealed the significant association between awareness of condom and usage of condom by female migrant workers. From the Chi-square test output table we see that the significance level of 0.00 (Pearson’s) has been achieved. This means the Chi-square test is showing a significant association between the above two variables.

It shows that although having information about condom, female migrant workers are not using condom. This is the alarming situation as they are on high risk of HIV.

**MAJOR FINDINGS**

The researcher has observed that from the total sample size only 48% of female migrant workforce was aware about HIV/AIDS and rest 52% doesn’t know about HIV. It has been observed that the female migrant worker who were illiterate, the awareness regarding HIV was only 11.76% and even after all the efforts put in by government regarding awareness activities the awareness in literate female migrant workers was still at 33.33% only. As condom is the only way of safe and secure sex and when we check this parameter with married women again awareness level about condom was at 68.12%. Hence, it is observed that the remaining 31.88% female migrant, who are still not aware about condom are still on the risk of HIV and STI. Hence, they are required to be trained about the benefits of correct and consistent usage of condom. One more vital outcome of the study was that only 55.56% literate migrant women know about mode of transmission of HIV and in illiterate community awareness level was only 15.09% this also puts this group in high-risk zone. These workers were not aware that their husband could transmit HIV to them. Awareness of integrated counselling and testing centre (ICTC) with three children was 23.08% while the lady having one child the awareness level was only 20%. Although ladies who were aware about ICTC centre only 28.57% visited to ICTC centre with their husband for HIV testing in literate female migrant workers was still at 33.33% only.

**RECOMMENDATIONS**

In line with above findings researchers recommends to conduct educational program on general health for female migrants and HIV/AIDS should be integrated part of topic. The researchers also suggest to improve awareness of HIV/AIDS in workplace, for this organization’s corporate social responsibility division or human resource department should collaborate with local NGO, Community based organization (CBO) and other health workers like ASHA worker, Link workers etc. It has been also suggested to prepare HIV/AIDS work place policy manual in coordination with national / state agencies and it should be part of training manual of the organization. For example, when we ask about question of science with art student he will unable to reply or give incorrect answer, vice versa same thing happen with science student when we ask about art stream questions to them. Hence, how can we expect the correct information of HIV/AIDS from illiterate / undereducated female migrant workers? Additionally, government should launch some innovative programs like mobile van having facility of video / audio show, general health check-up, etc. at labours colony as per availability of female migrants at their residence. Moreover, some voluntary educators should give primary education on health during weekdays to female migrants. The researcher recommends to launch specific program for female migrants for the education for sex and sexuality, condom promotion, sexually transmitted infections, etc. Extensive campaign for awareness of HIV and condom promotion should run by government so that usage of condom should increase for prevention of HIV/AIDS. Ensure availability of condom at workplace by installing condom vending machine and developing more number of free as well as paid condom outlets with in the walking distance of 10 minutes. Ensure to increase the number of clinic footfall by using better information, education and communication tools. The researchers also recommend drafting an
industrial policy for prevention of HIV/AIDS in concern with Labor welfare and industrial health and safety department to Ending Pediatric HIV and Keeping Adolescent and Young Migrant Woman Workforce HIV Negative.

**LIMITATIONS & SCOPE FOR FUTURE STUDY**

Looking at the current findings of the study, it’s very much clear that some innovative steps must be taken by government / policy makers to prevent transmission of HIV from mother to child to keep adolescent and young migrant woman workforce HIV Negative in Ahmedabad. The researchers study was focused only on Naroda, GIDC of Ahmedabad due to limitations of financial and other resources. However, researchers recommends conducting similar type of studies in other district like Surat, Rajkot, Bharuch, and Vadodara, Valsad, etc. where migration is very high and pattern is also very different. As long as Gujarat is concerned, there is high industrial growth, due to which female migrants are coming from different states like Orissa, Uttar Pradesh, Bihar, Madhya Pradesh, Kerala, etc., for earning their bread and butter and they live alone in workplace, these female migrant often make relationship with multiple partners for various economic and emotional motives. Furthermore, due to unawareness of HIV / AIDS they are infected by either HIV or STI and play the role of carrier to spread HIV to others, so we need to focus over this group and provide HIV related services by using the existing health infrastructure.

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Retrieved from [https://core.ac.uk/display/43541636](https://core.ac.uk/display/43541636)


EMERGING TRENDS IN RECRUITMENT AND SELECTION

V. Abdul Salahudeen54 V. Palanisingh55 Dr. T. R. Gurumoorty56

ABSTRACT

In today’s excited aggressive business environment, employees are a source of competitive benefit. It is critical for businesses to appoint the right employee, with the correct skills, exact knowledge, accurate attributes, at the proper time, for the precise job. The recruitment and selection process has become one of the key processes influencing the success of an organization. This paper examines the electronic recruitment and selection process and the latest trends concerning recruitment and selection. This paper consists of two phases. The first section explains the recruitment and selection process in its totality. It examines and defines the various phases and sub phases comprising recruitment and selection. The final section lists the most modern trends concerning recruitment and selection.

KEYWORDS

Human Resource, Electronic, Recruitment, Selection etc.

INTRODUCTION

Recruitment and selection process can easily be considered to be one of the most essential functions of an organization. As the business environment becomes more and more spirited, having the right people with the right skills for the right tasks becomes all the more vital. Certainly it can be a source of reasonable advantage. Today organizations have moved from product focus to market focus to selling focus to customer focus to employee focus. It is common to hear organizations verbalize of their human resource as their major organizational asset. Indeed ultimately the potential of an organization falls upon the shoulders of its workers. An organization is only as good as the capabilities of its employees. This paper starts by defining the recruitment and selection process followed by examining the latest emerging trends regarding recruitment and selection.

Overview of Recruitment and Selection Process

Recruitment and selection is a heart function of the Human Resource department. It can be regarded as one of the majority significant functions performed by the HR department. Also commonly known as the staffing function, it involves the following phases:

The following is a quick overview of the above phases.

Job Analysis

All staffing requirements require a detailed job analysis. Job analysis helps in determining the major characteristics and scope of a job. Job Analysis is a ‘process to identify and determine in detail the particular job duties and requirements and the relative importance of these duties for a given job. Its fundamental purpose is to establish and document the job relatedness of employment procedures such as training, selection, compensation, and performance appraisal. Job analysis involves examining how tasks are performed, why they are performed, and when they are performed. It involves assessing jobs in certain context such as physical environment under which the job is performed, social environment, and financial conditions attached with the job. This refers to salaries, wages, bonuses, benefits etc. attached with the performance of the job. Ramasamy, T. (2011).

Man Power Planning

Simply put man power planning refers to forecasting the number of workers required for the performance of a task or a job at some future point in time. Its main purpose is to ‘ensure that it has the right number of people, and the right kind of people, at the right places, at the right time, doing things for which they are economically most useful'. Today Manpower planning methods are undergoing rapid changes and innovation. Psacharopoulos, G. (1991). Other than forecasting potential employee needs, it must also be able to expect turnover in employees and make actions to fill the ensuing gap. It must make sure no shortages or excess in the employees.
Recruitment and Selection

The general philosophy keystones recruitment within the civil service are that recruitment should be:

- Use procedures which are clearly understood by candidates and which are open to public scrutiny;
- Be fair, giving candidates who meet the stipulated minimum requirements equal opportunity for selection; and
- Select candidates on the basis of merit and ability. Civil Service Branch December (1995)

This is the stage where the actual potential candidates are selected and hired by the organisation. It is a lengthy and arduous process. Recruitment and selection can go behind only after manpower planning has ascertained the requirement for new workers. Recruitment and selection process varies from organisation to organisation though the subsequent are steps generally common to all organisations.

Application Form: Usually the primary step in the selection procedure. Details are required about the potential candidates. Information is usually categorized into bio data, education, work experience, recreation etc.

Preliminary Interview: These are to the point interviews conducted to rapidly discover suitability of candidates for the job. Its main plan is to eradicate those candidates that are inappropriate for the job. It is an important step as it ensures that the organisation spend time and effort only with potential candidates that can execute the task.

Employment Tests: These are sets of tests conducted to determine merits and kinds of potential candidates. A lot of different types of employment tests can be conducted. Every test is planned to measure an exact characteristic or capability of a potential candidate. The main plan is to equal an individual’s physical, mental and explosive capability with the requirements of the job.

Employment Interview: This is the most ordinary method for hiring new employees and is extensively used by all organizations. The main purpose is to determine the suitability of the applicant. It provides chance to the organization to know the applicant better i.e. their motivation, ambition, outlook etc.

Physical Examination: Either it may or may not be part of selection process. In certain jobs like the armed and police physical examination is compulsory due to the requirements of the job. However for generally white collar jobs physical examination may not be required.

Final Selection: Refers to the final selection of the candidate. At this phase particular candidates are issued employment letters. Initially all new hires are hired on probationary period. During this occasion candidates are assessed for their work ethic, dedication, motivation, honesty, integrity etc. The probationary era can last from 6 months to a year. Should the candidate productively meet all the requirements, they will then be hired on a permanent basis.

Placement and Induction: New hires are assigned place of work space. Induction may be conducted of fresh candidates. Training may be a formal process of an informal process. The purpose of the induction process is to familiarize candidates with organizational procedures, rules and regulations. It is also designed at boosting the self-confidence of the new recruits, instilling an intellect of belonging, trust, and loyalty.

Emerging Trends in Recruitment and Selection

Currently the recruitment and selection approach is undergoing wonderful changes fuelled by industrial innovations and changes in strategic outlook. The following section examines a few of the key trends impacting recruitment and selection procedures.

Corporate Talent Network

Corporate “Talent Networks” are online podium for promoting the company brand name. Its chief purpose is to attract new talent from a multiplicity of sources which includes job candidates, fans, employees, alumni, partners, suppliers and even customers. It is very trendy among the big firms and is increasingly being adopted by smaller and medium size firms as well. A talent network serves as a publicity and promotional hub for the company brand name. It is used to communicate job openings, career information, and other company information. The contents are usually tailored and targeted for each specific candidate.

Building an End-to-End Talent Brand

More and more companies today are focusing on building end to end talent brand. A talent brand refers to how the company is being perceived by its current employees, past employees and prospective employees. It is a method for communicating and
showcasing the company corporate culture in real time. Companies today are developing strong talent brand strategy to reduce their cost per hire and lower turnover rates. A talent brand is something that is created via the joint efforts of the marketing department and the HR department. Bersin, J. (2013).

**Use of Applicant Tracking Software (ATS)**

One fast emerging trend is rapid adoption of Applicant Tracking Software (ATS). ATS are software designed specifically to meet the recruitment needs of a company. This software focuses on managing the entire recruitment process, monitoring ad campaigns, and creating an excellent candidate experience. ATS can be used to post job openings, screen resumes, and generate interview requests to potential candidates by e-mail. Other features include individual applicant tracking, requisition tracking, automated resume ranking, customized input forms, pre-screening questions and response tracking, and multilingual capabilities. Bersin J (2013).

**Develop Mobile Recruitment Strategy**

Recent surveys indicate that increasingly large number of prospective candidates uses mobile devices to access the internet and carry out personal tasks including job search. Hence, a growing trend among large firms is to create a mobile career site built specifically to meet the needs of the mobile device users. The aim is to use mobile recruitment to post jobs and create postings that can be easily shared on social media and readily responded. Huhman, HR. (2014).

**Growing Emphasis on Using Social Networks**

Over the past few years, social networking sites such as LinkedIn and Facebook have rapidly gained prominence amongst internet users. These sites provide wealth of information on prospective candidates. Sites such as LinkedIn, and to an extent Facebook, provide specific recruitment related tools and analytic software to improve the recruitment process. Their aim is to help companies identify and locate the right talent for their company. Not surprisingly many firms have actively started using social networking sites for soliciting and recruiting new talents. The top preferred site is LinkedIn followed by Facebook and others. Stewart, R. (2014).

**Increased Focused on Passive Candidates**

Traditionally recruiters have focused on active candidates—those actively seeking new jobs. However, research has shown that vast majority of prospects (as high as 73%) are passive candidates, that is they are not actively seeking jobs but are open to new opportunities and offers. This was found to be especially true in the case of social networking sites such as LinkedIn where vast majority of prospects were passive candidates. Hence, firms today are providing more and more emphasis on passive candidates. Indeed, much of the mentioned trends are aimed at attracting passive candidates. Haak, T. (2015).

**CONCLUSION**

Recruitment and selection remains one of the majority noteworthy functions of the HR department. As competition increases between firms, selecting and recruiting the right and qualified talents become all the added significant. Customarily companies have largely relied upon potential candidates to find the firm yet today head hunting is a vigorous function of the HR department. Firms not only need to begin hunt but also must retain existing employees. The entire recruitment and selection policy has changed and evolved to a new form where the responsibility lies on the firms to advertise, attract, and retain top talents. Internet based technologies and a variety of other software and information systems have provided new capabilities like certainly not before. There is a mounting trend between firms to adopt and utilize these technical solutions. The prospect is bound to see an augmented role of internet based solutions in recruitment and selection process.

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ABSTRACT

Performance improvement is the major part in every organization. Organization face lot of burdens to achieve their goals because of performance based problems generally performance is the achievement of the organization with its goals. It includes the outcome or accomplishment of the organization with the unbreakable contribution of individuals or group or teams. Performance Improvement Interventions Enhancing People Processes and Organizations through Performance Technology is designed as a desk reference of performance improvement opportunities for almost any need and occasion. An Intervention aimed at affecting a suitable fit among the firm’s strategy, culture and external environment. Interventions create solutions that alleviate or solve workplace problems. This article deals with the performance improvement intervention that helps to improve the organization development through the employee performance.

INTRODUCTION

Performance Improvement (PI) is a method for analyzing performance problems and setting up systems to ensure good performance. PI is applied most effectively to groups of workers within the same organization or performing similar jobs. Performance refers to the way people do their jobs and the results of their work. Many organizations attempt to address performance through team training. Performance refers to the way people do their jobs and the results of their work. Many organizations attempt to address performance through team training. Often team training is aimed at increasing positive interpersonal behaviour (for example, listening and conflict management) or increasing the rational processes used by the group. Rational processes include the use of procedural structure to analyze a problem, develop alternative solutions, and select the best alternative based upon predetermined criteria.

Performance improvement is measuring the output of a particular business process or procedure, then modifying the process or procedure to increase the output, increase efficiency, or increase the effectiveness of the process or procedure. Performance improvement can be applied to either individual performance such as an athlete or organizational performance such as a racing team or a commercial business. Performance improvement at the operational or individual employee level usually involves processes such as statistical quality control. At the organizational level, performance improvement usually involves softer forms of measurement such as customer satisfaction surveys, which are used to obtain qualitative information about performance from the viewpoint of customers. Performance is a measure of the results achieved. Performance efficiency is the ratio between effort expended and results achieved. The difference between current performance and the theoretical performance limit is the performance improvement zone.

As Abraham Maslow once said, “To the person who only has a hammer in the toolkit, every problem looks like a nail.” In fact, there are a number of methods for improving the performance of organizations, teams and individuals. Organizational development, industrial engineering, training and development, quality assurance, and human resources development address performance gaps in particular ways. Performance Improvement differs from these approaches by using a systematic methodology to find the root causes of a performance problem and then implement an intervention (or “fix”) that applies to that specific performance deficit.

Performance Improvement Interventions: Enhancing People, Processes, and Organizations through Performance Technology is designed as a desk reference of performance improvement opportunities for almost any need and occasion. An Intervention aimed at affecting a suitable fit among the firm’s strategy, culture and external environment. Interventions create solutions that alleviate or solve workplace problems. They cause change, small or large, due to improved performance and, thus, have an impact on individuals, groups, or organizations. The number of possible interventions is almost infinite, because any number of organizational, environmental, and people factors affect performance. Interventions facilitate change by interrupting poor behaviour, preventing errors, reducing conflict, or providing vision for the future. People are the source of greatness in any organization.

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PERFORMANCE IMPROVEMENT

All companies strive for better performance, since high performance means high competitiveness, which in turn generates more money. However, there are different ways to increase performance, depending on which viewpoint you choose to take. Academic areas such as Production Engineering, Logistics, Quality Management, Industrial Economics and Behavioural Science, provide us with performance improvement (PI) methods. Performance management (PM) is the process of managing the execution of an organization’s strategy. It is how plans are translated into results. Think of PM as an umbrella concept that integrates familiar business improvement methodologies with technology.

EMPLOYEE AND IT’S IMPORTANCE

An individual who works part-time or full-time under a contract of employment, whether oral or written, express or implied, and has recognized rights and duties also called worker.

EMPLOYEE IMPORTANCE

“The objective of business owners is profitability. Your organization's success depends on your employees' performance; poor performance is detrimental to your company's success. Creating a well-rounded approach to managing and coaching your work force requires the expertise of a human resources leader and the support of your company's executive leadership.”

Performance management begins when an employee joins your workforce. The employee's job description, new hire orientation and initial discussions with his manager are fundamental steps in creating a performance management plan. Employers generally provide guidance and closer oversight during the employee's first few months of employment. During this time, your employee will likely encounter a learning curve. Learning new processes, meeting colleagues, participating on work teams and becoming accustomed to company policies and rules consume a great deal of time. Effective department leaders observe new employee performance so any deficiencies can be addressed right away.

Another aspect of employee performance and business success is employee recognition. Annual employee appraisals are not enough—employees appreciate frequent and regular feedback. When your management team provides regular feedback, it motivates employees to maintain consistently good performance. Inc. magazine's article "Employee Reward and Recognition Systems" notes that, "By rewarding and recognizing outstanding performance, entrepreneurs will have an edge in a competitive corporate climate." Having that edge strengthens your position in the industry and brings you closer to your business objective, which is greater profitability.

Performance improvement is measuring the output of a particular business process or procedure, then modifying the process or procedure to increase the output, increase efficiency, or increase the effectiveness of the process or procedure. Performance improvement can be applied to either individual performance such as an athlete or organizational performance such as a racing team or a commercial business.

Performance improvement at the operational or individual employee level usually involves processes such as statistical quality control. At the organizational level, performance improvement usually involves softer forms of measurement such as customer satisfaction surveys, which are used to obtain qualitative information about performance from the viewpoint of customers.

Performance is a measure of the results achieved. Performance efficiency is the ratio between effort expended and results achieved. The difference between current performance and the theoretical performance limit is the performance improvement zone.

EMPLOYEE PERFORMANCE

Employee performance is normally looked at in terms of outcomes. It stated that employee's performance is measured against the performance standards set by the organization. There are a number of measures that can be taken into consideration when measuring performance for example using of productivity, efficiency, effectiveness, quality and profitability measures as briefly explained hereafter. Profitability is the ability to earn profits consistently over a period. It is expressed as the ratio of gross profit to sales or return on capital employed. Efficiency and effectiveness - efficiency is the ability to produce the desired outcomes by using as minimal resources as possible while effectiveness is the ability of employees to meet the desired objectives or target. Productivity is expressed as a ratio of output to that of input. It is a measure of how the individual, organization and industry converts input resources into goods and services. The measure of how much output is produced per unit of resources employed. Quality is the characteristic of products or services that bear an ability to satisfy the stated or implied needs. It is increasingly achieving better products and services at a progressively more competitive price.
As noted by Draft (1988), it is the responsibility of the company managers to ensure that the organizations strive to and thus achieve high performance levels. This therefore implies that managers have to set the desired levels of performance for any periods in question. This they can do by for example setting goals and standards against which individual performance can be measured. Companies ensure that their employees are contributing to producing high quality products and/or services through the process of employee performance management. This management process encourages employees to get involved in planning for the company, and therefore participates by having a role in the entire process thus creating motivation for high performance levels. It is important to note that performance management includes activities that ensure that organizational goals are being consistently met in an effective and efficient manner. Performance management can focus on performance of the employees, a department, processes to build a product or service, etc. Earlier research on productivity of workers has showed that employees who are satisfied with their job will have higher job performance, and thus supreme job retention, than those who are not happy with their jobs (Landy 1985). Further still, Kinicki & Kreitner (2007) document that employee performance is higher in happy and satisfied workers and the management find it easy to motivate high performers to attain firm targets

**INTERVENTION**

Intervention is a sequence of planned activities, actions and events intended to help an organisation improve its performance and effectiveness. Performance Improvement Interventions: Enhancing People, Processes, and Organizations through Performance Technology is designed as a desk reference of performance improvement opportunities for almost any need and occasion. An Intervention aimed at affecting a suitable fit among the firm’s strategy, culture and external environment. Interventions create solutions that alleviate or solve workplace problems. They cause change, small or large, due to improved performance and, thus, have an impact on individuals, groups, or organizations. The number of possible interventions is almost infinite, because any number of organizational, environmental, and people factors affect performance. Interventions facilitate change by interrupting poor behaviour, preventing errors, reducing conflict, or providing vision for the future. People are the source of greatness in any organization.

**Performance Intervention**

Is the cause of the performance problem a lack of information, resources, or motivation? Is it a problem for a few individuals, a department, or the entire organization? Is it an issue with a work process or the workplace environment? A comprehensive analysis will often reveal that opportunities for performance improvement are rarely confined to one realm of performance. As the various causes of performance problems are determined, the appropriate targets of performance interventions should all but reveal themselves.

Many intervention classification systems exist, however all interventions can be classified as either instructional or non-instructional interventions. While it would simplify things if a concrete, prescriptive assignment of appropriate interventions could be made for any given cause of a performance problem, such an approach would most likely fail to consider the complexities of most performance problems. The HPT practitioner must keep in mind the interrelatedness of the work, the worker, and the workplace—the individuals and groups—the organization as a whole and its relationship to the larger, global community.

Given the complexities of performance and organizations and the wide variety of interventions available, answers to the following questions can help guide the selection of the most appropriate interventions for any performance problem:

- Does the intervention system target the specific causes of the performance gap?
- Is the focus on solutions to performance problems, not a particular intervention?
- Are non-instructional interventions considered?
- Have a variety of interventions been considered?
- Will the interventions have both short- and long-term effectiveness?

**Instructional Intervention**

The development of HPT as a discipline began with a paradigm shift from instruction to performance and the realization that instruction had to accomplish much more than just making people more knowledgeable. Individuals had to be able to apply their knowledge readily to their work in a way that improved performance. Before this new perspective emerged, training programs rarely focused on the costs related to instruction and managers tended to believe that “training is ‘good’ whether it accomplishes anything measurable or not”. Many who are not familiar with the practice of HPT may frequently reach the conclusion that training programs are an ineffective panacea for any performance “ailment”. This assumption is often based on “the way we’ve always done it” paradigm, with little or no consideration given to analyzing the wide variety of factors that affect performance. It is important that HPT professionals determine that a knowledge or skill deficit actually exists before attempting an instructional intervention.
Types of Instructional Intervention

Classroom Instruction: Instruction provided to a group of learners by a human instructor away from the place where work is performed.

Team Activities: The learning activity:
- Involves more than one person,
- Requires active participation,
- Involves interaction of participants,
-Achieves specific, measurable outcomes,
-Is structured.

Mentoring: The deliberate pairing of “two people who have unequal levels of a relevant set of skills and experiences to transfer knowledge and experience from the person who has more of them to the person who has fewer” (Murray, 1999,)

Multimedia / E-Learning: The “integration of multiple information-presentation modalities (text, audio, pictures, graphics, motion video, and animation) through the use of microprocessor-based technologies and applications that include CD-ROMs, DVDs, Internet and intranet web pages, on-line discussion groups and knowledge bases, and live collaboration through computer networks” (Gayeski, 1999, p. 589). e-learning incorporates multimedia technologies to deliver instruction.

On-the-Job Training (OJT): Structured OJT is the “planned process of developing task-level expertise by having an experienced employee train a novice employee at or near the actual work setting” (Jacobs, 1999, p. 608)

Distance Education and Distributed Learning: The “transmission of educational, instructional, or training programming to two or more people at two or more locations separated by space or in time” (Wagner, 1999, p. 627) Distributed learning is differentiated from distance education in that:
- It focuses “the needs of the individuals looking for immediate access to information, performance support tools, and instructional opportunities
- The physical locations of learners and learning resources are irrelevant” (p. 630).

Self-Directed Learning: Allows “the employee to master material independently, at the employee’s own pace” (Van Tiem, Moseley, & Dessinger, 2000, p. 68).

Knowledge Management: The “process of acquiring, storing, and managing access to bodies of knowledge that assist people in performing their jobs with focus and precision” (Van Tiem, Moseley, & Dessinger, 2000, p. 70).

It is important to recognize that there can be significant overlap and combination of the different types of instructional interventions. For example, multimedia technology can be incorporated into classroom instruction, distance, distributed, self-directed learning, and team activities. Mentoring and OJT can be incorporated. Knowledge management systems can be designed to enhance self-directed learning, mentoring relationships, or collaborative team activities. Instructional interventions can also be combined with non-instructional interventions to provide comprehensive solutions for improving performance.

Non-Instructional Intervention: These are actions or events designed to change conditions that facilitate attainment of desired performance. Anything that removes an obstacle or adds a facilitative element to the performance system qualifies as a non-learning intervention. The possibilities are limitless. However, we can set some boundaries around them. Essentially non-learning interventions fall into three major categories: job aids, environmental, incentive/motivation.

List of Non-Instructional Intervention

Job Analysis and Workplace Design: According to Van Tiem, Moseley, & Dessinger (2000), job analysis is the “cornerstone of human resource development” (p. 79) and the first step of designing work to have the most impact on organizational goals and “quality of work life for employees” (p. 82). Defining job descriptions (the roles and responsibilities of the job) and job specifications (the qualifications for the job), can be interventions in themselves or may be used to develop plans for more flexible, alternative job assignments through job rotation or enlargement (Van Tiem, Moseley, & Dessinger, 2000).

After jobs are clearly defined, the work done within those jobs can be designed. Work design determines the “how, who, and where” of a job.
Motivational and Compensation Systems: Gilbert (1978) described motivation as an influence on performance, through both the external incentives available for performance and the individual’s willingness to work for those incentives (Van Tiem, Moseley, & Dessinger, 2000). An individual’s internal motives to work may be influenced by changing other aspects of performance. Incentive and compensation systems encompass a wide variety of specific interventions including wages and benefits, monetary and non-monetary rewards, and management practices such as career opportunities, participatory goal setting, and training and development. For more information on these interventions, see the Motivation management and Pay for Performance Compensation Systems examples.

Organizational Development and Design: Like job analysis and workplace, design, organizational design and development represent two steps in a process. However, instead of focusing on specific jobs and outputs of work, organizational design and development are concerned with variables that influence the organization on a more global scale. Organizational design is concerned with aligning the vision, structure, processes, systems, staff competence, and culture of an organization (Dean, 1999). Organizational development (OD) goes a little further by examining the more informal, interpersonal aspects at work within organizations such as politics, social processes, and the way people interact with each other. Dean describes a relationship between organizational design, OD, and HPT in which the models and principles of each discipline can be coordinated to positively influence the systems, operations, and performers within organizations.

