



GEOGRAPHICAL VERTICAL INTEGRATION STRATEGY IN THE BPOULTRY INDUSTRY. A CASE IN MEXICO

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ABSTRACT

The aim of this paper is to analyze the strategies undertaken by Industrias Bachoco throughout its corporate development based on theories of vertical integration and location theory. The question is how it is achieved Industrias Bachoco leave behind their competitors and become one of the ten largest producers of chicken and egg of the world? A comprehensive framework to contextualize all the challenges of the reality faced by the company and the long-term vision it has on Mexican markets in the United States is used. It is concluded that the vertical integration of production and the location are the cornerstones to implement their business strategies.

Keywords: *Acquisitions, chicken industry, location, nostalgia market, vertical integration.*

I. INTRODUCTION

Since the signing of free trade agreement, Mexico with Canada and the United States long has been said about the impact of transnational corporations in the national economy. It is referred to the demise of many organizations by their low productivity; they were pressured by low prices of imports. Now, twenty years later, there is a new paradigm, larger companies and those best able to adapt to globalization have survived to that trade shock. This is the case of Industrias Bachoco, founded in the period of greatest growth in Mexico and in a context of high competition but with little corporate experience. This company is one of the ten largest producers



of chicken in the world and its vision is to continue on one of the most dynamic markets in the world: United States (Bachoco, 2015).

Scientific research mainly deals with the study of transnational corporations from developed countries to emerging and developing countries. It could be classified as North-South movement. However, in recent years it has been seen the enormous growth of companies in developing countries that are expanding their involvement in developed country markets (South-North). Most notably is this second economic phenomenon that challenges the traditional power and shows that there are factors beyond those provided by the nature of the country of birth that allows these companies to be as competitive nationally entering more complex foreign markets.

It is precisely in these factors that it should be paid attention. Are they factors that are derived from the industry or the resources and capabilities or games between the institutions? There is much to discuss. Therefore, the analysis proposed in this paper is to use a set of theories that they can go step by step explaining the case of Industrias Bachoco and reach an understanding of why it is one of the most important in the industry poultry in the world. What is the competitive advantage and what weapons has to fight in the Mexican market in the United States. Only then, it could be understood one of the whole national companies that now compete in foreign markets and raise a new research agenda.

II. CURRENT POULTRY MARKET IN MEXICO AND THE UNITED STATES OF AMERICA

Michael Porter in 1980 formulated the model of the five forces trying to synthesize the theories based on the industry to develop strategies (Vargas-Hernandez, Guerra, and Bojorquez Bojorquez, 2014). In their model, Porter considers external and internal factors that determine the performance of the firm. Also raises a number of strategies depending on the conditions of the industry a company can do to be successful. In the following lines will aim to break down each of the five forces model to describe the situation of Bachoco in Mexico and the United States. As a diagnosis of these factors can determine the attainment of its objectives which are aimed to have a high market share in North America.



A. Rivalry between competitors

The poultry industry in Mexico is an oligopolistic market led by only three companies Bachoco, Tyson Mexico and Pilgrim's Mexico. In 2012 between these three companies produced about 59% of the total production of chicken and Bachoco produced about 35% of total being the market leader (Bachoco, 2014) company. Although somehow each of these three companies has a certain region of the country, fighting for the market is very intense unlike other oligopoly markets. It is referred to the entry of new buyers, as in the case of the acquisition made JBS Pilgrim's Pride in the United States affecting the subsidiaries in Mexico. JBS comes with a great competitive power because it is the second largest producer of chicken in the world (Degen and Wong, 2013).

Bachoco has the advantage of being a strategist and meet the Mexican market from root to tip. However, not a very big fight is discarded between these two main competitors, Bachoco and JBS as large as that of Mexico market. It can be said yet that Bachoco is a price setter. However, the power of the company may be affected by the decisions can make JBS to acquire Tyson de Mexico. Still does not know. If done it would be time a strong rivalry between two large corporations. In the US, the share of Bachoco is lower, only 2% of the total production of chicken is a product of the company.

To analyze the strength of the competitors in the US market is easier because in the US poultry industry is more fragmented; it is more competitive in terms of diversification and a large number of producers. Perhaps there are large corporate and Tyson and JBS but the power of local rivalry makes that market power is not concentrated in these two companies. In addition to diversification, it gives greater dynamism to competitiveness, the US market unlike the Mexican look for products with higher value added (Meat, Fish & Poultry Industry Profile: United States, 2014).

B. Potential threat entry



In this section, both the American as the Mexican market has the same characteristics. In reality, there is not a strong threat of potential entries for the poultry industry has little incentive to entry, although it does not require extra investment to start a business in this industry. The effect it may have on the market the entry of a new competitor is very low. There are high risks of losses since the products are meat and require special treatment and specific buyers are somewhat faithful manner to current brands in the market. In fact it can be considered that there are an optimum number of producers because there is more that could saturate the market of products and this affects consumer decisions.

Therefore, there are not really high entry barriers but a high level of business risk. Economies of scale also represent a danger for new entrepreneurs because the basis for success in the chicken industry focuses on vertical integration and to generate all this conglomerate is very complex. There really is not a strong consumer loyalty to brands, although there may be towards value-added products that diversify marks does not recorded a serious component for other companies to enter. In Mexico, the topic itself is different because Bachoco and Pilgrim's do maintain branding in many supermarkets and are valued by consumers, and with Tyson are of the few companies in Mexico that offer products of value-added chicken.

C. The bargaining power of suppliers

Similarly, both the US and Mexico remain the same situation with suppliers. In general, it cannot be told about a wide range of services that poultry and egg producers require. The most important factor is the availability of food grain inventories and to find it affordable. As it can be spoken of a highly volatile market the most common is that companies already have covers that protect against fluctuations in prices. However, they are not without serious problems such as droughts or natural phenomena that affect input prices. This is an issue of great importance for industry because it is because of these movements in the prices of cereals for which they are forced to develop strategies for survival. Demand is very sensitive to changes in the prices of chicken.



D. The bargaining power of buyers

In both countries is a market with a high variety of consumers, intermediaries, business lines and distribution that is very complicated that buyers represent a limitation. However, competition makes itself the task of minimizing costs to offer cheaper or higher value added products. Actually, this power of buyers is not needed because the nature of industry, producers has not pricing power. In the only sector which will be characterized more purchasing power it is at the supermarket because it's chain stores trading large amounts of products and would consider exercising power over the purchase price (Meat, Fish & Poultry Industry Profile: United States, 2014).

E. Threat of substitute products

In this area, there is a great danger. The chicken and the egg can be replaced by any other agricultural product at lower retail price, subject to the preference there is a strong transition for purchasing these products by other of lower calorie content. What is worth noting is the fact that chicken is option of meats, the cheapest meat and not only that, the inputs used to feed substitutes are the same for chicken to pork and cattle. That is, when there is a shortage of cereals, the entire food industry is affected and prices rise equally. What we must not be forgotten is that the poultry industry is the industry that major outbreaks of diseases presents. So if an increase in chicken prices happens by endogenous industry variables, power substitutes visible in these cases are generated.

III. FUTURE

What helps Porter's model is to get an overall assessment of the situation of industry in a given time. Doing this exercise seems that strategies of Bachoco to achieve its position in the US market would have to be ferocious and well designed. However, the diamond of five forces forgets, or at least was not provided in this study, is a great little feature that is where the look of the company directors has. Although the industry is highly diversified and highly competitive, the migration of Mexicans to the North Country is creating new niche markets called nostalgia market.



The preference for domestic products by Mexicans living in the United States is called nostalgia market. It has nothing particular in economic theory; it is simply a niche that is drawing attention for the potential purchase of all Mexicans migrants. Best of all, especially for Bachoco is that the Mexican market in the US is mainly is concentrated among eight states which makes access, distribution and advertising easier to apply (Monterde and Romero, 2014). However, the distance is still a limiting factor for Bachoco.

Bachoco's Plans to expand into US territory are not myths. Having bought OK Industries, Bachoco is in constant evaluation in order to acquire new plants and reaching the target market is being proposed (El Financiero, 2014). Hernández and Vázquez (2009) say that the regions Northwest and Peninsula are the key for global participation because they are the ones with the certifications of the US government disease-free States. This factor is an important point because they are currently presenting flu bird cases in that country and this can help encourage exports of Mexican chicken to one side of the border.

Analysts say Bachoco positive forecasts for the following years that its solid financial structure is due to the maturity of its business strategies, to the attraction it has to grab debt through actions and its long-term vision. Just in the first quarter of 2015, Bachoco shares have gained value by 10.66% (The Economist, 2015). Other factors analysts say as variables so that gains are benefiting the company and indicating that the exchange is benefiting it greatly, grain prices dropped since late last year but egg and chicken prices have no gone down. Apparently Bachoco is at its best.

It is also important to note that these factors can only be stationary so the company should not lower its guard. The flu outbreak that is occurring in the United States can be a risk factor that could eventually infect chicken and inventories put the company into trouble.

IV. CONCLUSION



After a description of the strategies of the company, the structure of the poultry industry in Mexico and the United States and noted the views of the managing directors, one can conclude that vertical integration and location are the tools to do Bachoco one of the top ten producers of chicken in the world. It is more important, to note that these two elements require much control by its managers. Complementary to these two variables there are a number of strategies that protect the model of business success but are the decisions of top management which would they have given this corporate movement. From its inception to understand the advantages of locating food and meet the demand for fresh chicken from the regions to its vision of nostalgia market in the United States.

The study of the company leads to think that reality is difficult to isolate in a few theories and requires extensive knowledge of the variables involved in the industry to be analyzed in order to get to do a thorough and accurate analysis of the same. The strategies can be seen from many types of perspectives but maintain their dynamic nature. The role of direction is vital because it is responsible for maintaining the chips on the table, a play that ends until the company dies.

Also, it is vital to emphasize the role of globalization as the tennis game that we now see more Latino businesses participating in an important way. Following the 2008 crisis expansion of producers in developing countries, it is reflecting at the entry to developed countries, which was more common to see it in reverse. Latino researchers need to generate greater knowledge about classical successful companies but instruments that can help midsize companies generate strategies that lead to global spectrum to generate greater competitiveness and boost exports.

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**TRAINING AND DEVELOPMENT METHODS IN TELECOM
INDUSTRIES**

**(A CASE STUDY OF IRIS INFRA SERVICES TELECOM DEVISION,
HYDERABAD, ANDHRAPRADESH)**

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ABSTRACT

Training is the act of increasing the knowledge and skills of an employee for doing particular job. Training is a short-term educational process and utilizing a Systematic and organized procedure by which employees learn Technical knowledge and skills for a definite purpose. Training is a continuous and life long process. Right from the time a child is born he starts receiving training from the time his mother for a variety of needs. So, that he becomes a social being. His training continues in the school and the college situations. Training employees would be a valuable asset to an organization Organizational objective like viability, stability and growth can also be achieved through training. It is also important significant part of management control. The training employees invite organizational change and ready to take up any type of assignment. The success of any organization, to a greater extent depends on the amount, qualitative and timely training provided by an organization. Every organization big or small productive or non productive, economic or social, old or newly established should provided to all employees irrespective of their qualification, skills, suitability for the job etc. Thus, no organization can choose whether or not to train employees. The needs has been recognized as an essential activity not only Of management in public and private sectors but also of trade unions, Academic institutions, professional bodies and the various department And agencies of the Government. Training is used continuously in every well run establishment further, technological changes, automation has to retrain the old Employees.

I. INTRODUCTION



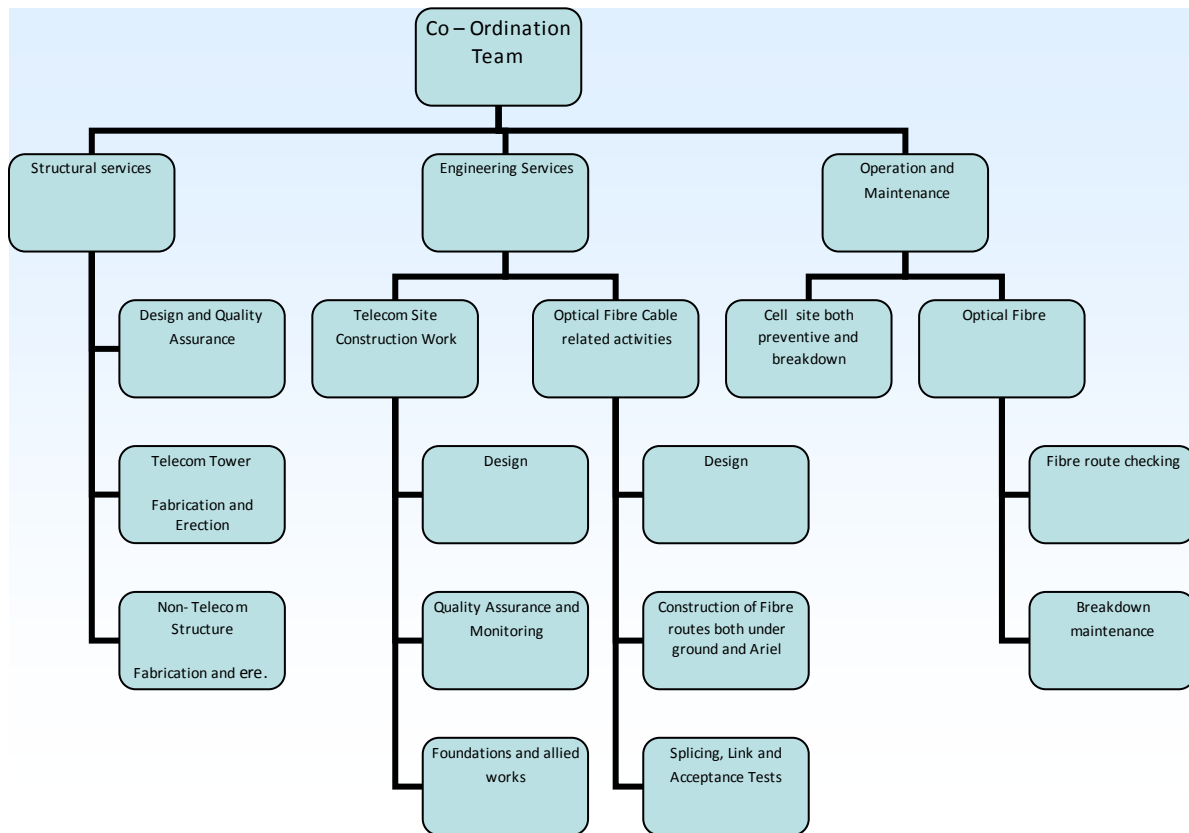
Iris was incorporated in the year 2005 by a dedicated team having experience in Telecom Infrastructure building, and offers various services to build the Telecom infrastructure. Iris received work orders of the value of Rs. 1502 million by End February, 2014. We achieved turnover of Rs. 25.2 million in the year 2005 – 06 and Rs. 61.2 million by February, 2007. Iris executed Civil, Electrical, Optical Fiber Route Construction, Supply and erection of Towers and Site Acquisition Activity. Iris has taken an area of 8.75 Acre on lease and started procuring machines for Tower Fabrication Unit. Commencement of fabrication is expected by End March, 2007

a) **Vision Of the Organization:** We shall be a customer oriented services company and provide best-in class services with commitment.

b) **Mission Of the Organization:** IRIS vision translates into the following operational missions:

- We will provide services with consistent quality
- We will extend our support to our customers in achieving their goals.
- We will fulfill our customer requirements with value addition
- We will maintain high performance standards.
- We will accomplish our objectives with honesty and courtesy towards our clients, employees and vendors

c) **Organization Chart:**



- d) **Research Problem:** The research study is on training and development in the organization as it plays a vital role in any organization. To know how training is done in the organization. What type of training programmes they are following and how effective they are in the organization.
- e) **Need for Study:** The need for study is to know How effective training in the organization is and to what extent they are useful. Also to find out the gaps in training and development system (if any) and to give suitable suggestions and recommendations.

Study was carried out at IRIS TELECOM INFRA PVT. LTD



f) **Sample design**

Sampling: carried out with Civil Executive, Employees & Workers.

Sample size: 100

g) **Objectives:**

The following are the objectives of this present study.

1. The main objective is to study the training and development system existing in IRIS.
2. To identified the training programs of IRIS

h) **Primary Data:** The primary data is collected through administration of schedule and the items in this schedule are framed carefully and clearly.

i) **Secondary Data:** The secondary data has been collected from annual reports, partly from records and library sources. Some information is gathered by personal talks with the concerned officials.

Sampling: The sampling purpose only 3 designations the name of designations are Civil Executive, Employees & Workers. The total samples 100. The sample is drawn equally from these five departments through Simple random Sampling technique.

II. REVIEW OF LITERATURE

Analysis of data: The primary data collected through schedules are grouped and all the items in the schedule are tabulated for the purpose of the study. Simple arithmetic calculations are used for analysis of the data. Employee training is the important sub-system of Human Resource development. Employee training is a specialized function and is one of the fundamental operative functions for Human Resource Management. Every modern Industry, We Want start



any industry the basic Factors are very much essential, these are, men, money, material, Marketing, machinery, out of these five, men is playing an important Role in every organization. Without man power we cannot run an Industry. So, every modern management has to develop the organization through human resource development. After an employee selected, placed and introduced he/she must be provided with training facilities.