Analyzing Corporate Culture: Lineberry & Carleton (1999) define organizational culture as “a set of tendencies or behavior patterns that characterize the people in an organization” (p. 337). A cultural audit includes an analysis of structural, managerial, procedural and perceptual aspects of the organization. Once cultural values have been identified through a comprehensive analysis, the following specific interventions may be utilized, depending on the desired level of cultural change:

- Clarify existing cultural values,
- Emphasize and prioritize key cultural values,
- Redefine values to meet organizational needs,
- Build values that are real and operational,
- Create new values or replace older, no longer relevant ones (Lineberry & Carleton, 1999). It is important to recognize that the key to cultural change is the development of consistent organizational practices that support the espoused organizational values.

Performance Technology: Performance technology (PT) is complex, drawing theory from instructional design, organizational development, communications, industrial psychology, and industrial engineering to name a few. The Standards of Performance Technology developed for the certified performance technology designation codified the processes used in the practice of performance improvement. The Human Performance Technology (HPT) Model of the International Society for Performance Improvement illustrates the Standards for the Performance Technology process, including the selection, design, and implementation of appropriate performance interventions.

HPT as a field of practices that has evolved largely because of experience, reflection, and conceptualization of professional practitioner striving to improve human performance in the workplace. It is a relatively new field that has emerged from the coalescing of principles derived from the carefully documented practice of behavioral and cognitive psychologists, instructional technologists, training designers, organizational developers, and various human resource specialists.

Human Performance Model: Human performance technology (HPT), also known as human performance improvement (HPI), is a field of study related to process improvement methodologies such as lean management, Six Sigma, lean Six Sigma, organization, motivation, instructional technology, human factors, learning, performance support systems, knowledge management, and training. It is focused on improving performance at the societal, organizational, process, and individual performer levels.

HPT "uses a wide range of interventions that are drawn from many other disciplines, including total quality management, process improvement, behavioural psychology, instructional systems design, organizational development, and human resources management" (ISPI, 2007). It stresses a rigorous analysis of requirements at the societal, organizational process and individual levels as appropriate to identify the causes for performance gaps, provide appropriate interventions to improve and sustain performance, and finally to evaluate the results against the requirements.

The International Society for Performance Improvement defines HPT as “A systematic approach to improving productivity and competence uses a set of methods and procedures and a strategy for solving problems for realizing opportunities related to the performance of people. More specific, it is a process of selection, analysis, design; development, implementation, and evaluation of programs to most cost-effectively influence human behaviour and accomplishment. It is a systematic combination of three
fundamental processes: performance analysis, cause analysis, and intervention selection, and can be applied to individuals, small groups, and large organizations." (ISPI, 2012).

HUMAN PERFORMANCE TECHNOLOGY

Human Performance Technology (HPT), a systematic approach to improving productivity and competence, uses a set of methods and procedures and a strategy for solving problems for realizing opportunities related to the performance of people. More specific, it is a process of selection, analysis, design; development, implementation, and evaluation of programs to most cost-effectively influence human behaviour and accomplishment. It is a systematic combination of three fundamental processes: performance analysis, cause analysis, and intervention selection, and can be applied to individuals, small groups, and large organizations.

How Does HPT Work?

HPT uses a wide range of interventions that are drawn from many other disciplines including, behavioural psychology, instructional systems design, organizational development, and human resources management. As such, it stresses a rigorous analysis of present and desired levels of performance, identifies the causes for the performance gap, offers a wide range of interventions with which to improve performance, guides the change management process, and evaluates the results. Taken one word at a time, a description of this performance improvement strategy emerges.

- Human: the individuals and groups that make up our organizations.
- Performance: activities and measurable outcomes.
- Technology: a systematic and systemic approach to solve practical problems.

Principles of Human Performance Technology

Human Performance Technology (HPT) has been described as the systematic and systemic identification and removal of barriers to individual and organizational performance. As such, HPT is governed by a set of underlying principles that serve to differentiate it from other disciplines and to guide practitioners in its use.

HPT focuses on Outcomes: Focusing on outcomes, that is results, allows for Questioning, confirming, and reconfirming that people share the same vision and Goals, the job procedures support productivity, efficiency, and quality, and that People have the knowledge, skills, and motivation they require. Where is there an opportunity or a performance gap, a difference between the Present and the desired levels of performance? Outcomes or results of an Intervention will be measured to determine whether performance has improved. Sometimes it is necessary to challenge the assumed answer to a Problem or the expected event or activity of an intervention and instead focus on the accomplishment or business need that is the client's true priority.

HPT takes a Systems View: Taking a systems view is vital, because organizations are very complex systems that affect the performance of the individuals that work. Within them. It is important to distinguish a systems approach from a process model. A process contains inputs and outputs with feedback loops. A system implies an interconnected complex of functionally related components. The effectiveness of each unit depends on how it fits into the whole and the effectiveness of the whole depends on the way each unit functions. A systems approach considers the larger environment that affects processes and other work. The environment includes inputs, but, more importantly, it includes pressures, expectations, constraints, and consequences.

HPT Ads Value: This is an assessment that clients will be asked to make. Clients should be offered a process that will help them fully understand the implications of their choices, set appropriate measures, identify barriers and tradeoffs, and take control. While HPT requires a focus on intermediate goals (such as improving quality, customer retention, and cost reduction), its success is measured in improvements in desired business outcomes (such as sales, profitability, and market share). Alignment of individual performance to intermediate and business outcomes is critical to the HPT methodology. Measurement of results at both of these levels serves two important purposes, that of communicating the importance of what is being done while also assessing the amount of performance improvement.

HPT Establishes Partnerships: Performance improvement professionals work in partnership with clients and other specialists. A collaborative effort involves relevant stakeholders in the decision-making process and involves working with specialists in their areas of expertise. Working collaboratively includes sharing decisions about goals, next steps to take in the process, and implementation strategies as shared responsibilities. Partnerships are created from listening closely to clients and colleagues, trusting and respecting each other's knowledge and expertise.
The Assessment of the Need or Opportunity: Analysis occurs in the beginning of the project. Needs or opportunity analysis is about examining the current situation at any level or levels (society, organizational, process, or work group) to identify the external and internal pressures affecting it. This process will determine the deficiencies or performance gaps that are to be remedied. The output is a statement describing the current state, the projected future state and the rationale or business case for action or non-action.

To Identify the Cause or Factors that Limit Performance: Cause analysis is about determining why a gap in performance or expectations exists. Some causes are obvious such as new hires lack the required skills to do the expected task. This step in the systematic process will determine what should be addressed to improve performance. The output is a statement of why performance is not happening or will not happen without some intervention. Job task analysis includes the identification of the important tasks that employees must perform and the knowledge, skills, and abilities to perform them. The output is performance objectives that describe the desired performance, delineate the conditions under which the performance is done, and identify the criteria for successful performance.

Specification of the Requirements of the Solution: Design is about identifying the key attributes of a solution. The output is a communication that describes the features, attributes, and elements of a solution and the resources required actualizing it.

Development of All or Some of the Solution and its Elements: Development is about the creation of some or all of the elements of the solution. An individual or a team can do it. The output is a product, process, system, or technology. Examples include training, performance support tools, a new or re-engineered process, the redesign of a workspace, or a change in compensation or benefits.

Systematic in the Implementation of the Solution: Implementation is about deploying the solution and managing the change required to sustain it. The outputs are changes in or adoption of the behaviour that are believed to produce the anticipated results or benefits. This standard is about helping clients adopt new behaviour or use new or different tools.

Systematic in the Evaluation of the Process and the Results: Evaluation is about measuring the efficiency and effectiveness of what was done, how it was done, and the degree to which the solution produced the desired results so that the cost incurred and the benefits gained can be compared. This standard is about identifying and acting on opportunities throughout the systematic process to identify measures and capture data that will help identify needs, adoption, and results.

THE HPT PROCESS

The HPT process begins with a comparison of the present and the desired levels of individual and organizational performance to identify the performance gap. A cause analysis is then done to determine what impact the work environment (information, resources, and incentives) and the people (motives, individual capacity, and skills) are having on performance.

Once the performance gap and the causes have been determined, the appropriate interventions are designed and developed. These may include measurement and feedback systems, new tools and equipment, compensation and reward systems, selection and placement of employees, and training and development. The interventions are then implemented and the change process managed.

Evaluation is done after each phase of the process. Initially, formative evaluation assesses the performance analysis, cause analysis, intervention selection and design, and intervention and change phases. Then evaluation focuses on the immediate response of employees and their ability and willingness to do the desired behaviours. The final evaluations are centered on improvement of business outcomes (such as quality, productivity, sales, and customer retention, profitability, and market share) as well as determining return on investment for the intervention.

CONCLUSION

High level of Employee performance increases the growth of the organization and acts as an effective retention strategy. It benefits both the organization and the employees. Employee performance is normally looked at in terms of outcomes. It stated that employee’s performance is measured against the performance standards set by the organization. Profitability is the ability to earn profits consistently over a period of time every organization requires that they want to achieve their strategic goals this article deals with the various interventions and the techniques that are helps to improve the performance of the organisation.

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EVOLUTION OF KNOWLEDGE MANAGEMENT: JOURNEY FROM INFORMATION SHARING TO KNOWLEDGE MANAGEMENT WITH SPECIAL REFERENCE TO INDIA

Parveen Kumar Bangotra61 Dr. Bhupinder P. S. Chahal62

ABSTRACT

World over, the history of knowledge management (KM) can be traced back to the earliest civilizations. From the earliest recorded documents of Sumerian Civilization about 5000 years ago to construction of pyramids of Giza in 2560 BC to the library of Alexandria in Egypt, which was founded in the 3rd century BC and had more than 5,00,000 handwritten works (Knowledge Associate Ltd., 2017), knowledge management has played a key role in some form or the other. The term ‘Knowledge Management’ may not have been used like the modern day, but a father teaching hunting technique to his child some 3000 years ago was surely a case of knowledge transfer.

It is only in 1960s that the Knowledge Management as we see it today started evolving. In the 1960, Peter Drucker, the management expert coined the term ‘knowledge worker’. In the 1990s, Fortune editor Tom Stewart highlighted the importance of ‘brainpower’. It was in 1995, that knowledge management truly captured widespread management attention. With the invention of internet came the possibility of high-speed data transfer, which gave a new importance and impetus to knowledge and knowledge management.

In this paper, we intent to bring out the evolution of knowledge management with special reference to India.

KEYWORDS

Knowledge, Knowledge Management, Knowledge Management Systems, Knowledge Transfer, Data, Information etc.

INTRODUCTION

In a way, monks were perhaps, one of the first knowledge specialists. They made great efforts to preserve the knowledge gained through experience over long periods of time. Much of the knowledge of those civilizations, made its way into the monasteries, where knowledge specialists (monks) were dedicated to seeking truth and viewing all knowledge as an expression of God and His Creative Act. They preserved and translated these works for future generations. During this time, knowledge was disseminated with the greatest of physical efforts as everything was still copied and preserved manually.

However, with technology development in the printing and publishing area, distribution of knowledge became much easier, faster and at a lower cost. This made it possible for ordinary people, other than monks, to have access to knowledge. Print literacy not only allowed people to think in new ways, but provided new means of instruction and allowed advances in education and knowledge distribution. However, it posed new challenges for handling huge amounts of knowledge. As the volume of information increased due to the invention of the printing press, many great thinkers pondered the problem of making information more accessible and converting it into knowledge.

Data, Information, Knowledge & Knowledge Management

According to (Cleaveland, H., 1982), Knowledge is gained through a continuum of Context i.e. Experiences and Understanding. Representing Understanding on the X-axis and Context i.e. Experience on the Y-axis as given in Figure 01, the continuum depicts the build-up of Data to Information; Information to Knowledge; and Knowledge to Wisdom.

Data and information deal with the past. They are based on the gathering of facts and adding context. Knowledge deals with the present. It becomes a part of us and enables to perform. However, when we gain wisdom, we start dealing with the future as we are now able to vision and design for what will be, rather than for what is or was.

It is seen that data and information are the key components on which knowledge is based.

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Data

Normally, Data is raw, unanalysed facts about attributes of a phenomena, which are out of context and have no relation with other facts. Data is, therefore, objective and comes about through research, creation, gathering, and discovery. (Tiwana, A, 2000).

Information

Information is processed data so that we can easily draw conclusions. Data is also turned into information by "presenting" it, such as making it visual or auditory. Information format is such that it defines relationship between two or more pieces of data such that it is useful for decision making. (Zikmund, 2003). Daveport and Prusak (Davenport, T. H. & Prusak, L., 1998) proposed a Five - C – Filter for conversion of Data into Information. These are Contextualization; Categorization; Calculation; Correction and Condensation.

Knowledge

Knowledge is an awareness, understanding, gained from an optimum blend of information, experience, skills, principles, rules, values, insight, study, investigation and observation (Smith, A. S. & Bollinger, R.D., 2001); (Davenport, T. H. & Prusak, L., 1998). Knowledge has the complexity of experience, which come about by seeing it from different perspectives. This is why training and education is difficult - one cannot count on one person's knowledge transferring to another. Knowledge is built from scratch by the learner through experience. Information is static, but knowledge is dynamic as it lives within us. Because knowledge is a mixture of so many components, it is subjective.

Wisdom

Wisdom is at the top of the value chain and is a mix of knowledge, experience, ability that brings in capability to an individual to see through complexities of problems. It is the ultimate level of understanding. As with knowledge, wisdom operates within us. We can share our experiences that create the building blocks for wisdom, however, it need to be communicated with even more understanding of the personal contexts of our audience than with knowledge sharing. (Nonaka, I. & Takeuchi, H., 1995).

Knowledge Management

University of Texas, (University of Texas, 2017) has defined KM as “the systematic process of finding, selecting, organizing, distilling and presenting information in a way that improves an employee’s comprehension in a specific area of interest. Knowledge management helps an organization to gain insight and understanding from its own experience. Specific knowledge management activities help focus the organization on acquiring, storing, and utilizing knowledge for such things as problem...
solving, dynamic learning, strategic planning, and decision making. It also protects intellectual assets from decay, adds to firm intelligence and provides increased flexibility.

Gandhi (Gandhi, S, 2004) emphasizes that KM is not merely concerned with information collection, organization, presentation, storage, and retrieval. KM comprises of various methods, steps, and strategic efforts of an organization to gain competitive advantage by utilizing its knowledge assets, which reside in its employees, products, processes, and clients.

However, the most important step is to identify knowledge which can be considered as an asset for the organization and utilize it to enhance learning and productivity. Though information and data management are important components of KM, it differs from information and data management due to its emphasis on collaborative learning, capture of tacit knowledge, and the value addition it makes.

Various Research and Studies have established that through the systematic Acquisition, Creation, Sharing and use of Knowledge, an organization can develop, renew and exploit their knowledge based resources such that they can proactively adapt to external changes, improve quality and attain competitive success. This systematic Creation, Sharing and use of Knowledge is the field of Knowledge Management.

What constitutes knowledge is a complex phenomenon and therefore there is no single definition of Knowledge Management. However, in 1998, Davenport (Davenport, T. H. & Prusak, L., 1998) gave a definition i.e. "Knowledge management is the process of capturing, distributing, and effectively using knowledge."

In 2003 Bergeron (Bergeron, B., 2003) defined Knowledge Management as “… a business optimization strategy that identifies, selects, organizes, distils and packages information essential to the business of the company in a way that improves employee performance and corporate competitiveness”.

**Major Milestones of the Evolution of Knowledge Management**

Modern management thinker and philosopher, Peter Drucker, (Peter F. Drucker, 1993) when describing the historical trends of knowledge management in his book “The Post-Capitalist Society”, believes that the social intentions of knowledge have evolved in three phases:

- The first phase was before 1700 AD, when an attitude of knowledge, wisdom, and enlightenment was pursued.
- The second phase occurred between 1700 AD and 1800 AD. In this era, by stressing technology creation, knowledge was shifted to an organized, systematic, and goal-oriented entity.
- The third phase commenced in about 1800 AD and reached its peak with Fredrick Taylor’s principles of scientific management. Scientific management made some attempts to formulate the skills and experiences of its employees to scientific and goal-oriented knowledge, which reflects the era of applying knowledge for knowledge (Nguyen, T. V., 2002).

Post 1800 AD, the advent of modern and complex business organizations revolutionized knowledge management. From working in fields to working under one roof in a ‘Factory System’, the knowledge management underwent a sea change. Industrial revolution of 20th century was a catalyst of change in the knowledge management. Factory system gave rise to team work, jealousy, targets, salary, unionism, rights and duties. It was a new realm of different parameters, which required different skills for both the manager and worker. Data, information, knowledge, knowledge transfer, all became very important for successfully running the factories.

In the new economy, according to eminent economist and Chancellor, University of California, Cark Kerr, “On a global scale, wealth and prosperity have become more dependent on the access to knowledge than the access to natural resources.” (Meek, 2003).

According to Beare and Slaughter (Beare, H. & Slaughter, R., 1993), information or knowledge society is characterized by the fact that manufacturing industry and large-scale factory production are no longer the prime employers of a country’s workforce. Don Tapscott (Don Tapscott, 1994) in his book “Digital Economy” describes this change as a communication revolution due to computers as: “A new medium of human communication is emerging, one that may prove to surpass all previous revolutions - the printing press, the telephone, the television- in its impact on our economic & social life. The computer is expanding from a tool of information management to a tool for communication. Interactive multimedia and the so-called information highway, and its exemplar the internet, are enabling a new economy based on the networking of human intelligence. In this digital economy, individuals and enterprises create wealth by applying knowledge, networked human intelligence and efforts to manufacturing and services. Such a shift in economic and social relationships has occurred only a handful of times before on this planet.”
Dalkir in his book (Dalkir, K., 2005) summarized different developmental phases in KM history. The technological revolution started with the industrial era in the 1800s, people started focusing on transportation technologies in 1850, communications in 1900, computerization began in the 1950s, and virtualization in the early 1980s.

Subsequently, computerization, internet, smart phones and globalization of market economies in the late 19s and early 20s have given a new meaning to knowledge management. With the proliferation of information technology and the extending reach of information systems in the 1980s and 1990s, management of data and information took on a new form (Venkatraman, N., 1994). Dramatic hardware and software improvements took place in 1990s that significantly enhanced the ability of computers to store, manage, manipulate, and provide access to data and information (Gandhi, S., 2004). During the period of transition, the concept of managing data has also changed to document management, information management, content management, knowledge management, etc. These improved capabilities of computers spurred their use for KM activities in organizations.

Today, a large number of books, journals, websites, conferences, courses are dedicated to knowledge management.

Based on the extant literature review major milestones of evolution of knowledge management can be described as depicted in Figure 02 below:

**KM from Ancient World Civilization to Industrial Revolution of 1800 AD**

It is not that there was no knowledge in the ancient world or there was no knowledge management. It is just that quantum of knowledge generated and knowledge transferred was localized within a community. A Stone Age person showing a colleague how to hunt, or a father teaching his children about the tribal rituals were all examples of sharing knowledge for a purpose.

Almost 2500 to 3500 years ago, that is 500 BC to 1000 BC, Hindu scholars composed four VEDAS in Sanskrit, which is a storehouse of knowledge and an example of storage and sharing of knowledge by way of writings (VEDAS, 2017).

During Vedic period of Indian history and subsequently, knowledge development in the Indian continent took a quantum jump. Some examples of knowledge proliferation are (Ancient Contribution of Hinduism to Science, 2017):

- Aryabhatta (476-550 AD) gave the concept of zero and mentioned that earth spins on its axis, the earth moves round the sun and the moon rotates round the earth. He even computed the circumference of the earth as 24835 miles which is close to modern day calculation of 24900 miles. (Portraits of India: History of Ancient India, 2017).

- Acharya Patanjali (200 BCE) - Father Of Yoga Acharya Patanjali’s 84 yogic postures effectively enhance the efficiency of the respiratory, circulatory, nervous, digestive and endocrine systems and many other organs of the body.

- Acharya Charak (600 BCE) - Father of Medicine in the “Charak Samhita” he has described the medicinal qualities and functions of 100,000 herbal plants. He has emphasized the influence of diet and activity on mind and body.

- Acharya Kanad (600 BCE) - Founder Of Atomic Theory-Almost 2500 years before John Dalton gave the theory of Atom, Acharya Kanad divided all the objects of creation into nine elements namely: earth, water, light, wind, ether, time, space, mind and soul. He said that “Every object of creation is made of atoms which in turn connect with each other to form molecules” (Laws of Atom, 2017).

In 1440, the invention of the printing press came to be a game changer for knowledge storage and distribution. Printing technology accelerated the distribution of knowledge exponentially and lowered the cost, bringing knowledge to ordinary people. Since the 15th century, the sheer quantity of information has steadily increased as technologies for creating and preserving knowledge have progressed. Print literacy not only allowed people to think in new ways, but provided new means of instruction and allowed advances in distance education and knowledge distribution. However, it posed new challenges for handling huge amounts of knowledge. As the volume of information increased due to the invention of the printing press, many great thinkers pondered the problem of making information more accessible and converting it into knowledge.

Availability of knowledge led to many an invention like (1) the invention of machines to do the work of hand tools; (2) the use of steam, and later of other kinds of power, in place of the muscles of human beings and of animals; and (3) the adoption of the factory system. Use of these new and faster processes in both manufacture and transportation led to Industrial Revolution of 1800 AD. All because of knowledge and its proper usage.
In the world history, period from 1800 AD to 1950 AD is marked with exponential growth of technology in transportation and communication and the two world wars in between. Although, for reasons of military supremacy, developments in aviation industry, power, space and communication were largely driven by world wars. However, all the newer technologies were created because of knowledge and the new products led to further expansion of knowledge. Steam Engines connected far off areas such that people of different geographical regions could meet easily and conveniently to share their thoughts and ideas.

Importance of knowledge was well understood, while the term knowledge management had still not come in use. H. G. Wells in his book “World Brain” (Wells, H. G., 1938) described his vision of the world brain as a “universal organization to share knowledge and ideas”. This was perhaps the idea of World Wide Web, much before it actual happened. H. G. Wells elaborated his idea of “universal organization to share knowledge and ideas” as a solution to “this wide gap between…at present unassembled and unexploited best thought and knowledge in the world…. we live in a world of unused and misapplied knowledge and skills.”

This period of world history had realized the importance of knowledge management but that critical technology was still not there. For India, this period is riddled with socio-political turmoil and the British Empire influence on Indian Psych. No notable achievements in the field of knowledge as the nation was engaged in freedom struggle.

KM from mid-1900 AD to 2000 AD

By 1950s, computers started gaining popularity as tools for data storage and data processing. Data is the seedling for knowledge and it was not much before the computers started playing a key role in knowledge. People knowing and handling computers were much in demand. It is during this period that:

- Peter F. Drucker (Drucker, P. F., 1964), coined the term “Knowledge Worker”.
- Peter Senge (Senge, P., 1990) gave the concept of learning organizations that can learn from past experiences stored in corporate memory systems.
- Nonaka and Takeuchi (Nonaka, I. & Takeuchi, H., 1995) explained as to how knowledge is produced, used, diffused within an organization and how this contributes to the innovations.

With the evolution of digital computers, enormous progress has been made in solving several distinct knowledge capture and distribution limitations. There was a spurt in activities related to organizational knowledge, how to optimally utilise, transfer, share, protect this knowledge. In a way, all the key components of knowledge management, although the term ‘Knowledge Management’ was still not in use.
Around this period, organizational knowledge or in other words intellectual assets of an organization were recognized as driving force and efforts were being made to measure these intellectual assets.

APQC, (APQC, 1996, n.d.), American Productivity & Quality Centre, a non-profit organization formed in the year 1977, recognized organizational knowledge as a tool of productivity enhancement. In the year 1996, APQC conducted a cross-country benchmarking study in the US and reported following areas as key for better productivity:

- Knowledge management as a business strategy.
- Transfer of knowledge and best practices.
- Customer focused knowledge.
- Personal responsibility for knowledge.
- Intellectual assets management.
- Innovation and knowledge creation.

By 1990, a large number of books and journals on knowledge management started appearing, followed by large international conferences on the topic of knowledge management.

While globally, the knowledge or intellect was recognized as a driving force, India, now a free country from the British rule, embarked on major industrial upgradation by setting up huge public sector units; higher education by setting up Indian Institutes of Technology; mechanization of agriculture sector and social upliftment programs.

By the late 19s, Indian economy had been opened up for globalization; Indian technical graduates were globally recognized as IT (Information Technology) force driving the internet revolution, the world over. Indian knowledge based companies like Infosys, TCS, WIPRO, Tech Mahindra and many more had global presence. Knowledge and knowledge management of Indians became a recognized natural instinct and the top global organizations employed Indians as their top management.

**KM from Industrial Economy to Knowledge Economy of 2000 AD Onwards**

What is knowledge economy? Economies are labeled according to the work people predominately do in them. The industrial economy replaced the agrarian economy when people left farms for factories; knowledge economy pulled them from factories to office buildings. When that happened, the way workers benefit changed, too. Instead of leveraging their brawn, companies capitalized on their brains. No longer hired hands, they were hired heads for their knowledge. That is knowledge economy.

Knowledge economy is driven by the possibility of high-speed data transfer capability. This has been provided by modern day Internet. As web-based and content management technology becomes more mature, IT-enabled KM solutions become more commonplace.

Knowledge management is now well established. It is widely practiced (under many different labels) in organizations of all shapes and sizes. It has been avidly taken up in developing economies such as India, China and Malaysia. Although many so-called management fads start to fade away after a period of 5-7 years, knowledge management is alive and well. Monthly magazines, quarterly journals, and annual conferences devoted to one or another aspect of KM are a well-established part of the landscape.

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IMPACT OF HR PROFESSIONALS PERCEIVED EFFECTIVENESS ON ADOPTION OF E-RECRUITMENT IN IT COMPANIES OF CHENNAI

Anand J.\textsuperscript{63} Dr. Chitra Devi S.\textsuperscript{64}

ABSTRACT

Worldwide battle in fashionable market provides a business to overwhelm the competitors by looking out for a mixed bag of tactic. So many organizations purposefully in implementing e-recruitment for their growth and sustainability, to source right person for right time with right cost. The superiority of real-time communication over the Internet is a reason why e-recruitment becomes the main podium for HR Professionals to think and use e-recruitment. Many companies use e-recruitment to post jobs and accept resumes on the Internet, and correspond with the applicants by e-mail. The main success factors of e-recruitment are the value-added services provided by the job sites, cost effectiveness, speed, providing customized solutions, helping to establish relationships with HR managers and facilitate brand building of the companies. Management of human resource in an organization cannot work smoothly if it is not electronically adopted properly. This research will first discuss the theoretical background and the previous results of the perceived e-recruitment benefits from the viewpoint of the HR managers. The archival research method this study investigates the impact of perceived effectiveness on adoption of E-recruitment faced by HR Professionals.