Meaning: Training is the act of increasing the knowledge and skills of an employee for doing particular job. Training is a short-term educational process and utilizing a Systematic and organized procedure by which employees learn Technical knowledge and skills for a definite purpose. Training is a continuous and life long process. Right from the time a child is born he starts receiving training from the time his mother for a variety of needs. So, that he becomes a social being. His training continues in the school and the college situations.

Importance of training:

The importance of human resource management to a large extent depends on human resource development. Training is the most important technique of human resources development. No organization can get a candidate who exactly matches with the job and the organizational requirements. Hence training is Important to develop the employee and make him suitable to the job. Job and organizational requirements are not static, they are changed from time to time in view of technological advancement and change in the awareness of the Total ; Quality and Productivity Management (TQPM). The objectives of the TQPM can be achieved only through training, as training develops human skills and efficiency. Training employees would be a valuable asset to an organization Organizational objective like viability, stability and growth can also be achieved through training. It is also an important significant part of management control. The training employees invite organizational change and ready to take up any type of assignment. The success of any organization, to a greater extent depends on the amount, qualitative and timely training provided by an organization.



Need for Training:

Every organization big or small productive or non productive, economic or social, old or newly established should provided to all employees irrespective of their qualification, skills, suitability for the job etc. Thus, no organization can choose whether or not to train employees.

Training is used continuously in every well run establishment further, technological changes, automation has to retrain the old Employees.

The need for training arises due to the following reasons:

- 1) Sub optimal performance of organizational in public, government and private
Sector
- 2) The every-increasing gap between planning and implementation of projects.
- 3) Technological change necessitating acquisition of new skills.
- 4) Qualitative change in the form of professionalization of managerial staff and
Workmen.
- 5) Need for individuals and organization to grow at rapid pace.
- 6) To meet challenges of global competition.
- 7) Need for Human Relations is necessary to deal with human problems (including
alienation, inter personal and inter- group conflicts etc)

Training Objectives: Generally line managers ask the personnel manager to formulate the training policies. The personnel manager formulates the following Training objectives in keeping with the company's goals and objectives.

- To prepare the employee both new and old to meet the present as well as
changing requirements of the job and the organization.
- To prevent obsolescence.



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- To impart the new entrants the basic knowledge and skill they need for an intelligent performance of definite job.
- To prepare employees for higher level tasks.
- To assist employees to function more effectively in their present Positions exposing them to the latest concepts, information and techniques and developing the skills they will need in their particular fields.
- To build up a second line of competent officers and prepare them to occupy more responsible positions.
- To develop the potentialities of people for the next level job.
- To ensure smooth and efficient working of a department.

Training and Education:

Training is concerned within increasing the technical knowledge and operative skills in doing a particular job. Hence, mostly employer trains their employee for a particular job. But the scope of education is broader. It includes acquiring not only technical skills and knowledge, but also behavioral skills and knowledge, general knowledge, social knowledge and the like. Thus, education is to develop individuals. It is concerned with the changing environmental political and social developments. Education is not only through former instruction in the educational institute, but also through trading, observation, awareness and so on and so forth. Training is through vocational and training institutes particularly referring to a job (or) a craft. Training normally has a more immediate and specific utilitarian purpose. Where as education has long run and general utility. Training from education as they are closely inter related that means training is part of education.

Areas of training:

Organization providing to their employees in the following areas.



- 1) **Company Policies and Procedures:** This areas of training is to be provided with a view to acquiring the new employees with a view to acquiring the new employees with the company Rules, practices, procedures, tradition, Management organization structure, Environment product, service offered by the company etc. it is nothing but induction. Some companies the capable induction programme is divided into two phases in the first phase, induction is done by the personnel department, second phase induction is done by the supervisor.
- 2) **Job Training:** The object of job training is to increase the knowledge of workers about the job with which they are concerned. So that their efficiency and skill of performances are improved. In job training, workers are enabled to learn correct methods of handling machines and equipment, avoiding accidents, removing bottlenecks, minimising wastage, etc.
- 3) **Promotional Training:** Many organizations follow a policy of filling some of the vacancies at higher levels by promoting existing employees. This policy increases the morale of workers. They try to put maximum efficiency so that they may be considered for promotion.
- 4) **Refresher Training:** At the time of initial appointment employees are formally trained for their jobs. But with the passage of time, they may forget some of the methods which were though to them or they may have become out dated because of technical development and improved techniques of management and production
- 5) **Corrective Training:** When an employee violates company rules or policies such as by being absent often or by smoking in a “No smoking” area the manager needs to find a way to deal with the problem. Sometimes he thinks that the solution to the problems is discipline, but the trouble with the word discipline is that implies punishment. He should hand the problem with treatment that corrects rather than punishes. By its very nature, corrective training implies criticism.
- 6) **Apprentice Training:** The apprentice Act, 1961 requires industrial units of specified industries to provide training in basic skills and knowledge in specified trades to educate apprentices with a view to improving their employment opportunities. This type of training generally ranges between one year to four years.



Training Methods:

All the training methods can be grouped into two categories

A. Training methods for operatives (Vestibule Training, Apprenticeship Training, Internship training)

B. Training methods for managers

(Observation assignment, Position rotation, Serving on committees, Assignment of special projects. Conferences & seminars, Case study, Incident method And Role Playing)

Training effectiveness: Training effectiveness means to accomplishment of multiple goals (objectives training) the objectives of training such as.

- To ensure that technical, managerial, human and conceptual competencies are developed in the employee on continuous basis enable them to perform their current jobs effectively and also prepare to perform the new jobs as they come.
- To offer the necessary competency building inputs to all employees in a systematic, scientific and cost effective manner.
- To offer the required and attitude based training to ensure that a lasting and self –sustaining culture is built in the organization.

We discuss training and development activities. Is it not enough to merely assume that any training an organization offers is effective. We need to develop substantive data to determine whether our training effort is achieving its goals. i.e, if it is correcting the deficiencies in skills, knowledge or attitudes that were assessed as needing attention. Note too that the fining of training and (development) research programs is expensive. The costs incurred alone justify evaluating the effectiveness. The assumption by many managers and training directors that any type of training is worth white, training programmes may not be as effective unless. It is evaluated. If those responsible for training are convinced that every training program being offered is good, it is a reasonable bet that little evaluation is taking place and it is very that the actual training could be improved. While we know training can be effective in assisting



management in attaining its goals, the issue of whether it is effective is often more a matter of opinion than of fact. Critical to any training activity is proper effectiveness evaluation.

Evaluation methods can be classified as

- test –retest method
- Pre-post performance method
- Experimental- control group method
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1) **Test – Re-test Method:** The first approach is referred to as the first – re-test method. Participants are given a test before they begin the programme. After the programme is completed, the participants retake the test, the difficulty arises in attempting to substantiate that change in the test scores will be reflected in performance and that whatever change has occurred can be fully attributed to the instruction.

2) **Pre-post Performance Method:** In this method each participant is evaluated prior to training and rated on actual job performance after instruction is completed, the participant is re-evaluated. The pre-post performance method deals directly with job behaviour.

3) **Experimental – Control Group Method:** The most sophisticated approach is the experimental control group method. Two groups are established comparable as to skills, intelligence and learning abilities and evaluated on actual job performance. Members of the control group work on the job but do not undergo instruction. The experimental group is given the instruction at the conclusion of training. The two groups are re-evaluated. If the training is really effective, the experimental group's performance will have improved, and its performance will be substantially better than that of the control group. This approach attempts to correct for factors other than the instruction programme that influence



III. OBSERVATIONS & CONCLUSIONS: As per the study on training & development at IRIS, below are the observations recorded. The IRIS Training & Development department activities are :

- Provide training on computer knowledge who had necessary
- Provide upto date knowledge to the workers about company and goals.
- Two types of training given to employees one is in-house and another one is outside training to workers. Recently 250 number of employees are participated in various categories and departments. All the Training activities are conducted at corporate office only.
- Some more training activities conducted through Outside Agencies also.
- All employees are interested to participating in training programmes.
- Most of the employees in IRIS are having awareness about the training and its necessity.
- It is a continues process In IRIS and conducting training programmes to all eligible employees once in a six months.
- The job performance factors are influence the employees to participate in training.
- IRIS employees are regularly participate in training programme.
- Management also conducting awareness of the need of training programme.
- The employees have faith on training faculty and they well experienced.
- The Environment of Training area is too good facilities provided by the organization Is excellent. Fully Air conditioned rooms and advanced training equipments.