KEYWORDS

E-recruitment, Challenges, Opportunities, Adoption etc.

INTRODUCTION

Universal struggle in fashionable market provides a business to overwhelm the competitors by looking out for a mixed bag of strategy. So many organizations purposefully in implementing e-recruitment for their growth and sustainability, to source right person for right time with right cost. The superiority of real-time communication over the Internet is a reason why e-recruitment becomes the main podium for HR Professionals to think and use e-recruitment. Many companies use e-recruitment to post jobs and accept resumes on the Internet, and correspond with the applicants by e-mail. The main success factors of e-recruitment are the value-added services provided by the job sites, cost effectiveness, speed, providing customized solutions, this helps to establish relationships with HR managers with applicants and facilitate brand building of the companies.

Nowadays HR professionals in an organization cannot work smoothly if it is not electronically adopted properly. This research helps to identify and analyze HR professional’s behavioral intention and acceptance of e-recruitment system. This study investigates the adoptions of E-recruitment by HR Professionals in Chennai. The study covers the impact of E-recruitment system by HR Professional and identifies the attitude, usefulness, easiness, intention to use, barriers of E-recruitment system.

NEED FOR STUDY

The study will identify the reasons for the below mentioned constraints and will suggest for further improvements. The need of the study is to find that how far HR professional is using e-recruitment has and find behavioral intention to use e-recruitment system and whether it is helpful for them to accomplishing goals electronically and quickly.

RESEARCH GAP

Though lot of reviews on E-recruitment is found, there is no in depth study on the HR professional’s perspectives, especially on HR professional’s behavioral intention to use e-recruitment system. Many reviews indicate the job seekers perception, applicant’s usage and factors influencing of E-recruitment system but have failed to elaborate the human resources manager adoptions and acceptance. The reviews are restricted to job seekers areas and have ignored human resources department. The gap is confirmed as intention to use of e-recruitment system.

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Having a clear picture of the phenomenon that is E-Recruitment and to what extent developments are going on, makes it possible to pose several research questions as the basis of our future empirical ambitions. Therefore, to this end, we pose the following central research question:

- To what extent have HR professional’s use E-Recruitment? From this basis, we distinguish a number of sub questions:
  - How do HR roles (administrative expert, employee champion, change agent, and strategic partner) affect perceived usefulness and perceived ease of use to have HR professional’s use E-Recruitment?
  - Is perceived ease of use related to perceived usefulness?
  - Are perceived usefulness and perceived ease of use related to the attitude towards E-Recruitment use?

**OBJECTIVE OF STUDY**

**Primary Objective:** The study is aimed to identify and analyze HR professional’s behavioral intention to adopt e-recruitment system in IT industry in Chennai city.

**Secondary Objectives**

- To study the awareness & usage of E-recruitment by HR Professionals in Chennai city.
- To understand the reasons behind the adoption of E-recruitment by HR Professionals in Chennai city.
- To assess the effectiveness of E-recruitment by HR Professionals in Chennai city.

**REVIEW OF LITERATURE**

Butler (1991) suggested this entailed utilizing the inductive methodology for the generation of items of the perceived benefits of e-recruitment. Semi-structured conversations with a number of 30 human resources managers and 10 recruitment supervisors from numerous industrial and services—oriented sectors were conducted. Participants were questioned to grade the benefits of e-recruitment that they supposed based on their experiences and interaction. The outcomes were progressive and used for the generation of the objects. Common interview responses were brief as low costs, less time, ability to influence applicants from various countries, improved quality of applicants, and sound image for the organization.

F. David; Viswanath Venkatesh; (1996), The Technology Acceptance Model (TAM) is widely used by researchers and doctors to predict and explain user acceptance of information technologies. TAM models system usage purposes and behavior as a function of perceived usefulness and perceived ease of use. The original scales for measuring the TAM constructs have been confirmed to be consistent and valid in several reproductions and applications across a range of technologies and user populations.

Schreyer and McCarter (1998) state Internet recruitment as "the recruitment process, including enlisting job advertisements, receiving resumes, and building human resource databases with candidates and executives".

Dysart (1999) argues the use of Internet search engines, online application forms, email auto-responders, and dispatching lists by HR departments. This study argues that these innovations allow HR departments to link corporate datasets to external websites, qualifying applicants to interact with the company more professionally. In line with above-mentioned articles, Dysart cautions that combination of the Internet should be well planned.

Cober et al., (2000), online recruiting can also produce cost savings and higher applicant earnings. Companies have reported savings of 95% when changing from modern to online recruiting causes and discrete companies have generated as many as 10,000 applicants through their recruitment web sites to fill less than 1000 jobs.

Avinash S. Kappe (2012) published an article about E recruitment which stated that online recruitment has many advantages to companies like low cost, less time, quick, wider area, better match and along with this they have highlighted some points of disadvantages of online recruitment like scrutinizing applications is a problem, lack of internet awareness in India in some places and they said that employers want to have face to face interaction with candidates.

**STATEMENT OF PROBLEM**

Currently, the trend towards using new technology became extensive, such as E-HRM, E-Learning, E-Commerce, E-Marketing, E-Banking and other management systems that depends on achieving goals electronically. In E-HRM, we have E-Recruitment, which integrates HR processes and organization information system to manage all HR activities electronically. Therefore, the researcher aims to identify the why HR professional’s behavioral intention to use e-recruitment system of it industry in Chennai city.
D. Shahila & R. Vijayalakshmi, (2013), in examining the findings, the key message for recruiters is to acknowledge that the adoption of e-recruitment is about more than just technology. It is about the recruitment system being able to attract the right candidate, the selection process being based on sound and credible criteria, and the tracking process being able to integrate with existing systems. Perhaps most significantly, e-recruitment is about cultural and behavioural change, both within HR and at line management level. From our evidence, we suggest that for e-recruitment to deliver, it is about developing the capability of HR to facilitate the system and to view the staffing process as an end-to-end process, similar to that of a supply chain.

(Peters, 2001; Snell, 2001), Researchers explained how to improve the value of e-recruitment; treating both the applicants and the organizations as standardized groups.

(McDougall, 2001) Ability to attract passive job searchers.

(Feldman et al., 2002), several studies attentive on the effectiveness of the internet in the e-recruitment process associated to the traditional recruitment methods importance the advantages and the disadvantages of using the e-recruitment.

(Lengnick-Hall, L., and Moritz, S. 2003) Electronic-Human Resource Management (E-HRM) effects the efficiency and the effectiveness of the HR system by reduces cycle times, increasing data accuracy and dropping HR crew. E-HRM enables the HR system to generate value for the organization in new ways one of these ways is e-recruitment.

Kumar (2003) has examined the impact of the Internet on human resource management from employees and employers’ perceptions. Based on author’s industry interactions and statistics, answers were required to many related questions relating to quality human resource creativities and its link with technologically expert workforce. The author established that with the internet all types of jobs and employees could be easily found and acquired to fill specific needs. According to him, the internet can assist employees in verdict employment opportunities faster and easier than ever formerly.

A research led by Verhoeven and Williams (2008) reports on a study into internet recruitment and selection in the United Kingdom. The study discussed the advantages and disadvantages as recognized in literature and considered those against the views of HR Managers in UK. Moreover, one out of every five UK HR Managers perceived the tool to be efficient, and only a slightly higher percentage of HR Managers representing cost saving and acknowledging that internet recruitment tools as relatively cheap in comparison with more traditional tools. A survey conducted by Williams (2009) on E-recruitment showed dwindling recruitment applies focused on web-based recruitment at the overhead of traditional methods.

(Darrag et al., 2010), recognized e-recruitment as a linking pin between the potential candidates and the unoccupied positions in an organization. The researcher states e-recruitment as the process of operating technology through the usage of various electronic means to perform all the traditional recruitment purposes efficiently and effectively.

(Jyoti H. Tiwari, Snehal S. Shinde, Nripest Kumar Nrip, 2011) E-recruitment is integration and use of internet technology to improve efficiency and effectiveness of recruitment process. E-recruitment Provides HR and Recruiters with the tools Technology and the ability to deliver time and cost effective resourcing. E-recruitment can be important tool in making organizational needs by providing information concerning potential hires. This paper deals with the Status of e-recruitment in terms of cost, time and quality efficiency in Indian Organizations in Current scenario. So this paper concludes with some global E-Recruitment service providers as well as it highlights on the need of adopting such system by Indian Organization.

Aakash Gopalia, This study has explored the effectiveness of online recruitment and selection process, a case study of Tesco is used to draw findings. It has been investigated that internet recruitment and selection are effective in terms of saving recruitment cost, reducing time to hire and helping companies in developing competitive edge, market image and attracting right skilled candidates. Online recruitment is also effective in terms of managing talent process that is also considered effective. It has been investigated that e-recruitment will likely to grow in coming years. Use of online recruitment and selection process offers advantage in the form of economies of scale. Therefore, this feature of e-recruitment would attract lot of corporations to invest their resources in developing e-recruiting supply chain. Only limited researchers have been conducted over the effectiveness of online recruitment and selection process. Therefore, there is lot of scope to conduct further research over a growing phenomenon that is currently on the prime focus for corporations.

Divyanshu Chauhan & Ila Chaturvedi (2013), this research paper will give emphasis upon latest e-recruitment process and its significance in organization effectiveness; it will also focus on web portal usage and role of social networking sites in recruitment and selection of employees. The role of social media in the recruiting process will continue to grow. Social media, comprising of Facebook, Twitter, LinkedIn, etc., is a growing medium of communication all over the world, whereas effective recruitment is one of the most important needs of companies. Everyday more people find talent through social media. Using the power of Internet to achieve HR goals not only increases productivity but also saves time and money to give a competitive advantage.
Parry and Tyson [2008] conducted a study on the recruitment activities of corporations for a period of six years with the use of survey and interview methods, questions were asked as to why the respondents utilized or did not employ online recruitment, whether they predicted their use of the Internet for recruitment to change, and what impact they expected Internet recruitment to have on the use of other recruitment methods. Human Resource directors and managers, finance directors, managing directors and recruitment specialists from a sample of UK organizations with over 25 employees were the respondents of the study. There were 25,524 responses in the survey and twenty (20) HR or resourcing managers were interviewed.

The results of the survey showed that the most common reasons of using corporate or commercial websites in their recruitment were cost-effectiveness (75%), ease of use for candidates (64%), a larger candidate pool (53%), ease of use for the organization (52%), speed to hire (52%), and company policy (50%). On the other hand, the less common reasons were success in finding candidates (44%) and keeping ahead of competitors (32%).

Kar and Bhattacharya [2009] conducted a similar study. They determined the factors that could contribute to the effectiveness of the job portals and the elements of the job portal that could help increase the users’ satisfaction on the use of the portal. Survey method and personal interviews were conducted to meet these objectives. Two hundred fifty (250) purposively selected respondents participated in the study. The study established that the age group 18-22 years old and 33 years old and above had more likely to search jobs through job portals. The curriculum vitae distribution and the face-to-face interaction were the key factors contributing to the popularity of job portals. Respondents believed that they would be more satisfied with the job portals if chat facility, online test, and help desk/call center facilities were available at the job portals.

CONCLUSION

The aim of this paper is to study the perceived benefits of e-recruitment from the viewpoint of the HR managers. The purpose of this paper was to develop a scale to measure the perceived benefits of e-recruitment from the viewpoint of the recruiter. E-Recruitment helps organizations to be equipped with competent staff and thus it is linked with many HR activities of organization. E-Recruitment has proved to be important part of the recruitment strategy. It can be used to keep track and maintain candidate applications, mostly among larger organizations. E-Recruitment has provided some remarkable benefits in terms of cost and efficiency. In addition to the above discussion, a continuous improvement in considering the technological issues related to E-Recruitment is highly recommended.

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AN ANALYSIS OF THE CHALLENGES FACED BY INDIA FOR SKILL DEVELOPMENT AND THE WAY OUT

Shabana Anjum

ABSTRACT

India is one of the youngest nations in the world with majority of the population below 25 years of age. India's workforce is the second largest in the world after China. While China is demographic dividend is expected to start tapering off by 2015, India will continue to enjoy it until 2040. However, India's formally skilled workforce is roughly 2 percent - which is miserably low compared to China (47 percent), Japan (80 percent) or South Korea (96 percent). To influence our demographic dividend more significantly and expressively, the Government launched the “Skill India” campaign along with “Make in India”.

Skill development has been identified as a strategic objective by all developing countries and hence each country is putting their effort in stepping up the investments in skills. The Government of India has recognized the need for Skill Development with the 11th Five Year Plan providing an outline to address the situation. The first National Skill Development Policy was launched in 2009 and in 2010; a National Skill Development Mission followed it. Since the target has not yet achieved, the Government recently launched the Skill India campaign.

In this paper, we look at the need for Skill Development and the initiatives taken by the Government for skill development. The objective of the paper is to look at several indicators affecting skill development and to find out the areas in which India is lagging behind. The paper compares India’s labour force in terms of education with few developing and developed countries in order to find out the country’s position globally. It also looks at the various indicators affecting the ability of the workforce like enrolment ratio at primary, secondary and tertiary level, adult literacy rate, Research and Development expenditure and government expenditure on education as percentage of GDP.

KEYWORDS

Skill Development, Gross Domestic Product, Labour Force etc.

INTRODUCTION

Skill development plays an important role in improving the effectiveness and contribution of labour to the overall production. It is an important instrument to push the production possibility frontier outward and to improve the growth rate of the economy. Skill development could also be seen as a tool to empower the individual and improve his/her social recognition or value.

Livelihood prospects are influenced by both supply and demand side issues. On the supply side, India is failing to create enough job opportunities and on the demand side professionals entering the job market are not having the required skills. With the rapidly growing population of India, a major issue is to keep pace with the employment generation and on the other hand, employability and productivity of those entering the labour market is another issue which also needs to be addressed. According to the India Skills report 2015, only 37.22 percent of surveyed people were employed out of which 34.26 percent were male and 37.88 percent were female. As per the NSSO (2010) report, only 10.1 percent of the labour force had received vocational training and out of which 25.6 percent has received a formal vocational training. India is at bottom among 60 countries on labour productivity (World Competitiveness Yearbook, 2012).

Education has been identified as an important element of economic growth. Higher education enhances the skills and productive capacity of the workforce and helps to produce a higher standard of goods and services. This in turn forms the base for faster economic growth and it improves the living standards. India is one of the youngest nations in the world with majority of the population below 25 years of age. India’s workforce is the second largest in the world after China. While China’s demographic dividend is expected to start tapering off by 2015, India will continue to enjoy it till 2040. In the coming future India will be the major individual contributor to the global demographic transition. According to the 2011 working paper of International Monetary Fund, considerable portion of the growth experienced by India. Since 1980s is attributable to the country’s age structure and shifting demographics. The U.S. Census Bureau forecasts that India will beat China as the world’s largest country by 2025, with a large percentage of those in the working age group.

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Any policy aimed at developing skilled workforce should fulfill various requirements such as wide availability of good quality education as a base for future, enabling workers and enterprises to adopt themselves to the changing technology and markets and preparing for the skills needs of the future. Once these criterion are satisfied successfully, it would create a virtuous circle in which more and better education and training would lead to more investment, output and economic development and thus it would create more productive jobs as well.

All developing countries have identified skill development as a strategic objective and are stepping up investments in skills.

The future of any country depends eventually on the number of persons employed and how productive they are at work. There exists a vast literature on the links between education, skills, productivity and economic growth.

**OBJECTIVES OF STUDY**

The objectives of the study are:

- To look at the level of education possessed by the workforce in India as compared to other countries and
- To look at several indicators affecting skill development and to find out the areas in which India is lagging behind.

**DATA SOURCE & RESEARCH METHODOLOGY**

The entire study is based on secondary data collected from various sources like World development indicators, handbook of statistics published by RBI, world competitiveness yearbook, economic survey and other Government publications.

The study makes a simple comparative analysis of the labour force across the globe. The Compound Annual Growth Rates (CAGR) used for comparison were calculated by using the formula

\[ Y = ab^t e \]

Where,

- \( Y \) = Dependent variable;
- \( a \) = Intercept;
- \( b \) = Regression Coefficient;
- \( t \) = Time variable;
- \( e \) = Stochastic term

The above equation can be converted into logarithmic form as follows:

\[ \ln Y = \ln a + t \ln b + e \]

The compound growth rates were computed as follows:

\[ \text{CGR} = \left( \text{Anti Ln of Ln (b)} \right) - 1 \times 100 \]

**SKILL DEVELOPMENT IN INDIA**

Skill development has been identified as a strategic objective by all developing countries and hence each country is putting their effort in stepping up the investments in skills. The Government of India has recognized the need for Skill Development with the 11th Five Year Plan providing an outline to address the situation. The first National Skill Development Policy was launched in 2009 and in 2010 it was followed by a National Skill Development Mission. A Department of Skill Development and Entrepreneurship was formed under the Ministry of Youth Affairs and Sports in July, 2014 and was successively promoted to full-fledged ministry in November 2014. The role of the Ministry includes harmonising and evolving skill development frameworks and plotting of existing skills and certification. The Ministry works through the National Skill Development Corporation (NSDC), National Skill Development Agency (NSDA) and the Directorate of Training (DT).

Of the 500 million targeted to be skilled under the National Skill Development Policy 2009, the National Skill Development Corporation (NSDC) was authorised to skill 150 million and the Directorate General of Employment and Training (DGET) under the Ministry of Labour and Employment was mandated to skill 100 million. Currently, more than 70 skill development schemes across various sectors are being implemented by over 20 Central Ministries/Departments. The Government has introduced various skill training schemes like Pradhan Mantri Kaushal Vikas Yojana (PMKVY) aimed at benefitting 24 lakh youth, Deen Dayal Upadhyaya Gramin Kaushal Yojana (DDU-GKY) under which training will be provided through 1500-2000 centres to be
set up for the purpose over the next two years. Further, in order to skill the unskilled workers in NREGA, the Government has set a project for providing Livelihoods in Full Employment (LIFE). Also, the Ministry of Housing and Urban Poverty Alleviation will cover skill development of 5 lakh urban poor per year under the Deen Dayal Upadhyaya Antyodaya Yojana (DAY) scheme.

For the first time in 68 years of India’s independence, a Ministry for Skill Development & Entrepreneurship (MSDE) has been launched on 15 July 2015 to focus on augmenting employability of the youth through skill development. It is an initiative of the Government of India to empower the youth of the country with the required skills which will make them more employable and more productive in their work environment. Skill India offers courses across 40 sectors in the country which are associated to the principles recognised by both, the industry and the government under the National Skill Qualification Framework. These courses would prepare an individual in such a manner that will enable him to focus on practical delivery of work and help him boost his technical expertise. As such he will be prepared for his job and companies are not required to provide training to them. The success of a nation always depends on the achievement of its youth and Skill India is an initiative which aims to bring a lot of advantage and opportunities for these young Indians.

Let us have a look on the past performance of India in several indicators affecting skill development.

### Table-1: Several Indicators of India (In percent)

<table>
<thead>
<tr>
<th>Indicators</th>
<th>2000</th>
<th>2005</th>
<th>2010</th>
<th>2013</th>
<th>CAGR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult literacy rate</td>
<td>61.01</td>
<td>62.75</td>
<td>69.30</td>
<td>71.21</td>
<td>5.79</td>
</tr>
<tr>
<td>Government Expenditure on Education, total (% of GDP)</td>
<td>17.49</td>
<td>11.53</td>
<td>11.74</td>
<td>14.09</td>
<td>-6.10</td>
</tr>
<tr>
<td>Gross Enrolment Ratio at Primary level</td>
<td>94.58</td>
<td>104.23</td>
<td>109.18</td>
<td>110.58</td>
<td>5.28</td>
</tr>
<tr>
<td>Gross Enrolment Ratio at Secondary level</td>
<td>45.06</td>
<td>54.17</td>
<td>63.29</td>
<td>68.89</td>
<td>15.36</td>
</tr>
<tr>
<td>Gross Enrolment Ratio at Tertiary level</td>
<td>9.54</td>
<td>10.73</td>
<td>17.91</td>
<td>23.89</td>
<td>38.62</td>
</tr>
<tr>
<td>Research and Development Expenditure (% of GDP)</td>
<td>0.74</td>
<td>0.81</td>
<td>0.79</td>
<td>0.92</td>
<td>6.48</td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation

The above table analyses several indicators which affects the ability of the workforce. Adult literacy rate has increased from 61.01 percent in 2000 to 71.21 percent in 2013 with the CAGR of 5.79. Similarly, we see a positive and significant growth of other indicators like gross enrolment ratio at primary level, gross enrolment ratio at secondary level, gross enrolment ratio at tertiary level and research and development expenditure as percent of GDP increasing from 94.58, 45.06, 9.54 and 0.74 percent in 2000 to 110.58, 68.89, 23.89 and 0.92 percent in 2013 with CAGR of 5.28, 15.36, 38.62 and 6.48 percent respectively. However, we find fluctuations in the Government expenditure on education which was 17.49 percent of GDP in 2000 but it declined to 11.53 in 2005. During 2005-10 it shows a negligible growth and remained stagnant at 11.74 percent. Although, it increased by 20 percent from 11.74 to 14.09 percent in 2013, but we find a negative CAGR of 6.10 percent for the period 2000-2013 as a whole.

Thus, it is observed that India has made considerable improvement in the adult literacy rate, gross enrolment ratio at different levels of education and research and development expenditure. But it is sad to observe that Government expenditure on education as proportion of GDP has declined over the period. This stresses the need for more Government intervention in this direction.

Let’s have a look on the global position of India’s labour force in terms of education by having a comparative analysis with few developed and developing countries. In all the four tables below (table 2, 3, 4 and 5), the first five countries are developed and then the subsequent five countries are developing and the last is India which is also a developing country.

### Table-2: Uneducated Labour Force (% of Total)

<table>
<thead>
<tr>
<th>Countries</th>
<th>2000</th>
<th>2005</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>USA</td>
<td>0.02</td>
<td>0</td>
<td>6.51</td>
</tr>
<tr>
<td>UK</td>
<td>9.02</td>
<td>0.92</td>
<td>1.02</td>
</tr>
<tr>
<td>Canada</td>
<td>0.01</td>
<td>0</td>
<td>0.01</td>
</tr>
<tr>
<td>Japan</td>
<td>0.1</td>
<td>0</td>
<td>0.1</td>
</tr>
<tr>
<td>France</td>
<td>0.12</td>
<td>0</td>
<td>0.11</td>
</tr>
<tr>
<td>Russia</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>China</td>
<td>10.82</td>
<td>8.1</td>
<td>4.32</td>
</tr>
<tr>
<td>South Africa</td>
<td>7.43</td>
<td>5.12</td>
<td>10.71</td>
</tr>
<tr>
<td>Sri Lanka</td>
<td>3.61</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Indonesia</td>
<td>22.82</td>
<td>16.12</td>
<td>4.51</td>
</tr>
<tr>
<td>India</td>
<td>54.02</td>
<td>48.72</td>
<td>40.21</td>
</tr>
</tbody>
</table>

**Sources:** World Development Indicators, World Bank
The above table displays the scenario of uneducated workers in few developed and developing countries. It is not surprising that the developed countries has negligible percent of uneducated workers. On the other hand, we find some proportion of uneducated workers in every developing country but it is heartening to observe that the figure in India is much greater than the others. In fact, in 2000, more than half of labour force were uneducated. Although the figure is declining over the period but it is still high with 40.21 percent in 2010. This shows a very dismal picture of Indian labour force where about 2/5th of them have received no education and thus indicating that they are not capable of producing effective returns to the firm or the industry to which they belong. Since 3/5th of them are educated, it is necessary to find out the level of education which they possess and what implications it has on the economy.

Table-3: Labour Force with Primary Education (% of total)

<table>
<thead>
<tr>
<th>Countries</th>
<th>2000</th>
<th>2005</th>
<th>2010</th>
<th>CAGR</th>
</tr>
</thead>
<tbody>
<tr>
<td>USA</td>
<td>13.69</td>
<td>7.5</td>
<td>2.59</td>
<td>-56.50</td>
</tr>
<tr>
<td>UK</td>
<td>12.69</td>
<td>10.39</td>
<td>7.69</td>
<td>-22.15</td>
</tr>
<tr>
<td>Canada</td>
<td>18</td>
<td>14.60</td>
<td>12</td>
<td>-18.35</td>
</tr>
<tr>
<td>Japan</td>
<td>17.20</td>
<td>60.5</td>
<td>58.5</td>
<td>84.4</td>
</tr>
<tr>
<td>France</td>
<td>31.79</td>
<td>27.39</td>
<td>23.6</td>
<td>-13.83</td>
</tr>
<tr>
<td>Russia</td>
<td>12.10</td>
<td>31</td>
<td>4.9</td>
<td>-36.36</td>
</tr>
<tr>
<td>China</td>
<td>60.70</td>
<td>54.4</td>
<td>45</td>
<td>-13.89</td>
</tr>
<tr>
<td>South Africa</td>
<td>47.59</td>
<td>33.59</td>
<td>13.39</td>
<td>-46.95</td>
</tr>
<tr>
<td>Sri Lanka</td>
<td>67.4</td>
<td>64.4</td>
<td>63.9</td>
<td>-2.63</td>
</tr>
<tr>
<td>Indonesia</td>
<td>53.2</td>
<td>57.59</td>
<td>63.20</td>
<td>8.99</td>
</tr>
<tr>
<td>India</td>
<td>11.60</td>
<td>29.29</td>
<td>31.6</td>
<td>65.04</td>
</tr>
</tbody>
</table>

Sources: World Development Indicators, World Bank

Primary education is typically the first stage of compulsory education which comes between early childhood education and secondary education. In India, it is divided as primary (1st to 4th standard) and upper primary (5th to 8th standard). It is thus very low level of education and the person possessing it has not acquired efficient skills. Thus, if in a country the majority of labour possess only primary education, then they are not considered to be skilled labour force. As we observe from table 2 the developed countries have shown negative CAGR in its labour force with primary education which means that over the years these countries have been able to transfer its labour from primary level of education to higher levels. Similarly we find that developing countries like Russia, China, South Africa and Sri Lanka have also shown negative growth in this field. On the other hand, the proportion of labour with only primary education has increased in case of India from 11.60 percent in 2000 to 31.6 percent in 2013 with CAGR of 65.04 percent. This emphasizes the fact that although the proportion of educated workers in India are increasing over the years but we find that majority of them possess only primary level of education and hence they are not equipped with the necessary skills required to produce the desired outcomes.

Table-4: Labour Force with Secondary Education (% of total)

<table>
<thead>
<tr>
<th>Countries</th>
<th>2000</th>
<th>2005</th>
<th>2010</th>
<th>CAGR</th>
</tr>
</thead>
<tbody>
<tr>
<td>USA</td>
<td>51.5</td>
<td>55.3</td>
<td>59.7</td>
<td>7.66</td>
</tr>
<tr>
<td>UK</td>
<td>52.29</td>
<td>58.9</td>
<td>55.79</td>
<td>3.29</td>
</tr>
<tr>
<td>Canada</td>
<td>42.59</td>
<td>41.2</td>
<td>39.59</td>
<td>-3.58</td>
</tr>
<tr>
<td>Japan</td>
<td>47.70</td>
<td>0</td>
<td>0</td>
<td>-</td>
</tr>
<tr>
<td>France</td>
<td>44.09</td>
<td>44</td>
<td>44.09</td>
<td>0</td>
</tr>
<tr>
<td>Russia</td>
<td>33.90</td>
<td>41.9</td>
<td>40.7</td>
<td>9.57</td>
</tr>
<tr>
<td>China</td>
<td>16.29</td>
<td>22.20</td>
<td>28.29</td>
<td>31.78</td>
</tr>
<tr>
<td>South Africa</td>
<td>33.09</td>
<td>47.90</td>
<td>31.5</td>
<td>-2.43</td>
</tr>
<tr>
<td>Sri Lanka</td>
<td>16.6</td>
<td>19</td>
<td>29.6</td>
<td>33.53</td>
</tr>
<tr>
<td>Indonesia</td>
<td>19.39</td>
<td>20.7</td>
<td>25.29</td>
<td>14.20</td>
</tr>
<tr>
<td>India</td>
<td>28.29</td>
<td>13.89</td>
<td>18.39</td>
<td>-19.37</td>
</tr>
</tbody>
</table>

Sources: World Development Indicators, World Bank

Secondary education normally takes place in secondary schools, taking place after primary education. In India, it is segregated as lower secondary (8th to 10th standard) and higher secondary (11th and 12th standard). Developed countries have over the year increased the proportion of workers in this category with the exception of Canada. This is because Canada has more proportion of labour force possessing tertiary education (see table 5). Countries like Russia, China, Sri Lanka and Indonesia have progressively improved their situation. They now have a good proportion of workforce with secondary education. Again in this aspect also, we
find that India is lagging behind the other developing countries. A little less than one-third of workforce had secondary education in 2000 but this deteriorated and the country possess only 18.39 percent of secondary educated labour force in 2010.

Table-5: Labour Force with Tertiary Education (% of total)

<table>
<thead>
<tr>
<th>Countries</th>
<th>2000</th>
<th>2005</th>
<th>2010</th>
<th>CAGR</th>
</tr>
</thead>
<tbody>
<tr>
<td>USA</td>
<td>34.79</td>
<td>37.2</td>
<td>31.2</td>
<td>-5.29</td>
</tr>
<tr>
<td>UK</td>
<td>26</td>
<td>29.79</td>
<td>35.5</td>
<td>16.84</td>
</tr>
<tr>
<td>Canada</td>
<td>39.4</td>
<td>44.20</td>
<td>48.4</td>
<td>10.83</td>
</tr>
<tr>
<td>Japan</td>
<td>35</td>
<td>39.5</td>
<td>41.4</td>
<td>8.75</td>
</tr>
<tr>
<td>France</td>
<td>24</td>
<td>27.89</td>
<td>31.70</td>
<td>14.92</td>
</tr>
<tr>
<td>Russia</td>
<td>54</td>
<td>50.4</td>
<td>54.5</td>
<td>0.46</td>
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<tr>
<td>China</td>
<td>12.19</td>
<td>15.30</td>
<td>22.39</td>
<td>35.52</td>
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<tr>
<td>South Africa</td>
<td>11.89</td>
<td>13.39</td>
<td>16.2</td>
<td>16.72</td>
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<tr>
<td>Sri Lanka</td>
<td>12.39</td>
<td>16.6</td>
<td>3.5</td>
<td>-46.85</td>
</tr>
<tr>
<td>Indonesia</td>
<td>4.59</td>
<td>5.59</td>
<td>7</td>
<td>23.49</td>
</tr>
<tr>
<td>India</td>
<td>6.09</td>
<td>8.10</td>
<td>9.80</td>
<td>26.85</td>
</tr>
</tbody>
</table>

Sources: World Development Indicators, World Bank

Tertiary education is pursued beyond the high school level. It includes diplomas, undergraduate and graduate certificates and associate, bachelor, masters and doctoral degrees. Tertiary education is generally organised into highly specialised areas of knowledge and traditional disciplines. The above table shows that in developed countries, more than one-third of the workers have tertiary education and the figure is increasing over the period. Also, Russia has majority of higher educated workers. Other countries like China, South Africa, Indonesia and India have also made a significant improvement with CAGR of 35.52, 16.72, 23.49 and 26.85 percent respectively. But we find that Indonesia and India has a very low proportion of higher educated workers. Although they achieved a growth of more than 20 percent but the absolute growth is much less as compared to others. Only 9.80 percent of Indian workers are tertiary educated in 2010.

CONCLUSION

After analysing the figures for different level of education attained by the Indian workforce, it is observed that the situation is worrisome for the development of the economy. A large proportion of workers have received no educational qualification. Also, among the educated, half of them has acquired only primary level of education. One third of them has completed secondary education and a very little figure of about one-sixth are successful in completing tertiary or higher level of education.

A very important finding of the study is that we have observed that the adult literacy rate has increased from 61 percent in 2000 to around 70 percent in 2010. Despite of this, we found that the proportion of educated workforce was merely 45 percent in 2000 and 60 percent in 2010. This implies that there exists wide unemployment gap in the economy where people despite of possessing the required skills fails to get employment.

Although India has made significant improvement in most of the indicators including literacy rate and gross enrolment ratio at various levels of education, it is heartening to observe that the Government has not paid much attention to education which is a process of acquisition of skills and has spent much less in the education sector than required. As such we should not be surprised if we find that there is shortage of skilled labour force in India. It thus places great emphasis on the role of Government in improving the standards of workforce in the country. There are multi-fold challenges of Skill Development in India.

A large proportion of the existing workforce needs skill training support of different levels. It was estimated that every year a minimum of 1.70 crore will enter the workforce for the next 7 years. However, the current annual skillling capacity is insufficient to meet this demand as many initiatives are un-aligned and are suffering from lack of management. As such there is an increasing burden on the Government to meet the challenge of skillling at scale with speed, standard and sustainability.

Any policy aimed at developing skilled workforce should fulfil various requirements such as wide availability of good quality education as a base for future, enabling workers and enterprises to adopt themselves to the changing technology and markets and preparing for the skills needs of the future. Once these criterion are satisfied successfully, it would create a virtuous circle in which more and better education and training would lead to more investment, output and economic development and thus it would create more productive jobs as well and will ultimately bring the economy to a higher trajectory.
SUGGESTIONS

Since education plays an important role in the skill development of an individual, the Government should show an increasing concern towards improving the standard of education in the country. It should spend a sufficient proportion of GDP towards the education sector.

Vocational training institutes should be set up by the Government in order to improve the skills of the employees and to provide vocational education to the people.

Soft skills like critical thinking, emotional intelligence, and adaptability are necessary for all employees in order to improve their productivity. Hence the management world should focus on providing these skills to their current employees.

Companies should provide flexible learning options to their employees. It should offer on-demand and mobile solutions that makes learning opportunities more readily available for them.

LIMITATIONS OF STUDY

- The present analysis has been done using the data for period up to 2010. This is due to the lack of available data for the current period.
- We have analysed only few indicators affecting skill development which seems to be more relevant for the study. However, if others are also taken into consideration, it may show a slightly different picture.

REFERENCES


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A CONCEPTUAL ANALYSIS OF WORKPLACE SPIRITUALITY AS A PREDICTOR OF PSYCHOLOGICAL WELL BEING, JOB PERFORMANCE AND JOB SATISFACTION OF EMPLOYEES

Shaju M.

ABSTRACT

The intelligence factor of human beings has attained the most explicit validation and broader exposure in the recent years. The cognitive, emotional, social and spiritual are certain dimensions incorporated with the process of articulation of intelligence in humans. Spiritual aspects of intelligence took attention for researches in the past decades and its affirmative contribution towards the personal and professional spectrum of employees has been revealed henceforth. Being spiritual, ultimately insists an individual to explore the inner perspectives of self and thereafter in exploitation of those for the betterment of external concerns, so believed as the precise means to God.

Spirituality is highly individual and intensely personal. It is also opined as the ultimate human reality. Many forms taken by the quest for spirituality include its definition as actions in service of a perceived ultimate being and a belief of the permanence of all beings (Allport, 1950). Due to the host of benefits that workplace spirituality offers, it has instantly a matter of interest to organizations. The element of workplace spirituality seeks to build the capacity at both individual and organizational levels. At individual level, it seeks to nurture psychological well-being, inventiveness, cooperation, trust and honesty. At organization level, this holds out potential to improve organizational capacity building, organizational performance enhancement and streamlining its processes and culture.

In this study, research works revealing the impact of workplace spirituality over psychological well-being, job performance and job satisfaction of employees were reviewed on priority. A strong positive correlation in between workplace spirituality and these variables was proven through manifold efforts in the fields of psychology, sociology and management. Besides to such upshots, studies also come up with the prominent effect of workplace spirituality in forming employees’ work attitudes, organizational commitment, ethical behaviour, work motivation, etc. In addition, it negatively associates with employees’ burnouts, occupational stress, absenteeism, and misbehavior.

The index of workplace spirituality can be fostered among employees through various means with special emphasize towards its basic dimensions like, Inner self, Inter self; Bio storia Life perspectives, Spiritual actualization and Value orientation (Srivastava and Misra, 2012). The consolidation of research results with regard to workplace spirituality enables the scrutiny of determinants of this attribute and would facilitate the managerial agencies in due course to espouse requisite measures to nurture spiritual intelligence among employees and thereby to end up in better organizational effectiveness.

KEYWORDS

Workplace Spirituality, Psychological Well-Being, Job Performance, Job Satisfaction etc.

Being spiritual is acknowledging the power of God with one at all times through the activities of mind, senses, breathing, and emotions; and is constantly doing all the work using one as a mere instrument.

Lord Krishna, Bhagavat Gita

INTRODUCTION

Indisputably, it has been concurred that the most precious asset of an organisation is its human beings at work, whose resources are to be deliberated upon in appropriate manner and administered accordingly. Competency development measures for the employees in an enduring sense have to be agreed to assure the exploitation of these resources for the ultimate growth of individual and thereby of the organisation also. The significance of managing the personal attributes for performance enhancement of employees has come into light, largely after the Hawthorne experiments, which could establish a vital correlation in between these two. Spiritual Intelligence is such a psychological aspect, which became a major focus of research in the field of psychology and management during the recent past.

The word ‘spirit’ has been derived from the Latin word, ‘spiritus’, which means “breath”. The term ‘spirituality’ covers a broad spectrum of meanings and many definitions. It also has interrelationship with other psychological constructs. All the meanings are

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relating to a non-corporeal substance contrasted with the material body. The spirit of a human being is the animating, sensitive or vital principle in that individual, (similar to the soul, ‘āatma’), taken to be the seat of the mental, intellectual and emotional powers. Spirituality is the belief in ultimate goodness and rightousness. As per Zohar and Marshall (2000) assertion, SQ is the basis for emotional and rational intelligence.

Workplace Spirituality

Neal (1997) asserts, “Spirituality in the workplace is about people seeing their work as a spiritual path, as an opportunity to grow personally and to contribute to society in a meaningful way. It is about learning to be more caring and compassionate with fellow employees, with bosses, with subordinates and customers. It is about integrity, being true to oneself, and telling the truth to others. Spirituality in the workplace can refer to an individual’s attempts to live his or her values more fully in the workplace. Or it can refer to the ways in which organizations structure themselves to support the spiritual growth of employees” (p. 123). However, other authors (e.g., Ashmos & Duchon, 2000; Giacalone & Jurkiewicz, 2003) have proposed different definitions. The controversy that prevails in the field and the difficulty to define organizational spirituality (Freshman, 1999; Laabs, 1995) have led some authors to become skeptical and to ask themselves whether workplace spirituality deserves the attention it has received (Brown, 2003).

Spirituality is the search for an ultimate being, (Evren and Fatih, 2011), and it is the passion that a person has for an ultimate being. Spirituality is highly individual and intensely personal. Spirituality is also taken as living meaningfully with an ultimate being (Bregman & Thierman, 1995), an existing vital force (Rayburn & Rayburn, 1996) or the ultimate truth (Wong, 1998). Spirituality also forms up the feeling of being connected to oneself, to others and to the universe (Mitroff & Denton, 1999) or as an individual’s relationship with a higher being (Benefiel, 2005). Danesh (1997) claims spirituality as that gives one the power and the will to persist in the face of seemingly hopeless and insurmountable odds. It provides the strength to carry on the good fight for righteous cause. It provides an abiding sense of hope and optimism in hopeless situation. Personal integrity while facing distress and complex situations is an indication of spirituality. Therefore, spirituality is a type of anchoring into the domains of the Almighty in the complex chaotic worldly voyage. This recognizes the interconnectedness of human soul to the supreme soul. The five components identified in spiritual intelligence (Emmons, 2000, Srivastava and Misra, 2012) are Transcendence, Consciousness, Meaning, Grace and Truth.

The most viable arguments are that society seeks spiritual solutions to ease tumultuous social and business changes (e.g., Cash, Gray, & Rood, 2000; Mitroff & Denton, 2000); that profound change in values globally has brought a growing social consciousness and spiritual renaissance (e.g., Inglehart, 1997; Neal, 1998); and that growing interest in Eastern philosophies (Brandt, 1996) has prompted a general increase in spiritual yearnings. Whatever the reasons, the increased attention directed toward spiritual issues in the workplace is undeniable. Interest in workplace spirituality has spurred curiosity beyond the capacity of scholars to keep pace with it either theoretically or methodologically. Elementary attempts at a noetic understanding of workplace spirituality began in the early 1990s. Organizational consultants have also embraced the value of workplace spirituality for their clients, with some (Barrett, 1998) taking a more pragmatic, databased approach, and others providing training seminars and coaching on the topic. The emergence of workplace spirituality in the organizational sciences emerged from a very different mind-set than one would expect from a subarea in an organizational science. The study of workplace spirituality emerged through theoretical advocacy and organizational case study rather than by data sets compiled from individual respondents. Thus, the concept of workplace spirituality emerged from recognition and documentation of the phenomenon, and an articulated need for formalized study to address this salient aspect of organizational life. The stream of research that has arisen from this ontological tradition (see Biberman & Whitty, 2000) has led to important and groundbreaking forays into complex and emerging issues in the social sciences (Fairholm, 1997; Mirvis, 1997; Mitroff & Denton, 1999; Neal, 2001).

The study of workplace spirituality has, to date, been relatively free of denominational politics and the faith blanket in which such polemics are frequently cloaked. In fact, religious ideology itself has been virtually disregarded. Under the rubric of spirituality, the issues that have surfaced have avoided any mention of a comparatively right and wrong ideology. Workplace spirituality can therefore be inclusive or exclusive of religious theory and practice. Institutionalisit or traditionalists focus on time-honored beliefs and practices of their church; rationalists study prodigiously and engage in reflective thought; mystics use silent, intuitive contemplation; and moralists devote themselves to active obedience to duty. Spirituality is found in pursuit of a vision of service to others; through humility as having the capacity to regard oneself as an individual equal in value to other individuals; through charity, or altruistic love; and through veracity beyond basic truth telling to engage the capacity to see things exactly as they are, freed from subjective distortions.

Psychological Well-being

Psychological well-being is the subjective feeling of contentment, happiness, satisfaction with life’s experiences and of one’s role in the word of work, sense of achievement, utility, belongingness and no distress, dissatisfaction or worry, etc. (DS Sisodia and Pooja Choudhary). Well-being is a multifaceted concept. It is often thought of as one of the hallmarks of the liberal arts
experience, resulting from educational encounters that both guide students in the search for meaning and direction in life and help them realize their true potential. The Ryff is a straightforward and relatively short survey that assesses the psychological component of well-being. This review discusses the administration and cost of the Ryff; the theoretical background, development, and psychometric properties of the instrument; and possible uses of this instrument in higher education assessment settings.

Ryff (1989) articulates Psychological Well-Being as a combination of constructs like self-acceptance, positive relations with others, autonomy, environmental mastery, purpose in life and personal growth. By reviewing the characteristics of well-being described in these formulations, a positive psychological functioning among human beings is justified. These points of convergence constitute the core dimensions of Psychological Well-Being. According to Dienner and Smith (1999), Psychological or subjective well-being is a broad construct, which encompasses four specific and distinct components including, Pleasant or positive well-being, Unpleasant affect or psychological distress, Life satisfaction and Domain or situation satisfaction.

**Job Performance**

Job Performance of an employee may be defined in simple terms as the integral value of his or her both qualitative and quantitative outcomes. Job performance of employees is a paramount concern in any organisation as it plays an important role for the growth and development of an organization, where an individual is Job Performance contributes highly to overall organizational effectiveness and success (Korkaw & Suthinee, 2012). In contrary to the traditional concept of performance appraisal, worldwide organizational culture in prevalence has recently formulated the notion of performance management systems, where the employer assists the employees to triumph over their grey areas and in turn to usher them towards a better echelon of professional concert. This, being the most exigent function in HR domain, demands scrupulous analysis of diverse psychosocial factors associated with the employees in their personal and professional span as well.

Job Performance is one of the most important dependent variables of interest to educators, the government, businesses and society (Rotundo & Rotman, 2002). It is an important construct in human resource studies as it is seen as the end-result of the work of Human Resource personnel who are always finding way to enhance employees’ performance: such as promoting positive attitudes, capacity building, introducing incentives, increasing employee satisfaction, increasing the level of responsibility over the job, and other ways to intrinsically motivate employees (Tseng & Huang, 2011). The effects of positive HR practices on performance have been confirmed in many studies (e.g. G. Patterson, 1997; Wright, Gardner, Moynihan, & Allen, 2005). Job Performance describes actions and behaviors of an employee that contribute to the achievement of organizational goals (Rotundo & Rotman, 2002). There is a wide range of aspects that can help to determine an employee’s Job Performance levels in an organization. According to Baytos and Kleiner (1995), work quality, punctuality, performance, and productivity can be used to accurately measure Job Performance. Other aspects are human resources, training effectiveness, productivity, and judgment (Gatewood & Field, 1998). Robbins (2001) clarified how job outcomes, behavior, and personal characteristics are the main ingredients used to measure JP holistically. Moreover, Campbell, Campbell and Chia (1998) pointed out that in an interdependent group, staff with high motivation would perform better.

**Job Satisfaction**

The term Job satisfaction is furnished as the attitude of content, an employee possesses in his or her current position in an organization. In the last few decades, a number of scholarly studies has been conducted using the workers’ satisfaction as a central research variable. It has to be regarded as an obligatory attribute, which is very frequently measured by organizations in order to ensure the existence of an affectionate approach of employees towards the duties, and responsibilities they deal with. Job satisfaction is a psychological attribute of the employee, which he enjoys, whereas, job performance is the practical reflection of that employee’s aptness to that profession, which make the employer rejoice. It is observed that four main groups of factors like economic aspects, interpersonal relations, working conditions and personal fulfillment, including pay, working hours, working conditions, Human Resource department, job design, stress and various demographic factors, determine the level of job satisfaction.

Job satisfaction is the most considerable factor in understanding the worker motivation, effectiveness, retention and performance. It is a pleasurable, positive state resulting from one's job and job experiences (Bashayreh, 2009). In addition to the specific task environment of the employees, this also encircles the individual’s affective attitude or orientations for work (Bashayreh, 2009: 7). Enhanced level of job performance, positive work values, high levels of employee motivation, lower rates of absenteeism, turnover and burnout are the positive impacts of job satisfaction (Ngo, 2009). Notwithstanding such constructive outcomes, a dissatisfied employee may cause undesirable job outcomes through low productivity, stealing, moonlighting and demonstrating high rates of absenteeism. These aspects would subsequently insist the employee for a passive withdrawal from the organizational affairs. In managerial perspective, the satisfied workforce translates into higher productivity due to their better psychological well-being and fewer destructive interruptions in the area of performance (Van Der Zee, 2009). The factors affecting employees’ job satisfaction are intrinsic and extrinsic factors, personal attributes and work environment. The argument that employee satisfaction
improves service quality is grounded on the theory of equity in social exchanges, involving a series of interactions to generate obligations that are unspecified (Zafirovski, 2005: 1-2).

OBJECTIVES OF STUDY

- To investigate the influence of Workplace spirituality over employees psychological well-being.
- To find out the relationship between Workplace spirituality and job performance level of employees.
- To ascertain the association between Workplace spirituality and job satisfaction level of employees.

LITERATURE REVIEW OF WORKPLACE SPIRITUALITY

According to Selman et. al. (2005), the concept of spirituality is old as humankind. However, it has been a challenge for psychologists and medical sciences to prove it and to give meaning to it within the physiology of human being as a material body. By early 1990’s, the first research was carried out by Michael Parasinger, a well-known neuropsychologist and in 1997, V. S. Ramachandran, neurologist, and his team members at the University of California. With the help of latest medical technology, their study identified a particular special spot in the human brain. This spot was located among neural connections in the temporal lobes of the human brain. The research subjects were exposed to spiritual or religious topics, and the scans of this particular spot in their brain were taken with Positron Emission Tomography. On studying the scans, the researchers noted lighting up of the neural areas near to the particular spot at the time of exposure of spiritual topics. This spot was referred as ‘God spot’. Thus, the scientific and neuropsychological evidence for spiritual intelligence has been put forth by identifying a God-spot or a God quotient (GQ) in the human brain. The necessary condition for spiritual intelligence is existence of ‘God spot’. However, for being spiritually intelligent, ‘God spot’ also is not sufficient. The special abilities inferred by God spot have to be integrated into our general emotions and potentials for a higher spiritual intelligence. An Austrian neurologist Wolf Singer meaning to our experiences, identified a neural process in the brain, which is responsible for integrating and giving in 1990. This process literally binds our experiences together. Zohar and Marshall (2000) used this as a hint and extensive reference from the research work of Terrance Deacon, 1997, a well-known Harvard neurologist and biologist anthropologist, who did research on origin of human language for the evolution of symbolic imagination and its consequent role in brain and social evolution) to argue the reality of the third kind of intelligence following rational intelligence (IQ) and Emotional intelligence (EQ), that is Spiritual intelligence, which is integrating and ultimate to all other intelligences.

Zohar and Marshall (2000) put the concept of Spiritual intelligence forward, by bringing together the collective evidences from psychology, neurology, anthropology and cognitive science. This concept was introduced as an expansion of psychology as a science, and argued the need for a new psychological model of the human self and of human personality. By doing this, they carefully insisted that spiritual intelligence is not necessarily about being religious; rather it is an internal innate ability of the human brain and psyche. The main theories relevant to spiritual intelligence supports that this intelligence is required to solve problems of values and to assess one’s life path. Based on evidences, spiritual intelligence of people can be measured at least to some extent, and enhanced with respect to the major dimensions.

Milliman, J assesses the relationship between workplace spirituality and prevalent employee job attitudinal variables, and comes up with a significant relationship with two or more of the five-job attitude variables examined. This study also provides some of the first empirical support that there is a positive association between spirituality at work and employee job outcomes. Anwar, AA and Osman-Gani AM (2015) have proved that employees’ spiritual intelligence plays an important role for generating citizenship behaviour among employees. The two important dimensions namely critical existential thinking and transcendental awareness of spiritual intelligence are having great effect on organizational citizenship behaviour. Rapheal, J and Paul, V (2013) researched noticed that that Spiritual Intelligence of different religious groups differs significantly.

In a research by Abadi, M. M. (2013) among students, the mean of the spiritual well-being of the students was observed as not satisfactory. In addition, a significant and positive relation between spiritual well-being and academic achievement of students of economics, management and humanities was found out. However, there is no significant relationship between spiritual well-being and academic achievement of students of engineering and basic sciences and art and architecture. On the other hand, a significant relationship was observed between spiritual well-being and academic achievement of students of economics and management, humanities, engineering, basic sciences and students of art and architecture.

In a recent research on spiritual leadership (Fry, 2003, 2005; Fry et al., 2005), a specific form of leadership called “spiritual leadership” has been found to have linkages with the outcomes such as calling and membership, which are also similar to that of the meaning and community aspects of workplace spirituality. This research in a way suggests that workplace spirituality is an outcome spiritual leadership. Again, French and Bell (2001) suggest that spirituality, or what we call the aspect of community, also occupy a special place in organization development (OD) efforts. Adding to this, a very recent paper (Pawar, 2008) has shown clear linkages of workplace spirituality with leadership and organization development.
Researchers have also observed spirituality to be putting a positive impact on workers’ commitment. Ahiauzu & Asawo (2010) proved that a culture of altruistic love has led to a higher level of commitment among employees. Various other researchers (Bodia & Ali, 2012), (Chawla & Guda, 2010), (Hong, 2012), (Markow & Klenke, 2005), (Marschke et al. 2009), (Milliman et al. 2003), (Rego et al. 2007) have also reported a positive influence of spirituality on employee commitment. Not just on workers commitment, but, workplace spirituality also has a positive impact on job satisfaction (Altaf & Awan, 2011), (Bodia & Ali, 2012), (Chawla & Guda, 2010), (Clark et al. 2007), (Milliman et al. 2003), (Robert et al. 2006). Clemmons & Fields (2011) studied soldiers and found that their motivation level was a result of their personal spirituality. A very recent research by Chand & Koul (2012) proposed that spirituality helped workers cope with work related stress. Chen (2011) found that a leader’s self-perception in terms of spiritual values was not predictive of subordinate motivational autonomy.

Fernando and Jackson (2006) revealed that workplace spirituality leads to better judgment and decision making in leaders. In addition, Kaplan (2001) proposed that intentions of earnings management among managers in financial accounting are directly related to the internal values of leaders. Certain studies have also suggested that workplace spirituality plays an important role in minimizing a manager’s motivation to manipulate financial reports (Blunia & Das, 2012), (Ming-Chia, 2012). Giacalone & Jurkiewica (2003) also found that spirituality influences business practice in an ethical way. Another study from Issa & Peck (2010) found that spirituality is closely associated with ethical practice at the workplace. Social work has been at the forefront of this shift towards more holistic ways of working with people - recently, even the business community (Wilber, 2000; Williams, 2003; Zsolnai, 2004), and health and medical researchers (Gilbert, 2002; Orchard, 2001; Shea, 2000) have turned their attention to studying spiritually-influenced practices. Vilmane, K V (2014) advocates the differences in perception to the concept of workplace spirituality according to different respondents’ group, and their positions.