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**EMPLOYEE ATTRITION AND RETENTION: EXPLORING NEW
DIMENSIONS OF EMPLOYER BRANDING PRACTICES IN THE
SELECTED IT FIRMS IN INDIA**

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ABSTRACT

Today employee commitment and retention has become an important strategic aspect for the organisation. It is not only important to have the best and the most talented employees but it is equally necessary to be able to retain them for long term benefits to both the organisation and its people. Employer branding is a holistic process once the core value propositions are clear. Current employees are the first brand ambassadors. Attracting and retaining high performing employees is a huge challenge for international companies. In India attracting, engaging and talent retention are not only involving questions of compensations packages. Employment experience in India also consists of economic, social, cultural, psychological, motivational and religious aspects. There are no one fixed practices which show the importance and significance of the influence of all these above broad points because different organisations lay different emphasis on these pointers depending upon their suitability impacting retention. The Present study is focused on measuring the impact of employer brand practices on the employee attrition and retention in the selected IT firms in Chennai city. The data required for the study is collected through structured questionnaire. The results state that, the dimensions of employer brand practices can help in improving the retention ratio and there by quality of services to the clients and sustainable development of the industry in IT firms in the sample area. The Chi-square test of association was used in testing the hypothesis of the study.



I. INTRODUCTION

Today's business environment has become very competitive thus making skilled employees the major differentiating factor for most organizations. Organizations rely on the expertise of their employees in order to compete favourably and indeed gain competitive advantage in the international market. The retention of highly skilled employees has become a difficult task for managers as this category of employees are being attracted by more than one organization at a time with various kinds of incentives. Since replacing skilled employees can be problematic, managers will be able to apply the variables in reducing the high rate of employee turnover. This situation demands that management should identify the reason/s for this frequent change of employment by employees. Once this reason/s has been identified, management can then device retention strategies that will help in keeping essential employees for a rather longer tenure. While functional turnover can help reduce suboptimal organizational performance, high turnover can be detrimental to the organization's productivity. This can result in the loss of business patronage and relationships, and can even jeopardize the realization of organizational goals. Turnover is not only destructive to organizations, it is also costly. Every time an employee quits, a replacement must be recruited, selected, trained and permitted time on the job to gain experience. Apart from the costs that are directly associated with recruiting and training a new employee, other indirect costs exist. The organizations lost productivity, social capital and suffer customer defection when a productive employee quits. Knowledge, skills and contacts that a departing employee takes out of the Organization constitutes a huge loss. These attributes are, in most cases, lost to a competitor organization that may use this to gain competitive advantage.

II. REVIEW OF LITERATURE

The term "Employer Brand" was first used in the early 1990s to denote an organization's reputation as an employer. Employer brand is understood as a brand which differentiates it from other competitors in the employment market. Employee turnover occurs when employees leave their jobs and must be replaced. Replacing exiting employees is costly to organisations and



destructive to service delivery. It is therefore imperative for management to reduce, to the minimum, the frequency at which employees, particularly those that are crucial to its operations leave. Retention is a voluntary move by an organisation to create an environment which engages employees for long term. The I T sector managers also admit that one of the most difficult aspects of their jobs is the retention of key employees in their organisations. This situation demands that management should identify the reason/s for this frequent change of employment by employees. Once this reason/s has been identified, management can then device retention strategies that will help in keeping essential employees for a rather longer tenure. Employer branding is central to the concept in HR Marketing. It defines the personality of a company as a preferred employer. The employer brand is the most powerful tool for attracting; engaging and retaining the right talent/culture fit that will help leaders grow their organization. Like any brand, employer brand is about perception. Employer brand management expands the scope of this brand intervention beyond communication to incorporate every aspect of the employment experience, and the people management processes and practices that shape the perceptions of existing and prospective employees.

III. RESEARCH METHODOLOGY

The present study covers the entire Chennai city covering all the corporate and bigger size private IT firms. Majority of these firms are 24X7 in nature and dealt with multi domain services. Some of the It firms covered in the study are IBM, Hexaware, Infosys, Wipro, HCL, Cognigent, Polaris, Syscon, Virtusa, Jet in Park, iGATE, Mindtree and TCS. The study covers all age groups of executives and all divisions of IT and ITES. The sample size of 512 respondents. A self-developed questionnaire, measured on a Likert Scale was used to collect data from respondents. The questionnaire had a Cronbach alpha coefficient of $\alpha = 0.85$ suggesting that the instrument was reliable. The Chi-square test of association was used in testing the hypothesis of the study. The following motivational variables were found to have significantly influenced employee retention in I T sector organisations: training and development, challenging/interesting work, freedom for innovative thinking, and job security.



IV. OBJECTIVES OF STUDY

1. To study the demographic profile of employees working in the sample companies.
2. To explore and analyze the dimensions of attrition in I T Sector's based on primary data collected from field survey.
3. To identify and explore the dimensions of employee brand practices in I T Sector's based on primary data collected from field survey.

Hypothesis:

H1: Demographical variables (personal) have a direct significant effect on the employee turnover of in the sample.

H2: Employer brand Practices has the significant impact on the employee attrition and retention of in the sample.

V. DATA ANALYSIS AND RESULTS DISCUSSION

The present chapter is dealing with data analysis using the different parametric and non parametric statistical tools through a computer version of SPSS package version 17. The tests are selected on the basis of the nature of data and the appropriateness of the usage of a technique.

VI. DEMOGRAPHICS OF THE STUDY

s.no	Type of employment	Frequency	Percentage	Valid percentage
1	Practicing to a greater extent	345	67.3	67.3
2	Practicing to an extent	167	32.7	32.7
Age (in years)				
3	Below 20	60	11.7	11.7
4	21-30	160	31.5	31.5
5	31-40	157	30.6	30.6
6	41-50	85	16.6	16.6



7	Above 50	49	9.6	9.6
8	Below 20	60	11.7	11.7
Educational qualification				
9	Diploma	95	18.6	18.6
10	Vocational Course	115	22.4	22.4
11	UG	130	25.5	25.5
12	PG	90	17.5	17.5
13	Professional	82	16.0	16.0
14	Diploma	95	18.6	18.6
Experience				
15	Below 5	134	26.3	26.3
16	5-10	205	40.0	40.0
17	10-15	83	16.1	16.1
18	Above 15	90	17.6	17.6
Leadership style				
19	Autocratic	135	26.4	26.4
20	Participative	377	73.6	73.6
Total		512	100.0	100.0

Table 4.2: **Descriptive of the Employer Branding Practices on the Employee Attrition and Retention Dimensions along with mean and SD**

Impact of employer branding on the employee	Mean	SD
Increase in retention rates on regular basis	3.92	1.189
Increased applications received for job openings from desired talent groups	3.25	1.440
Increased internal employee engagement survey scores,	3.45	1.151
Increased employee referrals and ex-employees willing to join back	3.82	1.274



Attractive number of applications for recruitment notifications	3.99	1.197
Increased degree of employee commitment and revenue per employee	4.44	1.001
Positive response for the changes in service targets	3.26	1.346
Increased degree of Customer satisfaction ratings	3.61	1.188
Improved service quality ratings	3.93	1.230
Reduced compliant clearing time and service gaps	4.30	1.067

Source: Primary data/ Structured Questionnaire

It is noted from the table 4.2, that, Increase in retention rates on regular basis with the mean score of 3.92 and SD of 1.189, Increased applications received for job openings from desired talent groups with the mean score of 3.25, and SD of 1.440, Increased internal employee engagement survey scores, with the mean score of 3.45 and SD of 1.151, Increased employee referrals and ex-employees willing to join back with the mean score of 3.82 and SD of 1.274, Attractive number of applications for recruitment notifications with the mean score of 3.99 and SD of 1.197, Increased degree of employee commitment and revenue per employee with the mean score of 4.44 and SD of 1.001, Positive response for the changes in service targets with the mean score of 3.26 and SD of 1.346, Increased degree of Customer satisfaction ratings with the mean score of 3.61 and SD of 1.188, Improved service quality ratings with the mean score of 3.93 and SD of 1.230, Reduced compliant clearing time and service gaps with the mean score of 4.30 and SD of 1.067, indicating the higher levels of influence of the employer branding practices on the employee turnover and performance in the IT firms in the sample.

Hypothesis-I

Ho: There is no significant difference between the perceptions of employees working in the firms practicing employer branding to a greater extent and the firms practicing to an extent with regard to the employer branding practices on the employee Attrition and Retention in IT firms.

Table4.3 The t-test results for Perception Differences between the Employees on the Employer Branding Practices on Employee Attrition and Retention.