In a study conducted by Bell, H, over counselors working with female survivors of domestic violence, participants described both stresses and rewards in their work with survivors of domestic violence. The stresses included demanding workloads, clients in danger, unresponsive systems, and unpleasant co-workers. The rewards included planting the seeds for clients’ eventual escape from violence and seeing clients change and grow, where counselors could establish their ability to do their work in consonance with their spirituality, religious practices, and personal beliefs. Amrai et al conducted a study with 205 students at the University of Tehran to examine the relationship between personality traits and spiritual intelligence. The study results showed a positive relationship between the three personality traits of conscientiousness, agreeableness, and extroversion and spiritual intelligence, but a negative relationship between neuroticism and spiritual intelligence, while also showing no correlation between openness and spiritual intelligence.

Gull and Doh (2004) and Mc Ghee, P (2008) argue that spirituality can be the basis for ethical conduct in business. Where spirituality is absent, there is a lack of understanding that we are deeply connected. One reason to take a close look at spirituality in leadership is that leaders in spiritual organizations have been shown to score higher on measures of leadership effectiveness than leaders in other settings (Druskat, 1994). Despite problems with the theoretical definition of charisma, there is no doubt about the effectiveness of transformational leadership, which has been demonstrated in hundreds of studies (Den Hartog et al., 1999; Fiol et al., 1999). Mousa, M and Alas, R (2016) concludes over a case study that it is false to assume that all traits of organizational culture have a strong effect on workplace spirituality dimensions.

Workplace Spirituality and Psychological Well-being in Employees

Emmanuel, M A (2013) undertook a study among the employees of the industrial sectors and concluded spirituality at work as an abstract concept, where the three dimensions of spirituality at workplace (meaningful work, purposeful work, and sense of community/interconnectedness) has positive significant impact on the wellbeing of employees’. Also, the study recommends that Management, Human resource personnel, Industrial Social Workers should be at alert to take into account employees spiritual lives and the value and richness of their collective potential for the wellbeing of employees and the sustenance of the workplace.

Recent researches have proven individual spirituality to be a moderator in the relationship between stress, wellbeing and ill-being (e.g., Elam 2000; Hong 2008; Youngmee & Seiditz 2002). Gall (2005) proposed a conceptual model to explain the role spirituality in stress and health on the basis of original transactional model by Lazarus and Folkman's and articulates spirituality as the best stress coping mechanism that could be used at the personal level (in terms of beliefs), primary and secondary appraisal level (in terms of spiritual appraisal), at behavior level (in terms of self-reflection), connection level (in terms of interconnectedness), and meaning-making (in terms of spiritual reappraisal) to cope with stressors. Swinton (2001) interviewed six people who were into depression for two years, and emphasized on the importance of spirituality and concluded that depression, which is generally characterized by feelings of hopelessness, lack of meaning or purpose in life and low self-esteem, is linked with spirituality. Burnsard (1990) has explored that spiritual care enables people to cope depression. Research by Koenig, George and Peterson (1998) found that for every 10-point increase in a person’s intrinsic religiosity, there was 70% recovery from depressive symptoms after physical illness (Seligman, Abramson, Semmel, and Von 1979; Richards, Owens, and Stein, 1993; Seligman 2000) on those who believe in a transcendent being or higher power and who belong to a community which share their values and offer support.
In a case study result by E. Ahmadian (2013), a low level of stress was observed in employees with higher index of spiritual intelligence and vice versa. Wachholtz A and Rogoff M (2013) argues after a study conducted in medical students that students with low scores on spiritual well-being and daily spiritual experiences had higher levels of psychological distress and burnout. Puchalski, PM (2001) says that spirituality can be an important element in the way patients face chronic illness, suffering, and loss. Physicians need to address and be attentive to all suffering of their patients—physical, emotional, and spiritual. Doing so is part of delivery of compassionate care, where the doctors truly listen to the hopes, fears, and beliefs of the patients, which ultimately gives better results.

Charkhabi, M., et, al (2014) in their study among high school students has proved that spiritual intelligence as a key intervention decreased interpersonal sensitivity, somatization, obsessive-compulsive, depression, anxiety, aggression, phobic, paranoid ideation, and psychoticism. These experimental findings supported the notion that spiritual intelligence training, as a new psychological and religious construction is able to decrease psychological disasters and to improve the experienced level of mental health. Kumar, T and Pragadeswaran, S (2011) could observe that occupational stress had less influenced among executives. In addition, comparing the spiritual quotient among the executives with low, moderate and high level occupational stress; it was evident that the executives with low stress level tend to have high spiritual quotient level. Moreover, spiritual quotient tends to decline significantly when there was an increase in the level of stress among executives.

Narimani, M et, al. (2014) in their study among adolescents, indicated significance of all model’s paths. Social support and resiliency variables had a strong mediating effect on well-being and intelligence. Social support had a stronger effect on well-being and intelligence than resiliency. Alao, states that spiritual intelligence, resiliency and social support variables as well as other variables such as psychology of personality should be considered in discussions on psychological interventions and prevention as well as enhancement of well-being of vision-impaired adolescents, especially in the field of positive psychology. Wigtil, CJ and Henriques, GR (2015) over a study revealed that for the sample of young adults, more intelligent students were, the lower their PWB tended to be four of the five tested dimensions. The extent, to which other factors, such as personality and or gender, interact with intelligence in its relationship to PWB, is a subject rich in potential future study. Because childhood intelligence has proven to be a positive predictor of later occupational status, and adulthood intelligence of current occupational status (e.g., Judge et al 1999), it seems likely that the more intelligent young adults are, the greater likelihood that they can develop into the most productive and influential members of society, yet without considering other factors such as PWB, such efforts may be incomplete.

Rani, A A., et, al. (2013) in a study at Malaysian universities declare that each lecturer experienced a deep meaningful feeling when practice their own way of spirituality that can overcome their stressful feeling at work. Pourfarokh, M (2014) in his study among research students, finds out that there is a significant relationship between the spiritual intelligence and self-esteem. The variable correlation of the spiritual intelligence and self-esteem and the variable correlation of the spiritual intelligence and ways of coping stress are positive in one level while the variable correlation of self-esteem and ways of coping stress are not significant in one level. Sood, S., et, al (2012) shows the differences in personality traits and spiritual intelligence. Positive relationship was found between personal meaning production and two factors namely agreeableness and neuroticism. Significant relationship appeared between transcendental awareness and openness. Study also revealed that transcendental awareness predicted well-being.

Workplace Spirituality and Job Performance in Employees

Spirituality has a positive relationship with organizational performance (Ashmos and Duchon, 2000; Garcia-Zamor, 2003; Giacalone and Jurkiewicz, 2003; Fry, 2005). Bolman and Deal (1995) were among the early researchers to suggest that spiritualism is good for performance. It is often assumed that workers are more committed to their work and the organization and perform better when they can satisfy their spiritual needs in a good organization climate (Strack et al., 2002; Milliman et al., 2003; Jurkiewicz and Giacalone, 2004). Spiritual individuals in the workplace are more likely to demonstrate enhanced teamwork (Neck and Milliman, 1994), increased honesty and trust within their organizations (Krishnakumar and Neck, 2002) display kindness and fairness (Biberman and Whitty, 1997), high incidence of organizational citizenship behavior (Nur and Organ, 2006), better awareness of other employee’s needs (Cash and Gray, 2000). Harrington et al. (2001) suggested that the more congruent employees' values and spiritual aspirations are with the organization, the greater the possibility that employees will find true meaning at work. The anti-materialist characteristic of spirituality may pose important challenges in the scientific investigation of its links to financial performance (Fornaciari and Lund Dean, 2001). Some researchers supporting this position point out to the fact that there may indeed be ethical pitfalls and moral concerns in the research question of whether enabling or incorporating spirituality at work results in better organizational performance or profitability (Dent, et al., 2005).

Kalyanasundaram, K and Balasubrahmanian, P (2014) winds up a research work stating that human performance is significantly related to Spiritual Intelligence irrespective of the Gender. Milliman (1994) claim spirituality values have positive effects on both personal well-being and job performance. Therefore, Harrington et al. (2001) suggested that the more congruent employees' values and spiritual aspirations are with the organization, the greater the possibility that employees will find true meaning at work.
Malikesh, B and Elham, Z (2013) describes the perspectives of workplace spirituality in three ways. Firstly, the Human resources perspective where Spirituality enhances employee well-being and quality of life. Secondly, the Philosophical perspective where Spirituality provides employees a sense of purpose and meaning at work. Finally, the Interpersonal perspective where Spirituality provides employees a sense of inter-connectedness and community. Dharmarajan, M., et. al. reveals in a study, that spirituality has a positive influence on job satisfaction and job performance, and a negative impact on stress. Stress has a negative impact on both job satisfaction and job performance. Job satisfaction has a positive influence on job performance. In addition, both stress and job satisfaction partially mediated the effect of spirituality.


Spiritual practice in daily life encompasses not only practicing kindness toward others, but also taking time for individual self-examination and/or communication with God: prayer, meditation, spiritual reading, journaling (Neal, 2000). Research shows that these practices also promote leader performance and resilience. Quick, Gavin, Cooper, Quick, & Gilbert (2000) identify four major health risk factors for executives: inherited or acquired health vulnerability, loneliness of command, work demands and overload, and crises and failures (p. 38). Engaging in reflective practice has been shown to help individuals cope with these challenges by improving mental and physical health. Duchon, D and Plowman, DA (2005) resulted in their study among medical units within the same hospital system, work unit spirituality is greater in some than in others; work unit performance is associated with work unit spirituality; and work unit leaders likely have an impact on the degree to which work units acknowledge and encourage issues of the spirit.

Rego, A and Cunha, MP (2008) reveals that when people experience workplace spirituality, they feel more affectionately attached to their organizations, experience a sense of obligation/loyalty towards them, and feel less instrumentally committed. Petchsawang, P and Duchon, D (2012) over a research could not reveal a direct effect for the meditation, however spirituality does relate to work performance. Moreover, the practice of meditation is also found to partially mediate the relationship between workplace spirituality and work performance. Frisdiantara, C and Sahertian, P (2012) in a study after exploring the concept of spiritual leadership says that despite the relation between spiritual leadership and other value-based leadership theories, however gaining deeper theoretical insight into spiritual leadership is still an important objective, especially to be related to other leadership theories.

**Workplace Spirituality and Job Satisfaction in Employees**

Hall, Oates, Anderson, & Willingham (2012) argue for the positive relationship in between workplace spirituality and Job satisfaction and for the former’s negative association-ship with inter role conflicts. Wachholtz A and Rogoff M (2013) argues after a study conducted in medical students that students having higher levels of spiritual well-being and daily spiritual experiences have described themselves as more satisfied with their life in general. Workplace spirituality plays a vital role in enhancing towards the job satisfaction level of the employees and provides a reducing impact of job frustration in employees (Klodinsky, Giacalone, & Jurkiewicz 2008). Workplace spirituality possesses a strong correlation with Commitment, Satisfaction, Retention rate, Job involvement, Organizational citizenship behavior of employees in the organizational premises (Milliman, Czaplewski, & Ferguson (2003).

Karimi, F (2015) over a study among female high school teachers, evidently showed that spiritual intelligence and some of its components creating personal meaning and transcendent consciousness have a significant relationship with job satisfaction. The results of researches done by Awais, M (2015) proves the significant positive relationship among spiritual intelligence and job satisfaction; and there is a significant positive relationship between job satisfaction and organizational commitment. In addition, there is no direct link exists between organizational commitment and spiritual intelligence. There is an indirect relation occurs between organizational commitment and spiritual intelligence that is mediated with job satisfaction.

In a study over married and unmarried females by Seyed, M K (2014), the results show a meaningful relation between life satisfaction and spiritual intelligence. There was also a relation between life satisfaction in the two groups of married and unmarried females, however there was no difference in terms of spiritual intelligence in these two groups. In addition, the index of spiritual intelligence is proven as a predictive of life satisfaction and a rate of life satisfaction in married females was observed higher than the same in unmarried females. Study on the association of spiritual intelligence and emotional intelligence with
elderly life satisfaction, conducted by Naderi et al. in Ahvaz, the findings showed a significant association between spiritual intelligence and life satisfaction. Taziki, SA (2016) claims the direct effect of spiritual intelligence on the job satisfaction is not significant, but the indirect effect of them is significant. Spiritual intelligence affects job satisfaction of primary school teachers through lifestyle effects. In addition, spiritual intelligence has a direct significant effect on the lifestyle of primary school teachers. Behloli, AA, et al. (2015) with the help of a study among teachers, came out with the result that there was a significant relationship between the spiritual intelligence and its components and optimism and psychological well-being. Krishnaveni, R and Aravamudhan, NR. (2014) says that if only employees are impressed upon to become more conscious of their 'highest' selves and the fact that the purpose of life and work is both material and spiritual, organizational capacity is substantially enhanced. More clearly, spirituality at workplace helps organization and employees realize sarve bhuta hite ratah, i.e. welfare and good of all human beings, which is the raison d’être of organizational capacity building.

SUGGESTIONS FOR WORKPLACE SPIRITUALITY

Fahri, K., (2010) explicitly frames up certain suggestions for practitioners to assure proper implementation of spirituality at work. They are Accommodation of spiritual requests, Respect for diversity, Openness and freedom of expression and finally Acknowledgement of employees as whole persons. These points, which would add up to the overall smooth functioning of organisations for its effectiveness in spiritual context.

FUTURE DIRECTIONS FOR WORKPLACE SPIRITUALITY RESEARCH

Workplace spirituality research is undoubtedly in the initial stage of development (Hunt, 1999; Reichers & Schneider, 1990). Researches in the field of Workplace spirituality should incorporate with ethical and spiritual well-being as individual variables, empowerment, effectiveness and productivity as group variables, Culture with profitabiltiy and reputation as organizational values and Stakeholders impact and corporate social responsibility as social variables. Several other spiritual values such as compassion and gratitude have also been universally emphasized in the fields of workplace spirituality, religion, character and ethics education, and positive psychology (Fry, 2005). Here these qualities have been examined as reflected in the practices of expressing caring and concern, listening responsively, and appreciating the contributions of others, since these behaviors tend to be more objectively quantifiable and measurable. Similarly, it is easier to examine how often a person engages in reflective practice than to measure an amorphous quality such as a person’s faith. In defining some of the weaknesses in workplace spirituality research, Giacalone & Jurkiewicz (2004) point to problems of definition and inadequate measurement tools as concerns that must be addressed.

CONCLUSION

Workplace spirituality has a vital role to play for an individual, community, society and organization as a whole. Spirituality, when present in an individual, can help him build a positive attitude with high values. It helps develop an employee into a better human being, leader and a manager. In the organizations, it helps build a better culture, a positive and healthy environment, good leadership, better and ethical decision-making. These in turn would lead to holistic organizational development. The field of research into spirituality in the workplace is just beginning to emerge, so much of the knowledge that has been gained has been scattered in different streams located in the fields of business, psychology, communication, human resources, religious studies, and medicine.

Since organizations that suffer from a deep spiritual emptiness have series of problems both with and among employees, managers and employees are encouraged to resort to meditation, reflection and spiritual practices, wellness programmes, fitness and sport experiences at work, optional morning prayers or yoga sessions and designing multi faith prayer spaces as a method of coping with stress and uncertainty at work. As the aim of any organization is to engage a whole person at work with all their minds, hearts, spirits and souls, it is important to acknowledge employees as spiritual beings. Management, Human resource personnel, social workers are therefore alerted to take into account employees spiritual lives and the value and richness of their collective potential. In the line of Leigh (1997), workplace spirituality start with the acknowledgement that employees do not bring only bodies and minds to work, but also their hearts, souls, creativity, talents and unique spirits.

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ORGANIZATIONAL TRANSFORMATION AT TATA SONS: A CASE STUDY

Dr. Safia Farooqui67 Dr. Chhabi Sinha Chavan68

Tata Sons is the promoter of the major operating Tata companies and holds significant shareholdings in these companies. Tata companies are commonly referred to as the Tata group and the Chairman of Tata Sons as Chairman of the Tata group. The Tata group is a large Indian multi-industry and multinational group of companies having it’s headquarter in Mumbai, Maharashtra. The group is functioning in seven business sectors: consumer products, chemicals engineering, energy, materials, communication and information technology and services. The group was founded by Jamshedji Tata in 1868 and chaired till 1904. The Headship is followed by Dorab Tata (1904-1932), Nowroji Saklatwala (19032-1938), J. R. D. Tata (1938-1991), Ratan Tata (1991-2012) and Cyrus Mistry (2012-Present). Today, it has operations in more than 80 countries in the world. Over 100 companies of Tata group are operating independently and the key products of these companies are: automotive, airline, steel, electricity generation, chemicals, beverages, telecom, retail, consumer goods, engineering, construction and financial services.

The group remains a family owned-from the Tata family- as majority stake own by Tata family. Tata Sons is the promoter of all important Tata companies and holds the bulk of shareholding in these companies. As per ASSOCHAM survey the Tata group and its companies is perceived to be India’s best-known global brand.

Ratan Tata took charge from J.R.D. Tata, at that time the share of Tata Sons in the group of Tata companies was very low. It was 3% in TELCO, 12% in Indian Hotels. In all the share of Tata family in all the companies under Tata Group came down to 1.5%. Under his leadership the share of Tata Sons has increased up to 26%. It is the result of his vision towards exercising the control by increasing the share in the companies. For this he handled every situation carefully, worked together with all officers and gained cooperation from his team members.

After 21 years when he handed over the charge of the Tata group to Cyrus Mistry in 2012 he proved his charisma and achieved his own agenda when he stepped in Tata Group in 1991 at Rs. 3.46 lakh crore, The Tata Group revenue is gone up 40 times and net profit gone up four times in 2012.

Three companies–Tata Consultancy Services, Tata Motors and Tata Steel–account for the bulk of the group’s revenue and profit. The performance of the rest of the nearly 100 companies that make up the group varies widely, but the combined revenue of the top three firms makes up 75% of group’s total.

Values

Our practice of returning to society what we earn evokes trust among consumers, employees, shareholders and the community. We are committed to protecting this heritage of leadership with trust through the manner in which we conduct our business.

Core Values

Tata has always been values-driven. These values continue to direct the growth and business of Tata companies. The five core Tata values underpinning the way we do business are:

Pioneering: We will be bold and agile, courageously taking on challenges, using deep customer insight to develop innovative solutions.

Integrity: We will be fair, honest, transparent and ethical in our conduct; everything we do must stand the test of public scrutiny.

Excellence: We will be passionate about achieving the highest standards of quality, always promoting meritocracy.

Unity: We will invest in our people and partners, enable continuous learning, and build caring and collaborative relationships based on trust and mutual respect.

Responsibility: We will integrate environmental and social principles in our businesses, ensuring that what comes from the people goes back to the people many times over.

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The values of Tata Group of Companies are faith, reliability and service to the nation. Training and development is an important aspect of Tata culture. The leadership qualities of Ratan Tata are coupled with: social service, faith and commitment, justice and responsibility, trust, creativity and industriousness, global aspiration, quality and real value of money, good understanding.

Ratan Tata Leadership

An article published in HBR in 2010 states that Ratan Tata set a new strategic course for the Tata Group when he took it over, in 1991. At the time, it was doing virtually no business outside India. Against some internal opposition, he asserted that the company had to go global, in part to reduce the risk of dependence on a single country’s economy. Beginning in 2000, he led the conglomerate’s 96 companies on a wave of acquisitions, using a case-by-case, trial-and-error approach to acquire, for example, the Tetley Group, the Daewoo Commercial Vehicle Company, and Boston’s Ritz-Carlton hotel (now the Taj Boston). Half the Tata Group’s revenue comes from other countries. This globalization was accomplished not by an explicit, careful strategy but by Ratan Tata’s personal vision for how to compete across international markets.

Consider the development of the Nano. For this affordable car, the decision about pricing and, therefore, market positioning (a typical focus of Western strategy) came about by accident: A reporter asked about price, and Tata’s off-the-cuff guesstimate that the Nano might cost 100,000 rupees ($2,000) made headlines the next day. So ‘Tata decided that 100,000 rupees might as well be the goal, and the company’s managers and engineers set to work, unsure exactly how they’d meet the target. Persistently improvising around obstacles, an approach captured by the Hindi word ‘jugaad’, they cut costs at every turn—for example, by repurposing scooter parts and eliminating extras such as power windows.

Cyrus Mistry’s Leadership

Mr. Mistry took the helm of the group, which has 29 listed companies and collective revenue of $100 billion, in December 2012 after Ratan Tata retired. Since Mr. Mistry became chairman, net profit at TCS, the jewel in the crown of Tata Group, has soared. It jumped about 75% between March 2013 and March 2016, while its revenue has grown 72%.

Its stock price has also given better returns compared to other two group stocks during the period, rising 60%. However, this year the stock hasn’t been performing well as its major clients in the U.S. and Europe have cut down discretionary spending.

Tata Motors delivers the highest revenue of the Tata Group stocks thanks to its Jaguar Land Rover luxury car brand. However, its profit growth hasn’t kept pace with its revenue growth in the past four years. Weak performance at its Indian operations and volatile sales of Jaguar Land Rover in China - its single largest market - has hurt its profit. Its revenue has grown 46% between fiscal 2013 and fiscal 2016, while the net profit is up just 11.4% during the period. As a fallout of this development, in August 2016, when shareholders of Tata Motors complained that the dividend of 20 paisa a share was too low, Mistry had to justify the move.

However Tata Steel is worst performer of the three large Tata Group stocks, dragged down by its operations in the U.K. The company is trying to sell its steel mills in the U.K. as sharp fall in global commodity prices and cheap Chinese imports have affected the company’s operations there.

Brokerage CLSA said in a research note that the removal of Cyrus Mistry as chairman of Tata Group will likely impact Tata Steel shares in the near term, while other group stocks are will likely see negligible impact. It is widely believed that Mr. Mistry was the driver of Tata Steel’s strategy to sell off its European assets. But, this development might raise questions over the continuation of this strategy, CLSA says.

The issue: on October 24, the board of Tata Sons announced out of the blue, that Cyrus Mistry, who was the Chairman of the board and in effect the mighty Tata Group, was being replaced by his predecessor, Ratan Tata, who would take over as the interim chairman until a new full-time chairman takes over, within a period of four months. The reasons were familiar, growing trust deficit and failing to adhere to the core ‘values and ‘ethos’ of the group were the main reasons cited as published in the various media reports.

But it’s not just Mistry, who’s been replaced as chairman. The group executive council of Tata Sons has been disbanded with immediate effect as well. The council, headed by Mistry, was seen as a power centre of the group. The council members included Nirmalya Kumar, a visiting professor at London Business School; Madhu Kannan, former CEO of Bombay Stock Exchange; and N S Rajan, former partner at EY. Kumar has been responsible for strategy at the group level, Kannan was head of business development and Rajan the chief human resources officer.
Mistry, whose family owns 18.5% of Tata Sons, resigned as director from all Tata Group companies and filed a case with the NCLT alleging that trustees led by interim chairman Ratan Tata were causing a complete breakdown of corporate governance at Tata Sons.

On the other side, Tata Sons board has been concerned for some time about the financial performance of Tata Sons of which Mistry was the solely responsible for its performance, it said. During Mistry’s tenure dividend income (other than from TCS) declined continuously and, on the other hand, staff costs more than doubled. All this would have resulted in losses but for the TCS dividend.

The latest trigger was Tata Power’s acquisition of Welspun Renewables’ solar and power assets — the deal went through without consultation with the Tata Sons board, according to a source. In fact, the process of consultation and getting approvals from a Tata Trusts committee for issues related to the group resulted in tension on several occasions.

Thus the Mistry’s ability to “steer and lead” the entire Tata group had come under doubt with a further realization that Mistry did little to resurrect companies such as Tata Motors. Further, dividends received by Tata Trusts declined.

Mistry ability to steer and lead could have been considered as doubtful had he not chalked out any growth plans for the company. So was it that he did not get enough time to execute its growth strategy.

This is not to say that Mistry had not started making the right moves. Some of his turnaround acumen is best seen in more low-profile firms such as Tata Power. And the Vision 2025 plan gave us a peek at Mistry’s potential passions and, more importantly, his perspective on where the future of the Tata Group may have been heading: namely, business clusters concentrated around the areas of defence and aerospace, retail and finance.

The differences between Mistry and the then chairman emeritus Ratan Tata had surfaced as early as 2013. This case explores the reasons for this conflict.

- Does Mistry believe in philanthropy which is the Tata ethos?
- Does Mistry believe in the notion that Tata should be a global brand and not just an Indian brand?
- Does Mistry believe that any loss-making company can be turned around over a period of time? (Nano, Corus...).

The Nano was Tata’s pet project and Mistry has cited mounting losses from it - cumulatively valued at Rs. 6,400 crore - to be the key reason for the poor financial performance of Tata Motors’ domestic operations.

Mistry accused Tata of excessive interference in matters of Tata Motors and conducting reviews with company officials directly, undermining the position of the executive chairman of Tata Sons.

Mistry also said Tata suggested that Tata Motors chase large orders from cab aggregator Ola—in which Tata has a stake in his personal capacity - instead of Uber, with which the Tata group was pursuing an engagement.

Tata blamed Mistry for the drastic drop in the company’s passenger vehicle market share from 13% when Tata was the chairman to 4-5% now. “It is very convenient for Mistry to allege that the losses and lack luster performance of Tata Motors is on account of the Nano, when even the present sales of the company largely comprise of the older models such as the Indica and the Indigo, with newer vehicles such as the Zest, Bolt and Tiago introduced during Misty’s tenure not contributing significantly to the sales or profit of Tata Motors,” he said.

Most of Ratan Tata’s expansion initiatives through acquisitions were value-destructive, to say the least. Apart from Corus Group Plc’s purchase by Tata Steel Ltd, Tata Global Beverages Ltd and Indian Hotels Co. Ltd figure among group companies that made high-profile international acquisitions which have not borne results despite many years of realignment and the huge debt taken to finance them. Despite all the associated hype, new product introductions in the domestic market, including the Nano and Indica, have been failures, along with its telecom venture with NTT DoCoMo. Market caps of all these companies will testify to this. The debt overhang on most companies, bleeding business models/questionable contractual agreements and balance sheet exposures (e.g.: Tata Capital) are just some instances where a repeated pattern of poor business decisions, and indeed corporate governance concerns, are evident. The pattern of investments at any cost continued with the Air Asia joint venture.

Similarly in the case of Corus, in the international steel industry it is not possible for any small player to survive. That is why Ratan Tata took a strategic decision to acquire Corus which made them one of the top ten steel producers in the world. Cyrus Mistry was only looking at it from a profitability aspect. He did not realise that the size and scale is essential for long term survival. Moreover, the acquisition was done after certain guarantees were given that the staff will not be laid off. The staff of
Corus was ready for this historic deal only with Tata Steel, Cyrus Mistry could not grasp the significance of this deal. This thus appeared to be a conflict of goals between a short term vision of Mistry and a long term vision of Ratan Tata.

The ouster of Cyrus Mistry from the chairmanship of Tata Sons could have had many reasons: a clash of values, differences over what to divest and what to hold, and even non-acceptance of his leadership among some Tata CEOs. But the real reasons for the fallout and the temporary induction of Ratan Tata as chairman may be internal to how the group is structured. Tata Sons is widely regarded as the key holding company, but it has become one primarily because its only operational subsidiary, Tata Consultancy Services (TCS), has been disgorging cash in thousands of crore. It is because of TCS that Tata Sons becomes important, for the rest of the Tata group does not give it much income. The point of conflict is simple, though unstated: if TCS is generating so much cash, nearly a fifth of it belongs to the Mistry. But since the money is used largely to prop up long-term Tata businesses, both the Mistry and the charitable trusts get less cash as dividends than what TCS actually generates.

When TCS cash is used more to increase group holdings or to invest in long-term businesses, it leads to a potential conflict with the minority shareholders – the Mistry. The Mistry would benefit most if Tata Sons merely distributed its incomes to shareholders instead of investing it in loss-making or low-yield group companies. One cannot say for sure, but it is possible that this core conflict of interest between Tata Sons’ main shareholders and its largest minority shareholder may have played its part in the ouster of Mistry and returning the chairmanship safely to Tata hands.

Mistry’s leadership was not aligned to the long term goals and targets of Tata Sons as a company and the Tata Group as a whole; No one is doubting Mr. Cyrus Mistry’s capabilities either on performance or on values. From what the news coming up through the media it appears that maintaining the right balance was becoming somewhat tough for him, and some of his decisions may have been tilted towards more performance oriented leading to somewhat dilution of Tata’s values.

Tata Sons is the holding company of the Tata group of companies. The chairman of the board of Tata Sons is also typically the chairman of the operating companies of the Tata group. As the promoter of Tata-operating companies such as Tata Steel and Tata Motors, Tata Sons decides how much capital to allocate to each of this firm.

Yes, restructuring the relationship between the Tata Trusts and the operating companies is called for, but the trusts should have the ultimate authority on how to interpret the vision of Jamsetji Tata, a vision central to this great and unique enterprise. This authority must extend to the decision of who should and should not be directors of the various companies under their control. The trusts are the guardians of the vision. ([http://www.herald.co.zw/leadership-and-corporate-governance/](http://www.herald.co.zw/leadership-and-corporate-governance/))

**REASONS FOR CONFLICT**

Conflict can come from a variety of sources:

**Goals.** Conflict can happen because of conflicting goals or priorities. It can also happen when there is a lack of shared goals.

**Personality Conflicts.** Personality conflicts are a common cause of conflict. Sometimes there is no chemistry, or you have not figured out an effective way to click with somebody.

**Scarce Resources.** Conflict can happen when you are competing over scarce resources.

**Styles.** People have different styles. Your thinking style or communication style might conflict with somebody else’s thinking style or their communication style. The good news is that conflicts in styles are easy to adapt to when you know how.

**Values.** Sometimes you will find conflict in values. The challenge here is that values are core. Adapting with styles is one thing, but dealing with conflicting values is another. That is why a particular business, group, or culture may not be a good fit for you.

It is also why “birds of a feather flock together” and why “opposites attract, but similarities bind.”

**The conflict between the two was seemly on the following areas**

In a letter addressed to all shareholders of Tata Group on Sunday, the group holding firm also alleged that Mistry destroyed shareholder value by writing off losses of group operating companies rather than following the legacy of trying to turn around these companies. (Conflict of values).

Mistry stayed away from the group’s policy of tackling difficult situations and turning them around and instead took the easy option of taking large amounts of write-offs to huge detriment of the shareholders and blaming it all on the past management, while doing little to fix the challenges faced by certain companies.
Ratan, over a period of several years, concluded that Cyrus had lost the vision of Jamsetji, the vision of giving back. It is an enterprise that has thrived on the vision of its founder, a vision of philanthropy as an engine of capitalism, an ethos of doing well by doing well. (Conflict of values).

Issues in the Governance of Trust

The trusts, which include Sir Dorabji Tata Trust, Sir Ratan Tata Trust and Navajbai Ratan Tata Trust, collectively control about 66% of Tata Sons, and are thus hugely powerful. The Trusts are governed by the individual Wills of Jamsetji Tata, his two sons, Sir Dorabji Tata and Sir Ratan Tata, and other founders. The Trusts have been scrupulously following the mandates set out in the Wills. That is the reason the different Trusts continue in existence for decades, it added. Various Tata Trusts of which Ratan Tata is lifetime chairman, owns 66 per cent in Tata Sons, and are all public trusts.

Tata watchers said that the group is so infatuated with a long term vision that it has shied away from recalibrating strategy in key businesses (Conflict of goals).

Mistry pressed companies to focus on improving the efficiency of boards pushing for a performance oriented culture. He created parallel teams and structures with the freedom to challenge and break hierarchical structures (Conflict of values).

Tata Sons has alleged its former chairman Cyrus Mistry violated his promise of keeping his shareholding of his family owned real estate group in an arm’s length trust, and that he tried to gradually control group companies by diluting representation of Tata Sons.

Ratan Tata, in a handwritten letter dated 24 September 2013, seemed alarmed by the conflict of interests between Mistry’s family business and Mistry’s position as chairman and, therefore, prodded Mistry to set up a so called “blind Trust” that will disassociate the latter from his Tata shareholding, and also not to have any transaction of business between Shapoorji Pallonji Group and Tata Group as long as Mistry was its chairman.

Blind Trust is a popular concept abroad when individuals are keen to avoid any conflicts with another entity their firm has a relationship with. It allows the owner of the stake to relinquish the control of the company during the period when he has other responsibilities.

Was the conflict simply a clash of reversing some of the decisions and plans executed by Ratan Tata? Is it envisaged that as long as the growth strategy of Mistry did not include reversal of the decisions taken by Ratan Tata, he is on the right track and the moment he decides cutting off some of the loss making units started much before he became Chairman, his performance evaluation will have an adverse report.

The firm’s letter said Mistry failed to park his shareholding in Shapoorji Pallonji, or SP, group in a trust, a condition he accepted while he was appointed as executive chairman of Tata Sons in 2011, saying that he could not find a way of doing it. Both Tata Sons and Mistry had agreed to the condition as part of corporate governance principles to avoid conflict of interest.

However Mistry refuted the allegations that there was conflict of interests of the SP Group and Tata under his tenure. In a letter on Sunday, he said he did not sit on a single board of the SP group other than his family investment company and added that the new engineering and construction contracts from the Tata Group to the SP group came down to nearly zero between 2012 and 2016.

The letter also said Mistry formally appraised the Tata Sons Board on the status every six months.

Mistry went about his job of cleaning up the mess with a single-minded focus on enhancing shareholder value by putting executive managements under pressure to the extent that even sleepy laggards like Tata Global Beverages and Tata Chemicals Ltd had lately sprung to life. Slashing assets, instituting divestitures, eliminating unviable product lines and cutting costs were on the agenda too. Mistry cannot be faulted on this count; perhaps his relative inexperience, and the lack of managerial depth of his team, with respect to the speed, method and politics of driving fundamental change did him in.

It is difficult to say what is right and what is wrong. As far as the performance goes, there are always business cycles of ups and downs. A lot of external factors do play into the success of an organization. Tata group is a legendary group and it is not easy to gain or sustain the legendary status without solidly maintaining the foundation of business values.

Perhaps the recent conflict has also highlighted the lack of succession planning at Tata wherein a minority stakeholder as Mistry was elevated to the highest position in a setup with the majority stakeholder being the conflicting party. Will Chandra be able to address these core issues and drive meaningful transformation? Only time will tell whether somebody of the stature of Chandra who does not have the position of conflict of interest be able to steer the company to its past glory and reputation.
Appendix

Here is the full text of the press release issued by Tata Sons:

Extraordinary General Meetings of various Tata Companies are coming up over the next few weeks. We, at Tata Sons Ltd., the principal shareholder and promoters of the various Tata Companies, would like to thank you for your continued support. In order to assist you to exercise your shareholder rights in an informed manner, it would be appropriate to bring to your attention some key facts which resulted in the loss of confidence in Cyrus Mistry by Tata Sons.

Mr. Cyrus Mistry misled the Selection Committee set up in 2011 for selecting a Chairman of Tata Sons to succeed Mr. Ratan Tata, by making lofty statements about his plans for the Tata Group and more importantly indicated an elaborate management structure for managing the Tata Group, given its diversity of business, by suggesting a management structure aimed at dispersal of authority and responsibility. These statements and commitments from Mr. Cyrus Mistry played an important role in the Selection Committee’s final selection of Mr. Mistry as Chairman. After waiting for a period of four years, almost none of these management structures and plans have been given effect to. Clearly, in our opinion, the Selection Committee was misled in its choice of Mr. Mistry.

When Mr. Mistry was appointed as Executive Vice-Chairman in 2011, he was informed that he should distance himself from his family enterprise -- Shapoorji Pallonji & Company and the other Shapoorji Pallonji Group entities of which he is a major shareholder by putting his shareholding in an arms-length Trust. This was suggested keeping in mind good corporate governance principles. Mr. Mistry agreed but after some time, Mr. Mistry retracted his position and indicated that he could not find a way of doing so. Such conduct by Mr. Mistry was inappropriate and created a sense of breach of trust on his part. It also posed a significant challenge to the high corporate governance principles Tata Sons strived for. This retraction, created grave concerns on Mr. Mistry’s ability to lead the Tata Group devoid of personal conflicts and put to risk the high standards of self-less governance, that lies at the core of the Tata philosophy.

The Tata Sons Board has been concerned for some time about the financial performance of Tata Sons of which Mr. Mistry was the Executive Chairman and primarily responsible for its performance. During Mr. Mistry’s tenure as Executive Chairman, dividend income (other than from TCS) declined continuously and on the other hand, staff costs more than doubled. All this would have resulted in losses but for the TCS dividend. Mr. Mistry did not show concern about these issues and the increasing dependence of Tata Sons on TCS. The Board could not accept this any further as it had the potential to risk the financial viability of Tata Sons.

Mr. Mistry has gradually over the past three/four years concentrated all power and authority only in his own hands as Chairman in all the major Tata operating companies and gone about systematically diluting the representation of Tata Sons on the Boards of various Tata Companies, whilst being fully cognizant that Tata Sons is the main promoter and largest shareholding group. This was very much against the past practices and traditions of the Tata Group. Mr. Mistry has claimed that he was not given a “free hand”. Ironical, it may be, but in our view, it was this “free hand” and trust in him that Mr. Mistry took advantage of, to weaken management structures in Tata Companies acting contrary to his fiduciary duties.

Mr. Mistry was appointed as the Chairman of the various Tata Companies only through his Chairmanship of the parent company Tata Sons Ltd. which has been a longstanding convention in the Tata Group. Therefore, when Mr. Mistry was removed as Chairman of Tata Sons, propriety and reason demanded that he step down from the Chairmanship of the various Tata Companies. Instead, Mr. Mistry has chosen to resort to selective media leaks, media statements and to make a public spectacle, knowing fully well that his actions would hurt and damage the companies even while remaining as their Chairman.

Mr. Mistry constantly complains about “bad” legacy issues. However, he was fully aware of these and nevertheless assumed the responsibility of Chairman of Tata Sons as a challenge to turn around and resolve these issues. Mr. Mistry conveniently ignores the good legacies which he inherited, namely TCS and JLR, which account for nearly 90% of the Group’s total profits and which helped him to claim good aggregate Group results. It has always been Tata’s policy to tackle difficult situations and turn them around but instead he has only taken the easy option of taking large amounts of write offs to huge detriment of the shareholders and blaming it all on the past management, while doing little to fix the challenges faced by certain companies. In its long history, Tata have faced many critical problems in companies like Tata Steel, Tata Motors, Tata Chemicals and even Jaguar Land Rover (before Mr. Mistry’s tenure) which have been overcome by strong management action and financial support from Tata Sons at the group level and the shareholders and most importantly the motivation of employees and their resolve to overcome challenges. All such constituents have always rallied round to turn around difficult situations so as to protect their companies under the TATA flag. In our opinion, mature responses to challenges of business are at the core of the Tata philosophy, and in our opinion, Mr Mistry has failed to live up to it.
It was Mr. Mistry who decided to go on a public campaign in the media by making irresponsible and incorrect allegations to which Tata Sons was compelled to respond in a rather long public statement because there was a lot to be said. Mr. Mistry’s statements have caused the Group (including the companies where he continues to be the Chairman) enormous damage and caused considerable financial loss to all shareholders, running into tens of thousands of crores and in our opinion, Mr. Mistry alone is responsible for such losses directly arising from his irresponsible and incorrect statements. His actions and statements have also caused instability and confusion in these companies and their managements which would have been avoided if he had done the right thing by stepping down from the Chairmanships and Boards as is normally done. Instead, Mr. Mistry seems to have taken the stand that even if he ultimately has to relinquish, he would have the satisfaction of damaging a great institution built up over 150 years after just five years of his tenure. It is also ironical that Mr. Mistry is resisting his removal from the Boards of these very same Tata Companies which he has attacked by his false allegations and caused enormous harm to. On one hand, he alleges legacy issues faced by Tata Companies and on the other Mr. Mistry seeks to entrench himself in the Board of such Tata Companies, whilst making false allegations against such companies. In our opinion, his actions are driven by a perverse motivation to cause harm to the “Tata” brand and to intentionally erode shareholder value.

Finally - and most importantly - it must be recalled that the operating Tata companies and Tata Sons have, for many decades, worked cohesively and seamlessly for the benefit of all stakeholders, namely, the companies, their shareholders and employees and for society at large. There has been no other agenda or personal interest as ultimately even the dividends paid to Tata Sons and subsequently to its own shareholders went back to philanthropy except for those paid to the minority shareholders. The operating Tata companies have individually grown and prospered but they have also benefitted in no small measure from being part of the Tata Group. This encompasses the ability to attract and retain management and employees, use the TATA brand nationally and internationally, which has been painstakingly built up over the past decades, help in the marketing of their products and their ability to attract capital in all forms and give the comfort of safety because of the past default-free record. Therefore, Tata companies do not exist in a vacuum but benefit from being part of the Tata Group which is most evident in times of difficulty. All such benefits are likely to be at stake if Mr. Mistry continues to remain Chairman, as his continuance is likely to lead to fragmentation of the Tata Group. For this purpose alone, Tata Sons would need the support of all, big and small, shareholders who have stood with the Tata Group at all times.

It is the firm resolve of Tata Sons to put the current turmoil in the Group behind it and Tata Sons is sure that the managements and employees of the companies will also want to get back to normal. Tata companies have always been managed by dedicated professionals under the supervision of their Boards which, till recently, comprised a judicious mix of persons representing the promoters, the management and independents - as prescribed by the applicable regulations and which is also the case in almost all corporate entities in our country. This structure ensures that the interests of all constituents, namely, shareholders (big and small), employees and consumers are protected and good corporate governance is followed and constantly improved upon. Tata companies must therefore quickly return to focusing on financial consolidation, prudent and strong Balance Sheets and sustainable returns and values to their shareholders, big and small.

Mr. Mistry’s latest letter to the shareholders (which was released at a Press Conference) dwells at length on the subject of corporate governance. Tata Sons takes strong objection to his accusation of lack of corporate governance in Tata which he also extends to the Tata Trusts. The Tata Group has functioned for 149 years and set standards of corporate governance all through this period. It is therefore shocking that Mr. Mistry, who was given the privilege of heading the Group, should, in a short period of four years, be now lecturing us on corporate governance. The corporate structure of the Group which prevailed under the leadership of Mr. J.R.D. Tata for over 50 years and thereafter Mr. Ratan Tata for over 20 years, exemplified the best corporate governance practices. Mr. Mistry consciously dismantled this long established corporate structure by identifying himself as the only Tata Sons representative on the boards of Tata operating companies. It is relevant to mention that under the Governance Guidelines Framework which Mr. Mistry himself introduced in 2015 (and referred to in his last Press Release), there is a clause to the effect that all employees of a Tata company should, after their employment ceases, immediately resign from the Boards of all Tata companies where they are functioning as Non-Executive Directors. Therefore Mr. Mistry, on ceasing to be the Executive Chairman of Tata Sons, should have immediately resigned from the Boards of all other companies under his own guidelines. Yet he has chosen not to do so in wilful breach of the Governance Guidelines Framework.

By extending his criticism of corporate governance to the Tata Trusts, he is betraying a total lack of knowledge and understanding of the role of the Tata Trusts who have benefitted millions of Indian lives over the past several decades with its annual disbursements for philanthropic and charitable causes now amounting to over .800 crores per year. The Tata Trusts have been undertaking these activities for decades before the current mandatory CSR allocations recently came into force for the corporate sector. It is also the duty of the Trustees to protect the value of their assets represented by their corpus. A valuable component of these assets is the shareholdings of the Trusts in Tata Sons which were first donated by the sons of Jamsetji Tata. Surely, it is the duty of the Trustees to protect the 66% shareholding in Tata Sons by ensuring that the decisions of the company do not come in the way of the flow of adequate dividends from the company to the trusts, absent which the Tata Trusts would not be able to undertake their mission. Tata Sons is sure that the shareholders, big and small, and the public at large will see through the absurdity of these allegations.
Appeal: Tata Sons is therefore compelled to propose the removal of Mr. Cyrus P. Mistry as the Chairman and Director of all Tata Companies by convening Extraordinary General Meetings of shareholders as prescribed by the law. For this purpose, Tata Sons would need the support of all big and small shareholders who have stood with Tata always. Tata Sons therefore urges all the constituents of Tata companies to give serious thought to all that has been said above and support the resolutions placed before them.

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ABSTRACT

Higher education increases the scope for acquiring more skills and knowledge to lead a decent living in the society. It also helps to increase labour workforce participation, which is very important for increasing financial and social security of individuals in general, and women in particular. According to a survey conducted by Geneva based World Economic Forum, India is at 87th place globally in terms of gender equality which came forward by 21 ranks which is nearly by 2% and this could be achieved only because of progress in education. It shows a positive sign that if literacy rate is improved there can be positive impact in reducing the gender gap. The present statistics about population with at least some secondary education by the age of 25 and above is 27% for females and 50.4% for males according to Human Development Index, 2015. The gap in literacy rate between male and female population is alarming. There is an immediate need to bridge this gap to create more opportunities to women in acquiring their higher education. In rural areas, the rate of women enrolment in higher education institutions is relatively low which may be due to cost factors, family background, narrow outlook of parents about higher education or due to lack of facilities in their locality.

The Telangana Social Welfare Department initiated to start 23 women’s degree colleges by name “Telangana Social Welfare Residential Degree College for Women (TSWRDCW’s)” during 2016 and providing free education to them by imparting qualitative education along with all facilities that are necessary for their overall development. This paper tries to analyze the need for higher education for women and how it is achieved to some extent by the optimistic step taken by the Social Welfare Department and try to highlight the positive impact of the same. It also tries to identify the issues and challenges that need to be addressed from student’s perspective to strengthen the system.

KEYWORDS

Higher Education, Women, Gender Gap, Literacy Rate, Residential System etc.

INTRODUCTION

Higher education increases the scope for acquiring more skills and knowledge to lead a decent living in the society. It also helps to increase labor workforce participation, which is very important for increasing financial and social security of individuals in general, and women in particular. According to a survey conducted by Geneva based World Economic Forum, India is at 87th place globally in terms of gender equality which came forward by 21 ranks which is nearly by 2% and this could be achieved only because of progress in education. The gender gap according to the Global gender gap reports is 0.668 during 2015, which was 0.6455 during 2014. The gender gap rank also has improved from 114 to 108, which shows that there is some change that is taking place in bridging the gender gap. Even though the change is not much significant, we can say that the change has started. This gap can be made significant by increasing the awareness among the people as to the importance of reducing the gender gap.

As a step forward, Telangana Social Welfare Department initiated to start 23 women’s degree colleges during the academic year 2016-17 and providing free education to them by imparting qualitative education along with all facilities that are necessary for their overall development. It also initiated starting 3 general degree colleges and 4 specialized colleges i.e., for life sciences, physical sciences, social sciences and commerce during the academic year 2017-18 to train the passionate students towards professional education along with normal degree courses which creates more employment opportunities and secure a better future for women.

OBJECTIVES OF STUDY

The objectives of the study are:

- To analyze the need for women education and its positive impact on the society.
- To identify the facilities provided by Telangana Social Welfare Department to residential degree students.
- To identify the measures to strengthen the system to reach desired expectations.

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Need for Women Education

Women education is important to enhance her skills, information and self-confidence, which helps her to be a better parent, employee and a good citizen. The major barriers for women education in our country are high dropout ratio in higher education, more importance assigned to son’s education rather than that of daughter’s education, lack of adequate support for girls to pursue higher education, poor economic conditions of the families who cannot afford quality education for women in rural areas. There is a pressing need to increase the enrolment in higher education as it has its impact on:

Economic Factors: Women education helps her to earn her living, which makes her self-reliant and need not depend on her parents or husband for economic needs. Economically independent women can contribute for the economic development of the family, society as well as for the country. There are many women in our country for example Arundhati Bhattacharya, Chanda Kochhar, Indira Nooyi etc., who stood as role models and proved that women can also contribute for the economic prosperity of the country. Economic empowerment and independence comes only through quality education and life skills.

Social Factors: Educated women gain respect from the society and treated with dignity and honor. Education creates social identity for women and they have knowledge about their rights and have the capacity to fight for their rights, which eventually reduces the violence, and injustice that is prevailing in the society. Women education also help to fight against child marriages, dowry system and other social evils against women.

Health Factors: According to various surveys conducted, the illiterate women are more prone to higher levels of fertility, mortality and poor nutritional risks. Educated women can understand the need for good food and healthy environment. Poor nutritional status of women leads to low fertility and which in turn affects the mortality rates. A wide gender gap is also identified now days, which may lead to many social issues also. Therefore, it is very important to safeguard the health of women for a better-secured future of the society.

Psychological Factors: Educated women can take decisions about her education, career and lifestyle, which give her a happy and contended life. Women are by nature good managers of time and resources. For these qualities, education becomes a support to reach the goals and create self-identity in the society. Women can come out of identity crisis if she is educated.

An Initiative of Telangana Social Welfare Department towards Women Education

The Government of Telangana has started 23 residential degree colleges under Telangana social welfare department during the academic year 2016-17. It also initiated starting three general degree colleges and four specialized colleges i.e., for life sciences, physical sciences, social sciences and commerce during the academic year 2017-18. The main aim of these colleges is to provide free quality education to women at degree level. The colleges that were started during the academic year 2016-17 were run very successfully during the year achieving good results during the first semester among all the universities of the state. The students of these colleges have secured good marks and proved their academic excellence. The department is focusing on overall development of the students in these colleges various facilities provided to the students of these colleges include:

Full-fledged Faculty: In the first year of establishment itself full-fledged faculty were appointed for all the departments after conducting written examination and interviews. Constant feedback is taken from the students about the faculty and who are not up to the expectations were replaced immediately. The main objective if the department is to provide quality education to the students. For achieving this objective, the faculty were also given a five-day intensive training programme to update their knowledge and skills.

Supporting Staff: For taking care of the health issues a staff nurse and Physical director were also appointed. The staff nurse will take care of the health issues of the students. Whenever necessary the students were also taken to hospital for further diagnosis of the problem. Physical director takes care of their daily exercise, yoga, meditation and other aspects, which are related to their physical fitness.

Balanced Diet: A balanced diet chart is prepared for the students of these colleges and see to it that necessary diet is reached to them. The mess caretaker will see to it that breakfast, lunch and dinner are provided to the students in time and in proper taste. They are provided with seasonal fruits, biscuits and snacks. For the sick students a separate diet is also arranged. Milk is also provided to all the students one in a day.

Student Counseling: the psychologists to solve their stress related problems give the students. Many problems of the students were also addressed by them and helped them to come of their stress and focus on their studies.

Academic and Cultural Fest: The Department also initiated to organize a cultural fest by the name VIBRATIONS. This fest will be conducted once in a year to encourage students to exhibit their academic and cultural skills. The academic activities like
subject wise presentations, essay writing, elocution, debate and quiz competitions. The cultural events include MISS TSWRDC, fancy dress, mehndi, and rangoli, hairstyle, cooking, singing and dancing. The students will be awarded with cash prizes for first, second and third positions. This type of activities facilitates students to bring out their hidden talents and interests. It also helps students to inculcate creative hobbies.

**Sports and Games:** Students are encouraged to participate in sports and games to bring out their hidden talents. A sports meet will be organized for the students from all the colleges under the department once in a year. Winners will be given prizes to encourage them. It inculcates sportive spirit among the students. The participation in sports and games also enhances their physical fitness.

**Rewards and Recognition:** The students who project their academic vigor are supported with good guidance. The students who secured highest marks in their final examinations will be awarded with cash prizes. The colleges will also be awarded with cash prizes for first and second positions at university level. It acts as a motivating factor to strengthen their academic base.

**Measures Taken to Strengthen the Residential System**

The Social welfare Department is taking various innovative measures to strengthen the system in order to impart quality education to women students at graduation level. Some important measures include:

- The selection of teaching faculty is done in two phases. In the first phase written examination is conducted and in the second phase subject demonstration. Based on the merit the selected faculty were placed in all 23-degree colleges.
- Teaching faculty is regularly evaluated based on academic performance of the students.
- Regular student feedback is taken to ensure that the students are able to follow the teaching method adopted by the faculty.
- Faculty are engaged in orientation programmes during vacations to update and enhance their skills and knowledge in imparting quality education.
- The medium of instruction is only English. The students are frequently exposed to the English, so that they have a healthy atmosphere to learn and understand English.
- The students who are poor in English or who came from Telugu medium were provided with special Bridge course for a period of 12 days. It helped the students to reduce stage fear and after completion of the course, they were able to communicate in English to some extent.
- Students will be encouraged to participate in the activities of their interest during leisure time and spend some time towards their hobbies.
- Every weekend the students are assembled in one place and some cultural activities will be conducted.
- Every day English clubs engage students in sharing their views in English using E plus and W Plus programmes.
- Students are also encouraged to participate in skits and dramas by preparing their own script. It helps in improving creative thinking among the students.
- The faculty adopt student centric method of teaching and trying to move towards flipped classroom method instead of conventional teaching methodology.

**CONCLUSION**

The residential pattern of education helps many poor students who cannot afford quality education but are interested in higher education are benefitted to a maximum extent. The students are trained for all round development apart from formal education. Students are given moral support by the teaching staff and the head of the institutions when they face any personal or other problems. It is up to the students to utilize the facilities provided by the social welfare department, which is trying to provide all these facilities with the support of the government.

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ABSTRACT

Style means the mode of expression, execution; it reflects a person’s inner-self, his beliefs, values sentiments and feelings. The way, the activities of an enterprise is managed is often described as the management style. Management style refers to the manager’s way of handling specific aspects of his role performance, responsibilities and relationships with people. The management style is a distinctive but adaptive behavior of a manager in the environment of his own decision-making and executive action. Management style is not spontaneous or natural, but situational or dynamic because of man’s inborn desire for some rational adjustment with the environment in which he operates.