Perceptions	Type of employment					
	Practicing to a greater extent	Practicing to an extent				
	Mean	SD	Mean	SD	t-value	P value
The employer branding practices on the employee Attrition and Retention	79.99	6.95	77.09	8.95	3.755	0.000**

Since P value is less than 0.01, the null hypothesis, There is no significant difference between the perceptions of employees working in the firms practicing employer branding to a greater extent and the firms practicing to an extent with regard to the impact of employer branding practices on the turnover and performance of the employees in IT firms is rejected at 1% level of significance. Hence, it is concluded that, there is a highly significant difference between the perceptions of employees working in the firms practicing employer branding to a greater extent and the firms practicing to an extent with regard to the impact of employer branding practices on the turnover and performance of the employees in IT firms.

Hypothesis-II

Ho: There is no significant difference between the perceptions of IT employees working in different leadership styles with regard to the impact of employer branding practices on the turnover and performance of the employees in IT firms.

Table: 4.4: The Chi-Square Table showing the relationship between impact of employer brand practices on employee retention and number of year's experience

The Employer Brand Practices on Employee Attrition and Retention	Critical value	Df.
--	----------------	-----



Increase in retention rates on regular basis	44.084	16
Increased applications received for job openings from	32.508	16
Desired talent groups		
Increased internal employee engagement survey scores,	9.992	12
Increased employee referrals and ex-employees willing to join back	26.510	12
Attractive number of applications for recruitment notifications	19.058	12
Increased degree of employee commitment and revenue per employee	14.605	12
Positive response for the changes in service targets	19.587	16
Increased degree of Customer satisfaction ratings	6.662	12
Improved service quality ratings	33.648	16
Reduced compliant clearing time and service gaps	10.309	12

The Chi-square value for increase in retention rates on regular basis $X^2 = 44.084$ with an associated df-value of 16, the result provided strong evidence of employee retention increase. There was also strong evidence of an association between employee referrals and ex-employees willing to join back and employee retention. Increased employee referrals and ex-employees willing to join back with Chi-square value of $X^2 = 26.510$ and an associated df-value of 12. Attractive number of applications for recruitment notifications had a Chi-square value of $X^2 = 19.058$ and an associated df value of 12 , the result provided strong evidence of an attractive number of applications for recruitment notifications and employee retention. Positive response for the changes in service targets were significantly influenced by setting performance targets for subordinates with a Chi-square value of $X^2 = 19.587$ and an associated df value of 16. Increased degree of employee commitment and revenue per employee significantly influenced retention in the I T sector at a Chi-square value of 14.605 and an associated df-value of 12. Improved service quality ratings significantly influenced retention in the I T sector at a Chi-square value of $X^2 = 33.648$ and an associated df-value of 16. Reduced compliant clearing time and service gaps had a



Chi-square value of $X^2 = 10.39$ and an associated df-value of 12 showing a significant influence on retention in the I T sector.

Null Hypothesis: There is no significant difference between the no. of years experience and Employee retention with regard to the various dimensions of factors affecting employer brand practices among the sample.

VII. FINDINGS

- 67.3 percent of the employees in the IT sector quoted that the firms are practicing the employer brand practices to a greater extent and the remaining firms are practicing to an extent.
- The management grid suggests higher end of bottom level employees and moderate size in number of middle level and the lower percentage of the top level can help in managing the protocols and work culture and authority and responsibility relationships. The composition indicates the best mix in terms of experience and the type of training undergone from the education. This can help in getting best of the professional services and employees retention ratio.
- 40.0percent of the employees working in the IT firms and considered in the sample are having 5-10 years of experience, 26.3 percent in the sample are having below 5 years experience, 17.6 percent with above 15 years experience, and finally 16.1 percent of them are with 10-15 years respectively in the sample indicates the good mix of experience holders in the IT firms in the sample area.
- Participatory management style provides a long way of relationship with the Employees and there by the job satisfaction of the employees and service quality to the clients can improve from time to time. Majority (73.6 Percent) of the IT firms are adopting participative management style in managing the firms. It is due to the quality of client services depend on the service quality of the employees. The existing environment in this dimension is quite appreciable and encouraging.



- The Primary benefits of employer brand practices observed in the sample survey are Increase in retention rates on regular basis with the mean score of 3.92 and SD of 1.189, Increased applications received for job openings from desired talent groups with the mean score of 3.25, and SD of 1.144, Increased internal employee engagement survey scores, with the mean score of 3.45 and SD of 1.151, Increased employee referrals and ex-employees willing to join back with the mean score of 3.82 and SD of 1.274, Attractive number of applications for recruitment notifications with the mean score of 3.99 and SD of 1.197, Reduced compliant clearing time and service gaps with the mean score of 4.30 and SD 1.067, Increased degree of employee commitment and revenue per employee with the mean score of 4.44 and SD 1.001 .
- There is a highly significant difference between the perceptions of employees working in the firms practicing employer branding to a greater extent and the firms practicing to an extent with regard to the impact of employer branding practices on the Attrition and retention of the employees in IT firms.
- There is no significant difference between the perceptions of IT employees working in different leadership styles with regard to the impact of employer branding practices on the Attrition and retention of the employees in IT firms is rejected at 1% level of significance.
- The Chi-square value for increase in retention rates on regular basis $X^2 = 44.084$ with an associated df-value of 16, the result provided strong evidence of employee retention increase. There was also strong evidence of an association between employee referrals and ex-employees willing to join back and employee retention. Increased employee referrals and ex-employees willing to join back with Chi-square value of $X^2 = 26.510$ and an associated df-value of 12. Attractive number of applications for recruitment notifications had a Chi-square value of $X^2 = 19.058$ and an associated df value of 12 , the



result provided strong evidence of an attractive number of applications for recruitment notifications and employee retention.

VIII. SUMMARY AND CONCLUSION

Employer branding is the response of Human Resources Management to the particular market circumstances. Very important factor in achieving employer branding objectives is to have a clearly defined employer brand strategy. Regarding the career seekers in the field of engineering, potential hires find companies that are innovative, produce exciting products and offer exciting services. The study results clearly indicate the role of personal and demographic variables influence, organizational factors influence in the employer brand practices to a greater extent. Similarly, the impact of employer brand practices on the attrition and retention of the employees is highly significant indicating the higher levels of impact. Hence, employer brand practices have definite impact on the turnover and performance of the employees in IT firms.

IX. LIMITATIONS AND FURTHER SCOPE OF THE RESEARCH

Since the study is conducted with the selected firms in Chennai city, the impact of socio cultural basics need to be considered while adopting the suggestions to other geographical locations. The firms in the sample are heterogeneous, if a study conducted among the homogeneous group could have been a solid source to estimate the impact on a specific group. The sample is selected on convenient basis and the size is limited. In general behavioural studies adopt large sample size for normalization of results and to improve the reliability.

The study is restricted its scope with private and shop and establishments operating in Chennai city. Multi city and multinational sample collection could have been a wide scope for the assessing the impact. The present study is micro in nature and focused approach is followed. The further studies may be conducted with broader sample and scope of the study variables.

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WORK-LIFE BALANCE PRACTICES AT MIDDLE LEVEL MANAGEMENT IN INDIAN CORPORATE

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ABSTRACT

Today's professional life calls for balancing work pressure with personal commitments. The dichotomy of work-life was coined in mid eighteenth century.. One of the vehicles to help provide attainment of personal and professional goals is work-life benefits and programs. *Work-life balance* is a broad concept including an appropriate prioritizing between "work" on the one hand and "life" on the other. Work defined in terms of career and ambition and life in terms of health, pleasure, leisure, family and spiritual development. The present study highlights the relevance of work life balance for professional growth of a person and also being able to live a healthier and happy life. The paper identifies awareness and usefulness of various provisions in the work-life balance policy of the companies of the respondents. Authors have tried to highlight the impact of work-related stress on the health of the employees and stress management practices adopted by the employees. The paper also analyses the hindrances in self and hindrances at work that prevent an employee from making use of the facilities provided at work for balancing work and life. Finally there is an analysis of the usefulness of time management policy of the company for balancing work and life. Data is analysed using chi-square, anova, and regression.

Keywords: Work-Life Balance, Stress, Work Schedule, Corporate Ladder, Professional goals, Quality of Work-Life



I. INTRODUCTION

Work-life balance primarily is a meaningful achievement and enjoyment in every day's life. The primary way companies can help facilitate work-life balance for their employees are through work-life programs and training. Achievement and enjoyment at work is a critical part of anyone's work-life balance. The OECD Better Life Index comments that people spend one-tenth to one-fifth of their time on unpaid work. The distribution of tasks within the family is still influenced by gender roles: men are more likely to spend more hours in paid work, while women spend longer hours in unpaid domestic work. While on average men in OECD countries spend 141 minutes per day doing unpaid work, women spend 273 minutes per day cooking, cleaning or caring. Turkey is by far the country with the highest proportion of people working very long hours, with more than 43 per cent, followed by Mexico with nearly 29 per cent and Israel with nearly a fifth of employees. Being one of the leaders of the emerging economies, India presents a strong case for work life balance given its hectic work schedules, long working hours and other work related pressures borne by its professionals. Not being able to balance work and life may create inefficiency at work and health related issues. Therefore, the demand for work life balance solutions is increasing and the effect is strikingly felt at middle level of the management. The study highlights the relevance of work life balance for professional growth of a person and also being able to live a healthier and happy life.