As mentioned above, a management style is a function of creation variables including the beliefs, values and attitudes of the managers with reference to a given situation. Unless we examine the beliefs, values and attitudes of the professional managers in Vidarbha, we cannot be in a position to draw certain valid conclusions about the management style of these managers. An analysis of the resources to some questions posed to the managers under study helps us to know the views of these managers or certain pertinent issues, their social awareness and overall approach and finally understand their management style. The findings drawn by the researcher pertaining to all these aspects are stated in this Research Paper.

KEYWORDS
Management Style, Leadership Style, Professional Managers, Vidarbha etc.

INTRODUCTION

The Professional Managers in our country have to play a very crucial role in the conduct of industrial enterprise and their actions are bound to have far-reaching consequences. Very little is known about them, about their socio-economic background, their social and occupational mobility, their opinions, perceptions, value system, and their practices in respect of different matters pertaining to their role. Every manager has to perform several functions of the management. While performing these functions managerial style plays an important role.

What is a style?

Style means the mode of expression, execution and action. It reflects person’s inner-self, his beliefs, values, sentiments and feelings. This also can notes the behavior pattern of an individual, which in turn, is a function of the person in relation to the situation against which he functions. As such, it differs from individual to individual, from place to place and from time to time. Style has been defined as “any distinctive, and therefore, recognizable, way in which an act is performed or an art fact made or ought to be performed and made.”

Concept of Management Style

The way the activity of an enterprise is managed is often described as the style of managing or the management style. Specifically management style refers to the manager’s way in handling the specific aspects of his role performance criteria, responsibilities and relationships with the people, but the modern trend is to limit, the way of managing only to people working in an organization. Since in every organization the people are importance (as compared to non-human resources like machines, money, materials etc.), the approach adopted my management while discharging its responsibilities, such as organizing, planning, decision making, communicating, directing, motivating, controlling, etc. assume special importance. It is this approach and the manner of dealing with people can be termed as management style.

It thus follows that management style is distinctive but adaptive behavior of a manager in the environment of his own decision-making and executive action is action. It reflects how the manner behaves or will behave in an adaptive relationship to an environment or a situation, management style is, therefore, not spontaneous or natural, but situational and dynamic because of men’s inborn desire for some rational adjustment to his ever-changing environment.

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Distinction between Leadership Style and Management Style

Since, sometimes the term “leadership style” is used as an alternative for the term “management style”, it is necessary to know the distinction between the two. Leadership is the process of influencing the behavior or the activities of an individual or a group for goal achievement in a given situation. Leadership is thus a managerial function. Management is the broad-based activity and it includes leadership. Therefore, management style should be equated with leadership style, although the latter can be included in the former. If leadership style is defined, as the way people are motivated and directed, the management style should be viewed in the way manager performs all his roles or functions to achieve organizational objectives.

Determinants of Management Style

The management style of a manager is the result of multiple interacting variables. McGregor the famous management thinker has identified five such variables:

- Attitudes, knowledge, skills and capabilities of organization members.
- Nature of task and technology.
- Organization structure.
- Skills, capabilities and other attributes of the leader.
- Environmental variables in the larger organizational system and society.

Research studies conducted in the west have revealed that generally the following factors influence the management style adopted but the managers operating at the top level:

- Size of organizational unit.
- Stage of organizational development.
- Technology used in work operation.
- Competence of the subordinates.
- Performances of the subordinates.
- Characteristics of task performed by subordinates.
- Lateral interdependence of various sub-units of an organization, and
- Environment in which a manager is required to work.

Osborn and Hunt have distinguished between macro and micro variables influencing the management styles. The former mean such things as the structure of the organizations, its external environment, and the technology used to produce goods and services, whereas the latter include things like task characteristics and subordinates attitudes and traits. According to them, the micro-variables are more influential than the micro ones.

From the above discussion, it becomes an apparent that it is difficult to list the specific factors that determine a management style. However, there is no disagreement on the point that every management style is a function of multiplicity of variables and secondly the socio-economic background of the managers as well as their beliefs and value system go a long way in shaping the management styles adopted by them.

Types of Management Style

Management style, as a subject matter of study, has, however, a variety of dimensions none of which can be discounted as being of mean consequences for the organization’s functioning. Any comprehensive study of management style must, therefore, include an in-depth study of the behavior pattern of managers in respect of all respects of a manager’s job. Since such an all – encompassing study would be too wide to be included within the framework of this enquiry, it is purposed to restrict the scope of the study only to certain dimensions of the manager job.

There are different types of management styles. Some management styles are discussed below:

Authoritarian Style

The autocratic or authoritarian manager is one who makes his subordinates act as he directs without providing scope for his subordinates to influence the decision-making. This manager uses fear, threats and authority and insists on getting his own way.

The advantage of the authoritarian or autocratic style of management are briefly stated below:
In every big organization there are good number of subordinates like to receive their command or order and hence they are at their best when they work under centralized authority structure and strict discipline.

- It permits very prompt decisions; their executive takes all decisions.
- It provides strong motivation to a manager exercising this style. The authoritarian style of management suffers from the following disadvantage.

  - Since all the decision are taken by the one executives without consulting the people, who are in fact responsible for their implementation, the quality of decision making is adversely affected.
  - Subordinates develop a slavish tendency and their initiative is killed. Dissatisfaction, frustration and conflict develop in the organization jeopardizing the operational efficiency of the employees and the level of organizational effectiveness.
  - The manager development process does not gather momentum. In the initial stage of development, as well as in a situation when the organization is confronted with the some problems, authorization style of management has proved immensely useful, but it is less likely useful and effective with the rising standard of living of the people, when the people begin to look for social and egoistic satisfactions from their jobs, and when the new generation which is emanating is more independent and less amenable to rigid direction and control.

**Participative Style**

This style also called democratic, consultative or ideographic. A manager adopting this style permits his subordinates to participate actively in the decision making process. The final decision is the product of combined efforts of all. A participative or democratic manager leads by mutual consent than by use of authority. He has a high concern for people and genuine respect for the individual. Sufficient freedom to the individuals, decentralization of authority, group decision making and two communications are the main features of participative management style.

The participative style of management offers a number of advantages. Discussion and consultation improves the quality of decision-making process. The manager consistently and promptly receives feedback from his subordinates. A constructive relationship between the manager and his subordinates is established, this ensure job satisfaction to the employees, motivates them, improve their morale, reduces the resistance to change and increases the acceptance of managements ideas, policies and plans. However, participative style of management suffers from certain limitations. These are briefly stated below-

  - Lower level employees are not always able to understand correctly the extreme complex and multi-dimensional problems faced by the modern organizations. As such, participation does not remain meaningful.
  - Every organization, there are some people who prefer to have minimum interaction with their superior or colleagues. They are also very unwilling to take any risk with an inevitably involved in the decision making process. For such people participative style of management is discouraging.
  - Participation of employee can be compared with a double-edged weapon. Shrewd managers can use participation of subordinates as a shield or a device to delay decision-making.
  - Psychological researches have proved that too much participation may result in low productivity and low morale.

**Free-rein Style**

Free-rein or laissez faire management styles implies giving maximum authority and liberty to the subordinates. In this style, manager formulates the broad policies and determines the objective and then the entire process of implementation is left to the subordinates. The decision-making authority is entrusted to subordinates and the manager does not direct them at all. This is also known as permissive style where there is least intervention by the manager, abdication of authority and letting the group to operate entirely on its own. The free-rein style of management affords the top managers to utilize their ability, skills and time for more important tasks and challenges and provides maximum scope to the manager development process. However, this style of management can be successfully used only in that organization where the subordinates are competent, highly responsible, motivated and fully dedicated to the organization. Under normal conditions or situation, adoption of free – rain style may degenerate into utter chaos, confusion and total disorganization in the absence of the centralized authority, planning and control.

**Paternalistic Style**

Paternalistic style of management is supposed to be an ideal management style for developing countries and has proved quite popular in Japan. This style of management adopts paternal or fatherly attitude as the right one for the relationship between the manager and his subordinates. Its objective is to help, guide, protect and keep the subordinates happily working together as member of a family. Some managers adopt this style on the ground that the “Satisfied and happy subordinates work harder”, whilst others on the basis that such “employees will work harder out of gratitude. “The paternalistic style of management is not
likely to be effective in organization where the employees are enlightened and happily conscious of their rights and where there is strong trade union movement.

**Employee = Centered and Job = Centered Style**

Likert has reported findings of a research emphasizing the effect of basic supervisory or managerial attitudes upon employee productivity.

He has divided the supervisors or managers into two types namely: 1) employee centered, and 2) Job centered. The job centered manager’s stress to achieve the production targets and therefore they are concerned mainly with the performance of assigned tasks at the prescribed rates, using standard methods, conditions and times. Such managers insist on the achievement of organizational goals give clear directives to the subordinates and do not encourage participation of the subordinates in the policy formulation and decision making processes.

The employee-centered managers give their primary attention to the human aspects of the situation with a view to building an effective work group with high performance goals. The employee-centered manager is interested in helping his subordinates with their problems and prepares them not only for their present job but also exerts to develop them for the next higher job, so that they are equipped for promotion.

Keith Devis has explained how changes in managerial style can make the area of shared authority and responsibility larger or narrower. In this opinion, the managerial style should be such that a manager may tend to make a habit of a certain style of participation for each of his activities. It is only when participation will exist along a continuum he will be able to motivate his groups and get their co-operation.

There are different management styles, each style has its merits and demerits, but it is incorrect to consider that these management styles are opposed to each other. An employee oriented management style does not necessarily mean that it has no concern for an increase in the level of production. Similarly, a job-centered management styles having main concern for an increase in the level of production does not mean that a manager adopting this style is going to be completely indifferent to employee motivation and employee welfare. Each management style has its own dimensions, but it also incorporates certain ingredients of others in varying degrees to resolve problems of motivation and human relations.

Robert Tannenbaum and Warren H. Schmidt have made an in-depth study of this problem and have reached the conclusion that every manager is essentially a leader and he should be neither too democratic nor too autocratic in dealing with his subordinates but something in between. According to them a successful manager “is one who maintains a high batting average in accurately assuring the forces that determine what his appropriate behavior at any given time should be and in actually being able to behave accordingly.

**REVIEW OF LITERATURE**

The style of the professional managers in India has been a subject for discussion in recent literature and a fascinating and challenging topic for research. Ray has discussed different aspects of management style and has suggested a style, which is a blend of ideology and pragmatism, patience and faith and sympathy with the masses. According to Saiyadain though high level of social competence and democratic style of supervision independently induce greater satisfaction, subordinates with high social competence experience, greater satisfaction with authoritarian style of management.

The study conducted by Joseph and Kesavan revealed that in the private sector the emphasis was on production whereas in public sector people orientation was prevalent. In a study, by Singh found that, the bureaucratic style was the most predominant style among the Indian managers; it was followed by the benevolent autocratic and democratic styles. It also revealed that the factors, which influenced the managerial styles, included organizational hierarchy, the degree of faith and confidence the subordinated have in their supervisors and the nature of job technology. Habibullah and Sinha found a reciprocal relationship between the motivational climate of an organization and the use of styles. According to Pathak and Singh, effective management styles combined both tasks and relationships.

Researches have revealed that style the personal style of the executives and the collective style of a company makes significant contribution towards ensuring individual and collective effectiveness of management, Bowere and Seahore (1966) fielder (1967), Butter-field (1968), Stogdill (1974), Child (1974), Reimann and Nagandhi (1976), Khandalwal (1977), and Maheshwari (1980) are some of those researchers who in their researches, have found definite relationship between management styles of certain types and individual as well as collective effectiveness of management.
An all-India seminar was organized by the department of Business Administration, University of Rajasthan in March 1972 to discuss the theme “managerial styles in India”. Numbers of research papers were submitted and discussed in this seminar; these research papers submitted by R.G. Sarian, A. K. Shah, M. C. Kapoor, R. K. Tandon, Hafiz Uddin, K. L. Jatin, B. S. Mathur, R. B. Upadhyaya, A. K. Singh, and S. L. Sharma etc. have been published in a book form.

The study conducted by the G. T. Tayal aimed at identifying the management styles of top executives in large business firms, examining the relationship between management styles and the background of higher level managers, and analyzing the relation between management philosophy and management styles. In this study, Tayal attempted to understand the profile of top management styles on four dimensions. 1) Risk – taking maintenance, 2) Mechanistic – organic, 3) Participative – coercive and 4) employee oriented – task – oriented. This study has also attempted to explore the nature of relationships between management style and philosophy. For this purpose, the profile of management philosophy has been studied on four corresponding dimension- 1) Traditional – modern, 2) Doctrinaire – pragmatic, 3) Equalitarian – authoritarian and 4) Normative – utilitarian.

Leadership Styles

The term management and management style are comprehensive. Management includes all the managerial functions; leading is only one managerial function. Management styles is concerned with the overall approach of the manager and the way in which the different managerial functions are performed, leadership style is concerned with the approach of the management towards the subordinate and the employees and the way in which they are activated, guided and managed. As such, management style should not be equated with leadership style, although the latter is included in the former. Management has to perform a multi-dimensional role for ensuring efficient operation for the enterprise. Leadership style is concerned only with the leadership role of management. In our country, some empirical studies have been carried out about the leadership styles of the Indian managers. The important findings of some of these studies are briefly stated below.

Mayer’s from his interview with industrialists, government officers, labor, leaders and managers in both Indian and foreign owned organizations concluded that most managers, working at the top level of management are relatively authoritarian in their relationships with lower level managers and workers. Ganguli has also highlighted similar result in his study of leadership behavior in a state owned engineering company.

Rangaswamy in his study of leadership behavior of 56 top-level managers have found that Indian managers are more employee oriented as compared to their American counterpart. Some studies have analyzed the leadership styles of the managers with special reference to some variable that influence the style. Enhance and Agarwal concluded that 67 percent of executives in private sector and 57 percent executives in the public sector undertaking had exhibited a democratic leadership style. The study of 280 managers conducted by Sing and Das showed that bureaucratic style is the most predominant style among the Indian managers and it is followed by benevolent autocrat, developer and democratic in that order. A study of 120 managers conducted by Jaggi revealed that prevailing leadership styles appear to be between benevolent autocracy and consultative type. This study further revealed that the leadership style is associated with different factors such as age of the managers, their position and education, their previous socio-economic background, size of organizations etc. Younger managers were less authorization, manager in bigger sized companies are less authoritarian, and the managers in production and technical areas are more authoritarian.

The review of various studies relating to management styles and leadership style of the Indian managers fail to give a generalized result. The findings of the research studies are too diverse, the main reason for this situation is that a host of factors influences these styles and a number of factors, which are also not very stable, determines the suitability of a particular style in a specific situation and in a particular company.

RESEARCH GAP

Various researchers on management style have conducted number of studies. Some of the important studies are mentioned in the review of the literature. However, these studies are not confined to a particular region or any specific state. Most of the studies are also not related to any particular industry or a particular type of industries.

The process of industrialization of Vidarbha region is in progress. The operations of these old and new industries and their performance to a great extent is dependent on how these industries are actually managed and this to a certain extent depends on the professional managers who are managing these industries. Managers and their practices has been very interesting and important area which requires systematic and in depth study. While performing various managerial functions management style plays an important role. The success of any manager is depends mostly on his style. Therefore, a study of management style of the professional managers that too of a developing area is essential.
OBJECTIVES

The objectives of the present study are as under:

- To understand which corporate objective is considered the most important by the professional managers.
- To understand the attitude of the professional managers towards workers union.
- To understand the views of professional managers regarding government intervention.
- To understand which measures professional managers adopt to reduce union’s strength.
- To study the views of the professional managers towards appointment & promotion, women managers, S. C. & S. T. quotas, superior & subordinate relationship.

RESEARCH METHODOLOGY

This research paper aims to examine the management style of the professional managers. The data was collected by administering a structured questionnaire to 100 professional managers operating at top and middle level of big industrial undertakings, situated in all nine districts of Vidarbha region of Maharashtra State. In order to supplement the information collected through the questionnaire method, interview of 20 managers were conducted with the help of interview guide. The researcher has also collected the secondary data from various sources to supplement the primary data. The data collected with the help of questionnaire was tabulated and then analyzed with the help of some simple statistical tools.

SCOPE OF STUDY

The scope of the research is summarized as follows:

- The scope of the present study is confined to the geographical limits of Vidarbha region of Maharashtra State.
- A period of five years was selected for conducting the research.
- The researchers have selected a sample of 100 professional managers operating at top and middle level of industrial undertakings.
- The researchers have selected the sample by random sampling method.
- The findings of the study were based on the primary as well as secondary data.
- This research study aims at examining the management style of the professional managers operating at top and middle level management at big industrial undertakings.

HYPOTHESIS

The hypotheses of the present study are presented as follow:

- Professional managers consider profitability as most important corporate objective.
- Professional managers feel that workers union create problem in day today working. It hampers the performance of the managers.
- Professional managers strongly oppose government intervention in industrial dispute.
- Professional managers favour the appointment of women on managerial posts.
- Managers do not like to provide quota to backward people as against people with greater merit.

ANALYSIS OF DATA

Goal Emphasis: Corporate Objectives

With a view to know the executive orientation with respect to the emphasis on corporate objectives, a list of four specific objectives was given in the questionnaire and the managers were suggested to give relative ranking to these objectives, the enquiry revealed that more than three fourth (78 percent) of the managers consider “profitability” as the most important objectives whereas about one fourth (22 percent) managers consider “market standing” as the most importance objective. In between these two objectives, 82 percent and 16 percent of the managers have given “management performance and development” the third and fourth ranking respectively, 17 percent, and 80 percent of the respondents have given “social responsibility”, the third and fourth ranking respectively. As such, “profitability” seems to be of utmost importance to the professional managers in Vidarbha. Next in importance is the objective “market standing” whereas the objective “social responsibility” has been given least weightage. This analysis makes it clear that the professional managers in Vidarbha are traditionally oriented towards corporate objectives.
Attitude towards Worker’s Union

Negotiating with the trade union leaders and dealing with the problems raised by the union leaders has become an important dimension of the role, which the professional managers in Vidarbha are expected to play.

In view of the growing strength of the trade union movement in Vidarbha, it is pertinent to ascertain the attitude of the managers towards workers union. Top management orientation towards workers union was sought to be identified on the basis of responses to the question whether workers union were considered to be helpful to management for the purpose of sorting the problems and then solving them.

The enquiry revealed that majority of the managers (66%) considers workers union as helpful in sorting and solving the problems of the industrial proletariat. Due to different socio-economic reason, the militancy of the worker’s unions is bound to increase in the years to come. Therefore, it is imperative for all the managers, whatever they are favorably or unfavorably inclined towards the worker’s unions, to establish a close rapport with these unions, take their leaders into confidence, gain their co-operation and negotiate with them successfully.

Manager’s Opposition to Trade Unions

Sometimes the trade union movement becomes very strong, it become very militant, the union leadership becomes aggressive and the workers refuse to co-operate with the management. It will be interesting to know what the managers under these or similar circumstances think about the trade unions.

It was from this viewpoint that the managers were asked whether they are in favor of taking some precautionary measures to see that workers do not get organized and union does not become strong. About one fourth of the respondents (24 percent) indicated their definite inclination in favor of taking some measures to prevent the emergence of the worker’s union and if at all it emerges, then take some measures to stall its growth. 41 percent of the respondents were against of taking such measures. It should also be noted that 35 percent of the respondents did not indicate definite opinion on the issue. It can be observed that the professional managers in Vidarbha have accepted trade unions as a reality and majority of them do not entertain any idea of taking some deliberate efforts to stall the growth of the trade union movement.

Measures to Reduce Union’s Strength

As already stated above, one fourth of the managers under study had a definite inclination of taking specific measures aimed at preventing the emergence and growth of the trade unions. The strategy which they propose for achieving this object includes encouraging multiple unions to operate at the plant level, preventing the outsiders from capturing the key posts in the unions, promoting workers whose loyalty towards the management is unquestionable, encouraging them to become the office bearers and holding direct talks with workers, if at all these are necessary. There was also a school of thought according to which the managers should make conscientious efforts to create conditions under which the workers’ genuine demand will be promptly met and they will have no grievance against the management.

Purchasing the Union’s Leaders

There can be certain situations when Inspite of all good gesture and very sincere efforts made by the management to satisfy the demands of the workers, workers are not willing to co-operate, when all the measures aimed at winning the co-operation of the workers fall and the problems remained unsolved, it is but natural for the managers to entertain the idea for purchasing the union’s leaders.

In response to the questions “in a typical situation are you in favor of purchasing the union’s leaders?” about one half (46 percent) of the managers expressed their favorable inclination, about one fourth (22 percent) of the managers did not endorse this idea and the remaining (32%) gave no response. Thus a fairly good percentage of the managers think that when all genuine efforts to seek the co-operation of union leaders fail, peace is to be restored at any cost and the union leaders attach a price tag to their heads, it is in the fitness of things to pay the price, provided it is reasonable and the management can afford to pay it. The managers who were against the ideas of purchasing the unions leaders were not at all doctrinaire in their approach, their only apprehension was that if peace is purchased, it may not last long and secondly, the union leaders will go on claiming a higher price every time. Thus, it can be observed that the professional managers in Vidarbha are pragmatic and practical in their organization towards the trade unions in general and trade union leadership in particular.
Attitude towards Government Intervention in Industrial Disputes

Attempt was made to examine the attitude of the managers in Vidarbha about government’s intervention in industrial disputes. The finding that emerged from the analysis of the responses is that majority of the managers under study (74 percent) have not taken an extreme position about Government’s intervention in the event of industrial disputes and they prefer the degree of its desirability to be linked with specific situations that confront them from time to time.

The experience of the managers about the government’s intervention in the event of industrial disputes has been quite varied. In view of the different situations resulting from the government’s intervention in the event of industrial disputes in the experience of the managers about Government’s intervention, most of the managers strongly feel that the management should follow the policy of directly negotiating with the workers of their unions, as the case may be instead of inviting the government to intervene. The consensus was that it is only under extra-ordinary conditions and as a last resort that the top management should think of requesting the Government to intervene to dispute between the management and the workers.

Attitude towards Women Executives

Attempt was made to examine the attitude of managers towards women occupying high managerial positions in industrial undertakings. Majority of the managers under study neither favored the appointment of women on managerial posts nor did they oppose it. From the analysis of the responses of the manager under study, it can be concluded that majority of the professional managers under study feel that being a women should neither be a qualification nor a disqualification for holding high managerial positions and secondly, effectiveness and not the sexual status should be the basis for favoring or opposing the holding of high managerial positions by particular individuals. Thus the philosophical orientation of the managers in Vidarbha, towards the issue of women holding high managerial positions is largely situational, significantly modern but very little traditional.

Attitude towards Criteria of Appointment and Promotion in Higher Positions

An attempt was made to understand the executive orientation about the issue – the basis of appointment, whether it should be university degrees and professional training or it should be experience? More than half (56 percent) of the managers favored the idea of giving preference to people with University degrees and professional training in management as compared to experience. This clearly indicates that a good number of managers have correctly realized the importance of University education and professional training and that educated and trained person have better chances of becoming successful in the profession of management.

In order to succeed it is necessary that the managers should possess certain managerial skills and they should utilize these skills in the best possible manner. On one hand, these skills can be acquired and developed by formal education and training and on the other hand, through experience. A good number of managers (26 percent) are of an opinion that there is no point of making a comparison between these two methods, because both these methods are useful in acquiring the managerial skills. It can be concluded that overall, the attitude of the managers towards the means of acquiring the managerial skills in non-traditional or modern.

Attitude towards S. C. and S. T Quotas for Managerial

The managers were asked to indicate as to what extent they favor people being appointed on managerial positions on the basis of scheduled castes and scheduled tribe quota (if prescribed by the Government) in preference to people with greater merit? More than three fourth (76 percent) of respondents have indicated their disinclination to the idea of providing any quota to people belonging to S. C. or S. T and favoring them as against people with greater merit.

The Base for Decision Making

The way in which decisions are taken and the way these decisions are implemented indicate the style of the managers. In order to ensure the correctness of the managerial decisions, it is necessary that their base should be scientific objective and realistic.

For ascertaining management orientation towards the relative importance of the bases of decision making, the following four alternatives were included in the questionnaire and the managers are requested to give their indication about the base of decision were making.

- Intuition and experience,
- Experience along with relevant information.
- Information along with reports and statistical analysis, where necessary.
Qualitative analysis of the pros and cons of alternative decisions, wherever possible.

53 percent of the respondents have indicated that “factual information along with reports and statistical analysis” should be the base of decision making, whereas 44 percent of the respondents have indicated their inclination in favor of “qualitative analysis of the pros and cons of alternative decisions, wherever possible” as the base of decision making. Thus, it is clear that the professional managers in Vidarbha are quite pragmatic in their orientation towards the base for decision-making.

**Formalizing Superior = Subordinate Relations**

It is supposed that if a manager maintains informal relations with his subordinates, he is able to get their full co-operation, which in turn ensures his success. On the other hand, there is also a school of thought that if a manager maintains informal relations with the subordinates, the subordinates are easily lured to misuse their liberty, the manager finds it extremely difficult to enforce discipline, discipline cannot be maintained and the managers are unable to discharge their obligations.

Attempt was made to ascertain the views of the managers on the issue; “should the relations between manager and his subordinates be formal or informal?” Majority of the managers (65 percent) disagreed with the view that for effective performance top level managers should be strictly formal with their subordinates. Based on the analysis of the responses, it can be concluded that the attitude of the managers under study is predominantly pragmatic and somewhat doctrinaire towards the issue of formalizing superior–subordinate relations.

**Attitude towards Methods for Ensuring Obedience by Subordinates**

Subordinates ensure satisfactory managerial performance only when the managers issue directives to their subordinates and resort to the use of certain methods for propose of exacting obedience. The attitude of the managers towards methods for ensuring obedience by subordinates indicates their management style.

With a view to understand the orientation of the management about the use of methods for the ensuring obedience by subordinates, the following alternative methods were suggested and the managers were asked to rank them in order of preference.

- Issue orders implicitly or explicitly, caution against non-compliance.
- Issue orders with the assumption that they will comply with it.
- Assign work without making it sound like an order.
- Assign work and leave it to the employee to perform at his convenience.

The analysis of the data revealed that 67 percent of the respondents indicated their inclination in favor of the first method, 24 percent of the second method, 9 percent in favor of the third method and nobody was in favor of the fourth method. Based on the analysis of the responses, it can be conveniently inferred that the management style of most of the managers under study is authoritarian and work–oriented.