II. REVIEW OF LITERATURE

The rationale of the study is that top management of a company is the policy making body and hence the stress arising out of policy implementation is unfamiliar to them. Workers at the lower level of management are engaged in operational activities which are generic and routine in nature. Therefore, stress of work and having to balance it with personal commitments is prominently felt at middle level of management. Some of the studies that supplemented to the literature on work-life balance are as follows:

- Krishna Reddy N, MN Vranda, Atiq Ahmed, BP Nirmala, B Siddaramu (2010), in their study have identified several variables that influence the level of Work-Family Conflict



and Family-work conflict. The study has identified several variables that influence the level of WFC and FWC. Variables such as the size of family, the age of children, the work hours and the level of social support impact the experience of WFC and FWC.

- Sandhya. K, N. Vijaya Bhaskar Choudary, D. Pradeep Kumar and K. Vijaya Kumar Reddy (July 2011), in their paper have discussed how an individual helps himself and how the organizations can help the individuals to maintain a healthy balance between work life and the personal life.
- Smita R. Chavan , Balkrushna Potdar (2011), have analysed in their paper the impact of the outsourcing industry on the society and the individuals in India. Both positive and negative impacts have been analyzed. Based on a field survey, views of few employees and employers of this industry have been captured and analyzed. Various health issues that came to light are stress, sleeplessness, and headache, fatigue, sense of exhaustion and lack of concentration, etc. It was also found that a number of factors like hindrance in personal life, physically tiring nature of work, better salary, lack of growth opportunity, in conducive policies and procedures could be some of the reasons for employees to leave the industry/company.
- Una Byrne (March 2005), in her article discussed the development of the concept of the 'work-life balance' as a means of tackling the problem of increasing amounts of stress in the work-place as people try to juggle a wide range of factors in their life/work environment, including: work; family; friends; health; and spirit/self. It is argued that, of the factors involved, work is the one which is most elastic and can be managed in such a way as to avoiding jeopardizing the other factors. A major driver of the trend towards achieving work-life balance is the fact that younger people are not prepared to work in the same way as their parents, wanting greater control, and a bigger say in the structure of their jobs and what they could potentially offer in the future.

III. OBJECTIVES OF THE STUDY

The study deals with the broad objective of studying the work-life balance practices at middle-level management in Indian corporate. This broad objective is broken down into the following sub-objectives:



- To examine the awareness and usefulness of various provisions in the work-life balance policy of the company.
- To examine impact of work-related stress on the health of the employees and stress management practices adopted by the employees.
- To analyze the impact of hindrances in self and hindrances at work that prevent an employee from making use of the facilities provided at work for balancing work and life.

IV. HYPOTHESES

- H1:** Employees at middle level of management are aware of the work-life balance policy of the company and the various provisions in the policy are useful to the employees.
- H2:** Time management policy of the company has an impact on balancing work and life.
- H3:** Stress outcomes affecting health are necessarily due to hindrances in self and hindrances at work.

V. SAMPLE

The sample consists of five hundred respondents working at middle level of management in Indian corporate. Stratified random sampling is used, wherein the twin cities of Hyderabad and Secunderabad are divided into five zones (namely North, East, West, South and Central) and from each zone 10 companies are selected (based on their size of operation, companies prominently having a middle level management in their hierarchy) and from each company 10 employees working at middle level of management are selected i.e. $5 \times 10 \times 10 = 500$. Women respondents constitute 30 per cent of the total sample. The data is collected from the respondents using a questionnaire.



VI. FINDINGS

Balancing work and life poses a challenge for those employees who have infants and young children to take care of. Findings suggest that out of the total respondents, 36 per cent get help from their spouse in taking care of their children while others get help from their in-laws (28 per cent), parents (32 per cent), servants (2 per cent) and day care centers (2 per cent). . Respondents were asked as to how they managed the stress arising from work. The responses show that most of them manage stress through yoga (56 per cent), meditation (36 per cent) and Entertainment through dance and music (8 per cent).

Data was collected to the awareness about the work-life policy of the company. Analysis is done using chi-square test and the results are shown below.

Table 1.0 Test Statistics for Hypothesis 1

Awareness about the work-life balance of the company	
Chi-Square	0.988
Df	1
Asymp. Sig	.06

(Source: Author- Data Analysis)

The chi-square test reveals a statistic of 0.988. The P value is 0.06; the result is not significant at $p > 0.05$. Therefore, null hypothesis is rejected and it is concluded that the employees at middle level management are aware of the work-life balance policy of the company.

The various provisions in the work-life balance policy of the companies in question are flexible starting and ending time, relocation & transport facilities, counseling services, paid time-off, job sharing and career breaks. Though these provisions are explicitly mentioned in the policy but there are many hindrances (discussed in analysis of hypothesis 3) that do not allow the employees to make use of these provisions effectively.

Table 1.1 ANOVA Statistics for usefulness of provisions under work-life balance policy



Variable		Sum of Squares	Mean Squares	F value	Significance
Usefulness of provisions under work-life balance policy	Between	241.91	241.91	.64	.48
	Within	1134.09	378.03		
	Total	1376.00			

(Source: Author-Data Analysis)

As depicted in the table 1.2, the Sig. value for Usefulness of provisions under work-life balance policy is greater than .05, thus null hypothesis is accepted and it can be concluded that there is no significant difference in mean i.e., provisions under work-life balance policy of the company is not considered useful by the employees at middle level.

Table 1.2 Test Statistics for Hypothesis 2

Impact of time management policy on work-life balance	
Chi-Square	85.0695
Df	1
Asymp. Sig	0

(Source: Author- Data Analysis)

Respondents were asked if they were happy with the time management policy of the company that provides them with the time available for family and leisure. The data was analyzed using Chi-Square test. The calculated value of Chi-Square at 5 per cent level of significance (df=1) is 85.0695. The table value at 5 per cent level of significance (df=1) is 3.841. As the calculated value is greater than the table value, (the result is significant at $P < 0.05$), the null hypothesis is accepted and it is concluded that time management policy of the company does not have an impact on balancing work and life.

An analysis of various hindrances at work and hindrances in an individual self are made to find out their effect on health and also on the use of work-life balance policy. The hindrances at work



are long working hours, compulsory over time, shift work and meeting/training after office hours while the hindrances in self are excessive use of laptops/cell phones, frequent travel away from home, negative attitude of peers & colleagues and negative attitude of family members. The stress outcomes as defined by the respondents are hypertension, obesity, diabetes, frequent headaches and other health related issues. Regression analysis was carried on to test hypothesis 3 and the result is as follows:

Table 1.3 Model Summary

Model	R	R Square	Adjusted R Square
1	0.65	0.42	0.15

(Source: Author- Data Analysis)

The above table 1.3 reveals the level of relationship between stress outcome (dependent factor) and hindrances in self and at work (independent factor). It can be seen the value of R square is 0.42 that is 42 percent of variance of stress outcome is explained by hindrances in self and at work.

Table 1.4 ANOVA Statistics for Hypothesis 3

	Sum of Squares	Mean Squares	F value	Significance
Regression	82.36	41.18		
Residual	111.64	55.82		
Total	194.00		.74	.575

(Source: Author- Data Analysis)

As depicted in the table 1.4, the Sig. value for stress outcomes affecting health is greater than .05, thus null hypothesis is accepted and it can be concluded that there is no significant difference in mean i.e., stress outcomes affecting health are not necessarily due to hindrances in self and hindrances at work. There could be other reasons like age of the respondents, family issues and other factors that lead to stress outcomes affecting health. The above test is further



validated using regression and it is seen whether the test was significant or not, coefficients are computed and it is seen that probability .438 and .685 is attained, which is higher than 0.05, therefore, it can be concluded that stress outcomes affecting health are not necessarily due to hindrances in self and hindrances at work.

Table 1.5 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.74	5.84		1.33	.277
	Hindrances in self	.03	.04	.00	.96	.438
	Hindrances at work	.01	.02	.53	.47	.685
				.26	.	

(Source: Author- Data analysis)

VII. CONCLUSIONS

The study explored various provisions in the work-life balance policy of the companies in question that are flexible starting and ending time, relocation & transport facilities, counseling services, paid time-off, job sharing and career breaks. But it is seen that the employees at middle level of management do not consider these provisions to be very useful for maintaining work-life balance. The study concludes that the employees at middle level management are aware of the work-life balance policy of the company. It is also revealed through the study that though management initiates time management policy to facilitate employees balance their work and life, such as policy is not considered very useful by the employees. The study has thrown light that stress outcomes affecting health are not necessarily due to hindrances in self and hindrances at work. There lies a scope for undertaking further research to explore the other variables that lead to stress outcomes affecting health.



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**WOMEN ENTREPRENEURSHIP IN INDIA - CONTEMPORARY ISSUES AND
CHALLENGES**

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ABSTRACT

Women entrepreneurship in India presently, growing very fast and gaining importance in India and awakes in economic development of liberalization and globalization. And it is considered one of the most important factors contributing in developing the society and economy. The entrepreneurship considered instrumentally and initiating, sustaining, socio-economic development. This paper focuses on the current issues and challenges faced by women entrepreneur and also discuss some of the measures to overcome the problems. And also presents the some of the successful women entrepreneurs. The world needs women entrepreneurs and women entrepreneurs needs all of us to provide support, assistance for the prosperity of their business.

Key words – *Women Entrepreneur, issues, challenges, measures.*

I. INTRODUCTION

Today, there is greater awakening among women if given opportunity, they will deliver the results. Women entrepreneur are explore new paths of economic involvement and contribution. Women entrepreneurs have been making a significant impact in all segments of the economy throughout the world in Canada, Great Britain, Germany, Australia, and USA. A large number of women entrepreneurs particularly in the districts and rural areas were likely to be developed for small business. The number of women entrepreneurs would have come to 1, 42,375 per year in India. The new industrial policy of the government of India has highlighted the need for special entrepreneurship program for women entrepreneur in the nature of product –process, oriented courses- to enable them to start small-scale industries.

Considering the importance of women empowerment the venture capital companies need to focus on high risk women entrepreneurial businesses.



Why women entrepreneur is important? Women is growth-oriented, quality conscious, enough versatile as well resourceful makes every possible effort to take advantage from any opportunity as and when arise, risk bearer ready to adopt changes , good organizer, good manager, Administrator decision maker, creative thinker, hard worker, strong commitment and innovative.

II. OBJECTIVES

1. To Identify and present general issues/problems of women entrepreneurs in India.
2. To Analyze the problems and presents the measures to overcome the problems of women entrepreneur in India.
3. To Present some of the characteristics, qualities and examples of successful women entrepreneurs.

III. GERENAL ISSUES OF WOMEN ENTREPRENUER OF INDIA

Insufficient financial resources

Finance is required in the following stages for women entrepreneurs

Stages	Finance need
Pre-start-up &Start-up stage	Seed capital-research and product development stage,/pre commercialization, Beginning inventory, technology fixture, equipment and facilities
Development	Need for start-up items higher operating cost and receivables.
Growth stage (early and rapid)	Increased receivables, inventory new equipment, operations, capital for growth, marketing and distribution facilities, penetration into new region.
Expansion	Major expenses for operations, equipment new facilities, large inventory and receivables. productive assets, last round of financing

Problem of finance is regarded as “**blood**” for any enterprise. It is required in the all stages of the business. Women entrepreneurs suffer from the shortage of finance. This is a major problem of insufficient finance in all the stages of business for women entrepreneurs.

Lack of experience or business background Women generally take a long time in deciding their project more because of most of the women does not having experience, where a project choice has to be cleared by family members also. Since fewer women in our society go in for



technical education and employment. Women tend to take up less technologically-savvy projects for their ventures.

Operational Problems The women entrepreneurs usually face the following operational problems in the businesses - Product, choice, Identity, Marketing, Accounts and Finance, Motivation, Problem Solving and Life Style. Having Stiff Competition in the market, the Women entrepreneurs do not have organizational set- up and operational set- up for marketing their products, if such problem to face the competition arises ultimately results in the liquidation of women enterprise. Most of the women enterprises are plagued by the scarcity of raw material and necessary inputs. Added to this are the high prices of raw material.

Lack of Education and Awareness Most of the women in India lack knowledge about business opportunities. lacks the information about procedures and resources of assistance including finance, Lacks the knowledge about how to manage one's own enterprise. While running enterprises it has been seen that women entrepreneurs are generally aggressive than their male counter parts and often business decisions are taken at an emotional rather than vertical level. In India, around three- fifths (60%) of women are still illiterate. Lack of education creates problems for women in the setting up and running of business enterprises.

Women Mobility problem Mobility of women is restricted in the case of women compared to men. The difference between a male and female exist as entrepreneur, especially in India are considered less suitable for entrepreneurial activity .The multiple legal, procedural and statutory formalities to be completed before and after setting up a business ,become a handicap for many women because of their limited mobility.

Family Ties In India, traditionally mainly woman's duty to look after the children and other members of the family. In case of married females, she has to strike a fine balance between her business and family. Her total involvement in family leaves little or no energy and time to devote for business. Husband Support and approval seem necessary condition for women's entry in to business.

Male dominated Environment/Occupational issues In India there is lack of appreciation of available opportunities for women entrepreneurs, appreciations about succeeding in a male dominated environment in which women occupying position as decision makers and employers would not be looked up kindly.

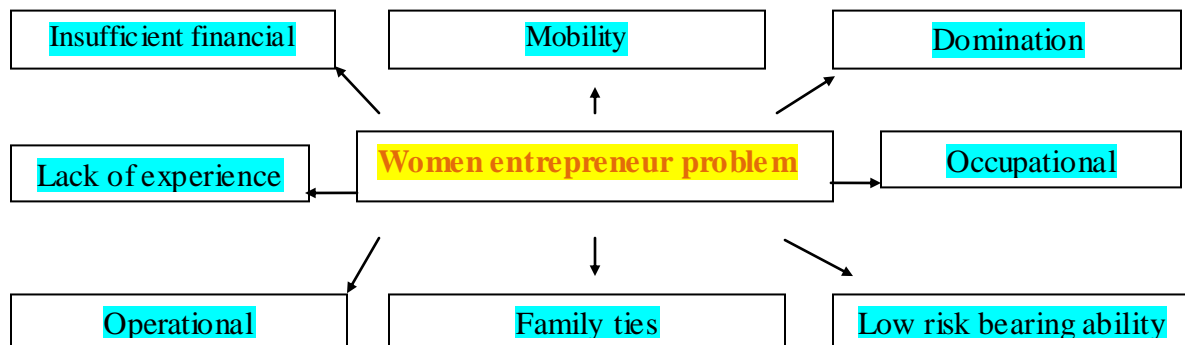


Low Risk- Bearing Ability Women in India lead a protected life. They are less

Educated and economically not self- dependent. All these reduce their ability to bear risk

Involved in running an enterprise. Risk bearing is an essential requisite of a successful entrepreneur.

Fig: 1 Contemporary Issues of women entrepreneur



IV. CHALLENGES/MEASURES TO OVER COME PROBLEMS

Female entrepreneurship has been steadily increasing in recent years. Women entrepreneurs face various problems throughout their careers and there are some of the measures to overcome.

Overcoming the problem of finance

The venture capitalist should provide finance from the first stage (pre-start-up stage) from development of an idea to the last stage. Most of the venture capitalist will not provide seed capital to the women entrepreneur. All the stages of finance requirement are necessary to the women entrepreneurs. Every stage is important in terms of finance that involves degree of risk. Enterprise progresses through different development stages, each stage there will be different capital requirement, entrepreneur however often attract financing through venture capitalist who are apt to invest at any stage of development. Venture capital is one of the form of financing especially designed for funding high technology, high risk and perceived high reward. Venture capital is an alternative form of equity financing for small businesses. Venture capitalist provides funds to the entrepreneurs pursuing new ideas. The major problem of women entrepreneurs suffers from shortage of finance to solve such problem of women entrepreneur. Venture capitalist should consider and provide the finance in all the stages. Entrepreneurs, especially



women seek out venture capitalists for their money. Capital is only the obvious requirement to start an enterprise.

Venture capitalist should join specially women entrepreneur as a co-promoter in projects and share the risk and reward of the enterprise. Apart from the stages discussed above, Finance to entrepreneur will be requires in Short term finance- Working capital finance is capital meant seasonal fluctuations, finance for short lived assets. Medium term finance- Finance for assets with a medium term like Plant, machinery, long term finance- long period the asset like building.

Capital structure decision by the venture capitalist to the women entrepreneur makes capital structure for business through equity and debt. Equity capital –ordinary shares, preference shares, deferred shares Debt capital- in term loans, debenture, euro bonds. A large number of various finance cells may be open to provide easy finance to women entrepreneurs. These cells should provide finance to female entrepreneurs at low and concessional rates of interest and on easy repayment facilities.