**FINDINGS**

- Most the managers consider profitability as the most important corporate objective.
- Majority of the managers (66%) considers workers union as helpful in sorting and solving the problems of the industrial proletariat.
- The professional managers in Vidarbha have accepted trade unions as a reality and majority of them do not entertain any idea of taking some deliberate efforts to stall the growth of the trade union movement.
- For preventing the emergence and growth of the trade unions, managers encourage multiple unions to operate at the plant level, prevent the outsiders from capturing the key posts in the unions, promote workers whose loyalty towards the management is unquestionable, and encourage them to become the office bearers and holding direct talks with workers.
- Fairly good percentage of the managers think that when all genuine efforts to seek the –co-operation of union leaders fail, peace is to be restored at any cost and the union leaders attach a price tag to their heads, it is in the fitness of things to pay the price, provided it is reasonable and the management can afford to pay it.
Majority of the managers under study has not taken an extreme position about Government’s intervention in the event of industrial disputes and they prefer the degree of its desirability to be linked with specific situations that confront them from time to time.

Majority of the managers under study neither favored the appointment of women on managerial posts nor did they oppose it.

More than half of the managers favored the idea of giving preference to people with University degrees and professional training in management as compared to experience.

Three fourth of managers have indicated their disinclination to the idea of providing any quota to people belonging to S. C. or S. T and favoring them as against people with greater merit.

More than half of the respondents have indicated that ‘factual information along with reports and statistical analysis’ should be the base of decision making.

Majority of the managers disagreed with the view that for effective performance top-level managers should be strictly formal with their subordinates.

Most of the managers prefer, ‘Issue orders implicitly or explicitly, caution against non-compliance’ method for ensuring obedience by subordinates.

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EMPLOYEE DEMOTIVATION: A BANE FOR ORGANIZATIONS

Dr. P. Devaraju71 B. Ismail Zabivullah72

INTRODUCTION

Demotivation is contagious; even one demotivated employee who constantly cribs about work or other undesirable factors can quickly succeed in demotivating others too. Organizations, irrespective of its size are prone to the danger of demotivation at all times. Lack of motivation unquestionably contributes to a decline in employee’s morale. When the employees in an organization stop feeling motivated internally, the willingness to perform deteriorates gradually. Many factors are responsible for less enthusiasm among employees among them, low pay, no or less reorganization for achievements and feeble relations with co-workers are considered the three major factors for lack of motivation among employees.

Motivation plays an important role in increasing employee productivity, quality and speed of work. When employee lacks motivation, these factors are greatly affected. Hence maintaining a positive and motivated environment at the work place is important to keep employee motivated and enthused. The HR Manager should believe in the motto that, employee motivation is the key factor for the success of organizations. Recognizing warming signs of demotivation early and addressing them quickly will really help to encourage employee contentment and talent retention. To tackle demotivation effectively, an organization must know the reasons behind this lackluster attitude. If a boss or colleague can help and motivate such a co-worker, it could go a long way in boosting the employee’s morale and motivating them to be optimistic and in building a positive attitude among them.

In spite, of careful formulation of policies and in-depth analysis of employees needs few factors often go unnoticed by the management and administrators resulting in dissatisfaction and disgust among employees, who eventually look for an opportunity that suits their own set of expectations? Their fore, it is of at most importance to look beyond the common complaints to find out the hidden causes that drive top performers to quit early. In this paper, an attempt has been made to discuss the causative factors of demotivation among employees.

Keywords: Motivation, Contentment, Retention, Lackluster, Morale, optimistic, disgust

OBJECTIVES

- To identify the factors that are leading to demotivation among employees.
- To study the outcome of demotivation.
- To suggest measures for eliminating demotivation.

METHODOLOGY

The paper in conceptual in nature, secondary sources of literature available on the title has been consulted for the development of the concept

The following are the causative factors for demotivation among employees:

Feeble Leadership: Effective leadership is an essential factor for the motivation of an employee. If strong leadership is lacking or is, negatively affecting the outlook of the team employees’ start feeling demoralized. Leaders must have a flexible, inclusive approach to manage a team and be able to communicate clearly whilst instilling confidence and focus. If a particular team or individual is lacking motivation, it may be due to a lack of good management practices and leadership.

Flimsy Hiring HR Practices: Practices like recruitment, selection and placement without any screening tests, experience, and interviews etc., should not be encouraged, right man should be place in a right place, position and at right time. Mismatch between the role expectation and role performance will lead to dissatisfaction and finally leading to demotivation of an employee.

Unrealistic Workload: It is important to keep a check on the expectations and demands that are being placed upon employees. If someone feels overburdened by a large, impossible workload, it must be substitute or addressed immediately. Works, roles and responsibilities should be assigned to an employee depending on their qualification, experience, capacity, caliber and proven

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record of accomplishment of best performance and success. Employees with less competencies should not be delegated the works which involves logical thinking, innovation, creativity, presence of mind and decision-making. Absence of this environment will create a stress full atmosphere in organizations, finally leading an employee to become demotivated or else employee will become disillusioned, stressed and lose motivation.

Insecurity of Job: employees expect security of job and longevity in their roles. An employer must assure it from his end through a policy of fixed years of employment, career growth opportunities and social security measures. Until and unless policy violation by an employee. There should not be any dismissal or separation form employment without any valid reason.

Lack of Career Vision: Money is merely one part of an employee’s motivation. Majority of employees want to have clear career objectives in the work place to feel that, there is progression for them within their organization. Career visioning can be a useful process in setting clear, long-term goals for an employee so that they can proactively work towards projected outcomes for which, the employer need to conduct regular career awareness campaigns. Lacking clarity on career also leads to dissatisfaction in the job.

Lack of Training and Development Facilities: Employees should be given an opportunity to undergo training and attend development programs on the new and emerging concepts related to their works. This practice will enhance their performance and participation in work. In the absence of these programs, employee’s knowledge becomes obsolete and which intern leads to demotivation of an employee.

Limited Opportunities for Growth: Lack of opportunities to grow up the career ladder is the biggest reason of attrition among the top performers. Unless there is a place to move upward, employees feel aim less and stagnated. A possible way to keep top performers from leaving the organization is to design a structured path for career progression. Regular coaching, mentoring, seminars, guest lecturers, study tools, and industrial visits can help in boosting employee’s motivation and engagement. Most employees will value ongoing learning potential and the sense that they are expanding and improving their skills and knowledge. If a workplace feels stagnant, non-progressive and uninspired employees’ motivation levels will soon dwindle.

Lack of Recognition and Praise: Recognizing and announcing awards to appreciate hard work is as necessary as providing an opportunity for quick growth. Good performers prefer to stay long in company that offer a role, which adds relevant experience in building their career, and provides opportunities to build knowledge. Majority of managements fail to recognition and praise their employees efforts in organization building activities and their contributions, this leads to the growth of demotivation among employees. Top performers often look for additional motivations other than salary and title that can be useful in future endeavors. A quick "Thank you" or a pat on the back can works as magic.

Poor and Unclear Communication: This is one among the top problems in all organizations. Majority of communications will not reach to the bottom level in the organization as a result, a state of confusion will be created and employee fails to take decisions regarding the work and on other important issues. Un clear communication is another factor, which causes demotivation among employees where in, free flow of information is withheld or information is provided only on need–to–know basis.

Defective Compensation Practices: Poorly planned pay structure and determining total reward without proper research on compensation market data result in framing less lucrative compensation packages. The proposed compensation and pay structure must be matched with what other companies in similar industry are offering to an employee at each level, based on qualifications and years of experience one has put up in the respective area/field.

Unhealthy Working Environment: Conflict in the workplace is hugely detrimental. Healthy debate is often productive, but it is important to keep a watch on workplace intimidation or bullying. Some employees may feel worried to come forward about issues relating to a fellow colleague. This type of unhealthy working environment causes an employee to sink in his/her energy and concentration levels on job and work.

Micro Management: Micro management have an intention to remain involved in even smallest decisions that team members make about their work on a daily basis. These managers are not willing to let the junior managers or team leaders to operate teams on their own. The tendency to keep control on every aspect of a team comes from either a dominating attitude or lack of faith on the abilities of employees. This kind of environment within the organization is also one of the causative factor for the development of demotivation among employees.
### Table 1: Areas, Factor for Demotivation and Measure for its Elimination

<table>
<thead>
<tr>
<th>Area</th>
<th>Factors for de-motivation</th>
<th>Measures for elimination of de-motivation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative</td>
<td>– Lack of a systematic approach to motivation of subordinates;</td>
<td>– Taking into account the influence of factors package on the staff activities;</td>
</tr>
<tr>
<td></td>
<td>– Motivation system is based only on financial incentives;</td>
<td>– Combination of material and moral stimulation of employees;</td>
</tr>
<tr>
<td></td>
<td>– Non-coordination of motivation system with the purpose of enterprise activity and needs of staff;</td>
<td>– Creation of flexible motivation system that would be constantly corrected and combine the goal achievement of the enterprise and staff stimulation;</td>
</tr>
<tr>
<td></td>
<td>– Inappropriate attention of leadership to the process of motivation;</td>
<td>– Implementation of process of employees motivation along with other kinds of the organization activities;</td>
</tr>
<tr>
<td></td>
<td>– Managers have the limited theoretical knowledge in personnel management;</td>
<td>– Increase of requirements to the evaluation of future managers during their job placement;</td>
</tr>
<tr>
<td></td>
<td>– Lack of experience and the inability of leaders to put into practice theoretical knowledge;</td>
<td>– Conducting seminars, competitions, trainings, studies on extension courses;</td>
</tr>
<tr>
<td></td>
<td>– Ignoring the ideas of subordinates;</td>
<td>– Consideration of all the innovative ideas of employees;</td>
</tr>
<tr>
<td></td>
<td>– partial use of the abilities, knowledge and skills of personnel;</td>
<td>– Fulfillment of various tasks of an employee with the aim to use their potentials fully.</td>
</tr>
<tr>
<td></td>
<td>– Incorrect assessment of the merits of subordinates;</td>
<td>– Implementation of evaluation process taking into account the volume and quality of tasks;</td>
</tr>
<tr>
<td></td>
<td>– Lack of psychological support of staff.</td>
<td>– Creation of proper psychological climate in the team.</td>
</tr>
<tr>
<td>Operating</td>
<td>– Imitation of resources for proper stimulation of the organization employees;</td>
<td>– Establishment of remuneration according to applied efforts and qualification;</td>
</tr>
<tr>
<td></td>
<td>– Lack of time for the process of motivation implementation;</td>
<td>– Investigation of the most important needs of each employee and establishment of corresponding remuneration;</td>
</tr>
<tr>
<td></td>
<td>– Disadvantages in the communication process;</td>
<td>– Adjusting of information exchange between employees of different levels, departments and offices;</td>
</tr>
<tr>
<td></td>
<td>– Improper level of labor organization.</td>
<td>– Ordered, coordinated and directed cooperation of staff for aim achievement.</td>
</tr>
<tr>
<td>Personal</td>
<td>– Unrealistic expectations from activities in the organization;</td>
<td>– Substantiation of realistic information about the organization activity to the employees;</td>
</tr>
<tr>
<td></td>
<td>– Lack of ownership to the results of company activity;</td>
<td>– Constant informing of staff about results of the organization activity, team spirit forming;</td>
</tr>
<tr>
<td></td>
<td>– Unpredictable of employees behavior;</td>
<td>– Investigation of motivational mechanism structure for each employee;</td>
</tr>
<tr>
<td></td>
<td>– Different level of personnel response on the same motivational factors;</td>
<td>– Consideration of features of motivational influence on the behavior of each employee;</td>
</tr>
<tr>
<td></td>
<td>– Lack of career growth.</td>
<td>– Change of employee status without a change in position; motivation for achieving the significant intermediate results, performance of important tasks; promulgation of schemes of career increase.</td>
</tr>
</tbody>
</table>

Sources: [http://sepd.tntu.edu.ua](http://sepd.tntu.edu.ua)

**CONCLUSION**

Numerous factors contribute for employee demotivation resulting in high attrition. Hence, it is imperative for every organization to ensure that, their employees are protected and guarded against this syndrome. The managers at different levels should have a bird eye view on the activities and behaviors of their employees. There is a necessity of an integrated approach to address this problem, because motivation of employees takes into consideration basic human needs: physiological, safety, economy, identity, social acceptance, self-expression, etc.
Measures for motivation should be aimed both on the improvement of employees work and enterprise as a whole. As for as employees are concern the process of motivation should be based on a regular diagnostication of their activities through open and anonymous research, establishment of rational criterions of activity results evaluation, maximum satisfaction of the requirements, material support and moral stimulation etc. Requirements for recruitment, its professional development, job responsibilities and varying duration and schedule, rules of career displacement, proportion of constant and variable parts of salaries, social protection packages should always be in sight of HR managers.

With regards to the enterprise on the whole, the process of motivation must be based on the study of the experience of foreign organizations and domestic companies which are successful in this direction of activity; analyzing the strengths and weaknesses sides of company activity, which are closely connected with the process of stimulation; design and adoption of proper implementation system, monitoring and regulation of motivational activities etc., This process will go a long way in addressing and arresting the causative factors for demotivation among employees and it will ensure sustainable growth of organizations and employees too.

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MANAGING CHANGE: ISSUES & PERSPECTIVES

Dr. Chandrakanta Sahoo

ABSTRACT

Change is the only unchanging principle of the world – this illustrious dictum is the replica of the happenings of the business world. The challenges many business enterprises encounter today may vary from relatively minor change processes such as fine tuning the workforce to major transformations such as restructuring or right-sizing the organization. Such changes may be viewed as problems in the workplace on one hand, while, on the other hand, may prove competitive advantage for the company. This paper while discussing the framework of change management process will develop a model for successful implementation of change intervention strategy in the organization.

KEYWORDS

Organizational Change, Diversity, Process, People etc.

INTRODUCTION

"Everybody has accepted by now that change is unavoidable. However, that still implies that change is like death and taxes - it should be postponed as long as possible and no change would be vastly preferable. But in a period of upheaval, such as the one we are living in, change is the norm”. Peter Drucker

Management Challenges for the 21st Century (1999)

Organizational Change involves moving from the organization’s present state to a future state or desired state. It is the intentional attempt by management to improve the overall performance of individuals, groups and the organization as a whole by altering the organizational structure, behavior and technology. So organization change is used to include the concept of organizational development in its broadest sense.

Managers in learning organizations are the champions of change. They are very sensitive to the happenings of business world. Peter Senge, an exponent in the field of organization change and development states:

‘When I look at efforts to create change in big companies over the past 10 years, I have to say that change is possible – and enough evidence of failure to say that it is not likely’.

Senge’s opinion indicates that change is a challenging job to say the least. It often generates problems and opportunities for the people and organization. As Shiv Khera, the excellent corporate trainer writes in his famous book ‘You Can Win’: ‘the organizations do not have business problems, they have only people problem. Here lies the importance of managing people in organization who are perhaps the only resource of the organization because they manage the rest of the resources of the organization.

People bring diversity to the organization despite having much ingrained commonness. Such differences and commonness might sometimes generate both problems and opportunities for the company when change is initiated. If people perceive problems at certain change initiative, they may rebel and the reverse is true in the alternative case. Managers need to be well equipped with the requisite managerial skills and ability to understand the forces, needs, resistance to change and thereby adopting the appropriate strategies for change by creating a learning environment in the organization.

Types of Organizational Change

Organizational changes are of two types: Unplanned or Planned. Unplanned change occurs when management may not have expected such change because they are not ready for change and the forces for change overwhelm the efforts to resist change. The pressures can result in uncontrolled, if not chaotic, change effects on the organization.

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Planned change is a systematic management effort to move an organization, or a subsystem, to a new or desired state. It may include deliberately changing the organization’s design, technology, tasks, people, information systems, and the like. Planned change defines the organization’s future, diagnoses the organization is present, and manages the process that moves the organization from its present state to the desired future state. The change agent, the consultant who may be external to the organization or part of a staff function guides the change process, helping managers bring about planned organizational change.

Although managers try to follow a plan for change, it does not always move forward smoothly. The change effort is often blocked, causing managers to rethink their goals and plans.

The target of planned change can be an organization’s culture, decision processes, or communication processes. Managers may require changing a task’s design or the organization’s design. They may want to introduce new technologies or adopt a new strategy for the organization to facilitate work procedure or enhance its productivity. Managers should select the target after carefully analyzing the current state of the organization and the need for change.

Models of Planned Organizational Change

Researchers have proposed two contrasting models of planned organizational change: evolutionary model and the revolutionary model.

The evolutionary model of organizational change sees change occurring in small bits that add to a total amount of change. Such kind of change takes place incrementally over time as managers adapt an organization’s design and processes to changes in its external environment. This model passes through three phases. In the first phase, the change agent feels that there is ‘need’ for change. Then he tries to ‘move’ the organization (or a part of it) toward the changed state. During the last phase, the change agent tries to ‘stabilize’ the change and make it a part of the organization. These phases do not have distinct boundaries. Each phase passes into the next phase in the sequence. Although the three phases often occur during a planned change effort, organizational change does not always happen in a linear fashion. Unexpected events can occur along the way, forcing a return to an earlier phase.

Microsoft’s recognition that it was not ready for the sweeping effects of the Internet on how people communicate with PCs is an example of evolutionary change. The Company announced in 1994 that it would offer software to allow easy Internet access. For the industry giant, producing such software and adding new support systems for it were small changes in the company’s massive array of products and systems.

The revolutionary model sees organizational change as unfolding over long periods of stability followed by bursts of major change activities. It is massive change affecting many parts of the organization such as structure, design, culture and processes.

Research focused on revolutionary organizational change suggests that there are two events that trigger a revolutionary period: (1) Dissatisfaction with the organization’s performance, and (2) Strong feelings among organization members that it is time for change.

The first event warrants a felt misfit between the organization’s deep structure and its current environment, technical process, product or service mix, and current organizational members. Dissatisfaction results in following clear organizational failure or when many believe failure is imminent.

The second event can happen when organizational members feel uneasy with the current equilibrium period and feel little forward movement of the organization.

Revolutionary change characterizes organizations that must shift direction. Usually such changes can happen under strong leadership at the top leadership position of the organization. Some researchers refer to change of this magnitude as quantum change, frame-breaking change, radical change, eruptive change, transformational change, and discontinuous change.

A Framework for Managing Change in Organization

Management of change is a systematic process that can be broken into several sub-processes. Figure 1.1 consisting of six steps in a logical sequence depicts this broad process. A manager should consider each of these steps, either explicitly or implicitly when undertaking a change program.
There are several emerging forces affecting organizational life. Some of these forces are globalization, diversity, flexibility, flat, and networks. These forces create tensions for organizational leaders and employees as they go through waves of changes in their organizations. These tensions generate opportunities as well as threats for both the organization and individuals as well. If these tensions are not managed well, they will yield dysfunctional result affecting organizational profitability. Table 1.1 depicts some of the emerging forces and the specific tensions they produce.

Table 1.1: Change–Trends and Tensions in Organizations

<table>
<thead>
<tr>
<th>Trends</th>
<th>Tensions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Globalization</td>
<td>Global versus Local</td>
</tr>
<tr>
<td>Diversity</td>
<td>Heterogeneity versus Homogeneity</td>
</tr>
<tr>
<td>Flexibility</td>
<td>Flexibility versus Stability</td>
</tr>
<tr>
<td>Flat</td>
<td>Centralization versus Decentralization</td>
</tr>
<tr>
<td>Networks</td>
<td>Interdependence versus Independence</td>
</tr>
</tbody>
</table>

Broadly speaking, these trends or forces can be categorized into two: external and internal. External change forces are the forces affecting the organization from outside, such as the pricing strategies of competitors, the available supply of resources, emergence of new technology, government regulations etc. For example, advancement in computer technology and automation has affected not only production techniques, but also the social condition of work.

New occupations have emerged and old occupations have faded away. Eventually, delaying adoption of new technology that would reduce costs and improve quality will be reflected in the financial statement. Technological advancement is a permanent fixture in contemporary society.

Internal Change processes can be traced to Processes and People. Processes that facilitate change may include decision-making, communication and interpersonal relations. Problems at any of these processes such as delay in decision-making, communication barriers and interpersonal conflicts may generate forces to bring about changes in organization. Similarly, low levels of morale, high levels of absenteeism, employee attrition and strikes and walkouts are the symptoms of people problems. Management must recognize the various forces and acknowledge the need for change.

The learning and progressive organizations have adopted a technique for helping managers recognize the need for change. The technique is known as the sense-and-respond (SR) model. SR model helps sensing change earlier and responding to it faster. SR model requires that managers build an organizational context that delegates operational decision making and design of adaptive systems to the people or teams accountable for producing results, ultimately improving the competitive position of the company.

Stage 3 involves diagnosis. It helps understanding the gravity of the problems for which change is needed. Kurt Lewin’s Force Field Analysis technique is a powerful technique that can help managers diagnosing the gravity of the situation and analyzing various intervention strategies requisite to manage a problematic situation. According to this technique, an organization
simultaneously faces driving forces for change (e.g., an aggressive competitor) and restraining forces (e.g., fear of failure, satisfaction with status quo, ingrained habits, low morale, group norms, inadequate working tools etc.).

Lewin’s Force Field technique can be applicable to many of the business situations where change is necessitated. For example, the manager of a restaurant decides to initiate a change program. Some of the driving forces may be customer demand, competition, cost pressure, government regulations, franchise policies. Restraining forces may appear in the forms of lack of resources, low employee morale, low employee skill level, employee resistance to change or lack of knowledge about the change effort. Figure 1.2 shows the relationships between driving forces and restraining forces in this scenario.

**Figure 1.2: Driving and Restraining Forces in Fast Food Restaurant**

![Diagram showing driving and restraining forces in a fast food restaurant](image)

**Sources:** Duening, T. N., & Ivancevich, J. M., Management: Principles and Guidelines, biztantra, Ed. 2003, Ch-17, p-457.

If the driving forces outweigh the restraining forces in power and frequency in a change situation, managers can successfully initiate changes and the reverse is true in alternative case. If the driving forces and restraining forces are equal in a change situation, managers probably need to begin pushing the driving forces, while at the same time attempt to convert or immobilize some or all of the restraining forces. After careful diagnosis of the problem, time now is to select an appropriate intervention strategy (Stage 4). There are several change intervention strategies. Some of them are survey feedback, team building, empowerment, and foresight-led change strategies. Depending on the nature and gravity of the problem and after evaluating the pros and cons of various intervention techniques, one or some combination of techniques should be adopted and then implemented (stage 5). During implementation, careful attention should be taken and adequate time and resources allocated to bring about long term benefits of the change.

Stage 6 is the evaluation stage where the change agent can assess the impact after the change initiatives are implemented. It is very much like reviewing the whole process and studying whether the change intervention strategy yielded the desired result. For example, if the problem was employee attrition, has it stopped or minimized? Has employee morale improved? If the problem is related to customer defection, was sales boosted and customers retained? During this stage, impact of implemented intervention strategies (e.g., employee counseling, training, pay hike or sales promotional strategies) are evaluated.

**A Business Case: Samsung’s New Management Policy**

On June 7, 1993, Samsung Chairman, Kun-Hee Lee officially announced his “New Management Policy” to renovate the organization. Following his announcement, he encountered many barriers in bringing about change in the organization. Rigid hierarchical structure had discouraged employees from questioning authority or “thinking out of box”. The company’s traditional focus on mass production encouraged its employees to emphasize quantity rather than quality. So defective products yielded during the process were treated as just and “necessary evil” that come from high volume.

Lee introduced a number of radical changes to overcome these barriers. He reviewed the organizational philosophy that was built on the citadel of functional structural format and centralized decision-making process. He preferred shifting its structural format from functional to matrix. He tried to transform its culture as one integrated people friendly culture where senior managers were given autonomy to leave their offices and visit the field regularly to observe the market trends and changing customers’ preference. He challenged the company’s traditional culture of lifetime employment by firing a number of senior managers to create room for younger and more aggressive leaders.
Jobs were redesigned and restructured to enable the engineers and designers work together on multiple projects. He introduced a Line Stop System to improve the quality of the products that allow the employees to stop production when a defect is noticed. He adopted the Six Sigma Program that establishes the goal of no more than 3.4 defects per million parts or procedures; and introduced a number of other advanced quality control methods.

In ten years, while many of its major competitors like Fujitsu, Hitachi, Matsushita, Toshiba, Ericsson and gateway were struggling for survival or barely profitable in the backdrop of liberalization, privatization and globalization, Samsung continued to remain solidly profitable. This success in highly competitive global markets could be attributable to Lee’s New Management and ongoing commitment to change.

Leadership and Organization Change

A visionary leader can play a compelling role during organizational change. A leader with the leadership mystique has a sense of mission (vision), can build a power base for change, and has a will to survive and persevere during the turbulent periods. Transformational leaders exercise their charismatic qualities to inspire followers in pursuit of desired changes. Charismatic leaders synthesize an inspirational vision with the leader’s charisma to propel organizations forward out of a turbulent period to a new equilibrium period. Such types of leaders usually know what is in the organization’s roots that they want to keep for the future. Without leaders at many levels in an organization, successful change is unlikely.

The PROPER Model of Organizational Change

The accelerated pace of change has become an inherent and integral part of organizational life impacting employees’ behavior to a large extent. Especially during global melt down, the economic crisis has affected the organization in a variety of ways - new strategies, postponed projects, ongoing cutbacks. Such ways presumably have yielded depression in the minds of millions of employees whose organizations have been affected by this economic slowdown. The big question that ‘How to get rid of such trying time?’ raised eyebrows of the many intellectuals working in different universities and industries. The corporate managers for introducing changes in organization may follow the PROPER model.

Figure 1.3: The PROPER Model of Organizational Change

Prepare: The leaders of organization needs many preparations before initiating changes in the organization. They must reasonably understand the driving forces for change; review the existing plan before remodeling it.

Reassure: The leaders have to instill confidence in the organizational members by involving them in the decision making process. They must foster positive organizational culture to suit organization and its stakeholders. They must convince them on possible benefits of the change intervention strategy and tell them how they are going to be benefited by it.

Orient: The leaders must tell and sell the organization to its employees to instill the feelings of ownership and generate citizenship behavior and set performance standard to accomplish the desired result. The leaders should share Key Performance Indicators (KPIs) data with everyone if the company changes employee KPIs in the light of the changing environment and business strategy. This will enable employees to understand how their roles contribute to the organizational objectives.

Perform: At this stage, the leader can play the role of a facilitator by keeping eyes on various activities relating to the members’ performance. The leaders are supposed to update progress related information on a weekly basis and inform employees about what is happening, successes, information updates etc. This, indeed, motivates them.

Evaluate: The leaders are required to evaluate whether the change intervention strategy helped achieved the desired results. At this stage, the leaders may consult a team of experts who are competent at such evaluation.

Review and Reinforce: Leaders should reinforce the performance if it yields desired results or review and revised the plan.
CONCLUSION

Organizations do not have business problems, rather they have peoples’ problem. As Peter Senge says, “People don't resist change. They resist being changed.” Successful change interventional strategy involves people in the process and assures them of its benefits to both. When people see that they are going to be benefited by the change initiatives, they will accept it.

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