Adequate infrastructural support By one single coordinating or nodal agency to facilitate flow of adequate working capital, technology electricity land and marketing for rural women entrepreneurs may be helpful and mobile training centers should be opened. Post training follow\up is vital for the success of entrepreneur development programmes.

Assistance and Involvement by venture capitalist

The following assistance and involvement by venture capitalist provided to women entrepreneurs

1. Providing advice on management and board decision.
2. Introducing entrepreneurs to supplier and distributors.
3. Linking relationship between entrepreneurs and lenders.
4. Introducing entrepreneurs to management consultant.
5. Developing relationship with securities firm and brokers.
6. Facilitating expansion financing
7. Monitoring all investors, interest through involvement.
8. Providing technical assistance, product and innovation.
9. Acting as guarantor on loans or leases.
10. Developing new customer/new markets through.
11. Developing leadership through personal mentor, counseling.



12. Finding key resources, locations or facilities

13. Motivating women Entrepreneurs.

Taking the importance of the women entrepreneurs there are some of the women proved that they are successful in their business in the view of this, the venture capitalist should consider in developing and recognizing and help in solving the contemporary issues of women entrepreneurs.

Supply of raw material For the women entrepreneurs the raw materials /inputs should be given at priority basis at concessional rate by the suppliers. Marketing co-operatives should encourage and assist women entrepreneurs. Government should give preference to women entrepreneurs while purchasing their inputs/requirements. These marketing cooperating will help the women entrepreneurs to sell their products on remunerative prices. The required imported raw-materials should be made available to women entrepreneurs at priority basis at concessional rate.

No Comparison of Men and Women The difference between male and female does not matter because an entrepreneur is an entrepreneur and profit and loss strictly depends upon entrepreneurial competence. Experience shows that once women start an enterprise they handle their business matters like any other business person.

Institutional Support Women entrepreneurs

Women entrepreneurs needs institutional supporting in the areas such as

Technical support by Andhra Pradesh Industrial and Technical Consultant (APITCO), Small Scale Industries (SSI). **Training/research/consultancy support** by Micro Small and Medium Enterprise (MSME), Foreign Direct Investment (FDI), Asian Society for Entrepreneurship education and development (ASEED) etc. Associations by Self employed women associations (SEWA), Association of women entrepreneur of Karnataka, Association of lady Entrepreneur of Andhra Pradesh (ALEAP) etc. **Marketing support** by Marketing Organization of Women Entrepreneurs (MOOWES), Entrepreneurs associations' government showrooms. **Logistics Support** by Industrial Estates, Industrial Infra Structure Corporation. **Financial Support** by National Bank for agricultural and rural development (NABARD), Small Industrial Development Bank of India (SIDBI), Andhra Pradesh State Financial Corporation (APSFC), and Women Development Corporations and Financial Corporations.



Existence of economic opportunities, Sympathetic cultural forces, supportive government initiatives and strong personal values and traits.

Educational and awareness: The educational and awareness programmers should be arranged to change the negative social attitudes towards women. Training and developments programmers play very essential role for the development of entrepreneurship. Special training schemes should be so designed that women can get full advantages. Mobile training Centers, part time training facilities etc. should be offered to attract more and more women to the training centers.

V. QUALITIES AND CHARACTERISTICS OF A SUCCESSFUL WOMEN

ENTERPRENUERS:

Enterprising, Risk bearer, Creative Thinker, Ambitious, High need achievement, Change Agent, Hard and tenacious worker, Good Organizer, Manager and Administrator, Good and prompt decision maker. Strong commitment and firm determination, Hunger for success, Self Confident, Sustained enthusiasm, single mindedness, Strong reality orientation, willingness to accept responsibility, Courage, High Energy level, High tolerance for ambiguity, Desires independence and become wealthy and stay humble.

Leadership qualities-Accept challenges, Skillful intelligent, Studios, enthusiast patience, and motivator, conscious and dedicated. Women entrepreneurs are those who explore new paths of economic involvement and contribution in developing economy.

SOME SUCCESSFUL WOMEN ENTREPRENUERS

Indra Nooyi	Current position: CFO, Pepsico Indra Nooyi, 56, is the current chairman and CFO of the second largest food and beverage business, PepsiCo. Born in Chennai, Indra did her Bachelor's in Science from Madras Christian College in 1974 and a Post Graduate Diploma in Management (MBA) from Indian Institute of Management, Calcutta in 1976. Beginning her career in India, Nooyi held product manager positions at Johnson & Johnson and textile firm Mettur Beardsell. Nooyi joined PepsiCo in 1994 and was named president and CFO in 2001.
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	<p>She has been conferred with prestigious Padma Bhushan for her business achievements and being an inspiration to India's corporate leadership.</p>
Naina Lal Kidwai	<p>Current position: Group General Manager & Country Head – HSBC, India Naina Lal Kidwai, 55, is presently the Group General Manager and Country Head of HSBC India. Naina has a Bachelor's degree in Economics from Delhi university and an MBA from Harvard Business school. In fact, Kidwai was the first Indian woman to graduate from Harvard Business School. She started her career with ANZ Grindlays. Presently, she is also serving as a non-executive director on the board of Nestle SA. Kidwai is also global advisor at Harvard Business school. Indian government conferred Padma Shri award on Naina for her contributions in the field of Trade and Industry.</p>
Indu Jain	<p>Designation – Chairperson (former), Times Group Indu Jain, 76, used to be the chairperson of India's largest and most powerful media house – The Times Group. A strong votary of women's rights and women entrepreneurship, Indu contributed immensely to the growth of Times group. Now, her two sons Samir and Vineet are running the company.</p> <p>Indu Jain is also founder President of the Ladies wing of FICCI (FLO).</p> <p>Indu is also the Chairperson of the Bharatiya Jnanpith Trust, which awards India's most prestigious and highest literary award, the Jnanpith award. She addressed the United Nations in 2000 at the Millennium World Peace Summit of Religious and Spiritual Leaders, a speech in which she stressed the need for oneness among faiths and went on to chair a special session of the conference.</p>
Simone Tata	<p>Current position: Chairperson (Former), Lakme Chairperson (Present), Trent Limited French by birth and educated in Switzerland, Simone is wife of Naval Homey Jahangir Tata and step mother to Ratan Tata. She is better known as 'Cosmetic Czarina of India'. She has the distinction of changing a small subsidiary of Tata Oil Mills into the largest cosmetic brand in India – Lakme, that became synonymous with indigenous Indian cosmetics. In 1996 Tata sold off Lakmé to Hindustan Lever Limited (HLL), and created Trent</p>



	from the money it made through the sale. Presently, Simone is the chairperson of Trent Limited.
Mallika Srinivasan	<p>Current position: Director, TAFE (Tractor and Farm Equipment)</p> <p>Mallika has an MBA from Wharton School of Business, Pennsylvania. She joined TAFE in 1986 and has since been responsible for accelerating turnover from 85 crores to 2900 crores within a span of two decades. Her innovative business ideas and excellent leadership qualities have won her laurels from every quarter. She was awarded 'Businesswoman of the year 2006' award by ET.</p>
Shahnaz Hussain	<p>Current position: CEO, Shahnaz Herbals Inc</p> <p>Shahnaz Hussain is the biggest name in herbal cosmetics industry in India. She has introduced a number of trend setting herbal products.</p> <p>Currently, the Shahnaz Husain Group has over 400 franchise clinics across the world covering over 138 countries.</p> <p>Her pioneering work got recognition from Govt of India when she was conferred with prestigious Padma Shri award in 2006.</p>

VI. CONCLUSION

Today there are great awakening women. Given an opportunity they will deliver the results in education they have not only excelled but also become top makers and entrepreneurs. Since women have shown better performance in the society, educating women is absolutely essential in strengthening her personality. For this purpose both government and non government agencies have to play a vital role to encourage, develop, and motivate women entrepreneurs. It is well known that Finance is the long life blood of any business. The venture capital companies need to awake in these modern days, and concentrate on developing women entrepreneurs by providing the sufficient finance, assistance and involvement in every area of their business. Women Entrepreneur= Business +Success.

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**WORK-LIFE INTEGRATION OF MID-CAREER PROFESSIONAL WORKING
MOTHERS: FACTORS OF GLASS CEILING**

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ABSTRACT

In the present scenario, Work Life Integration has come into existence due to stiff competition where organizations are trying to shape competitive advantage through human factor. Quality of work life integration is used as a means of bringing workers nearer to organizational goals. This allows an organization to respond towards employees' needs by developing a participative mechanism of common decision making which affects their life at work. O'Driscoll et al., (2004) in his research reported that factors which contribute to work life integration helps in attracting and employing women, reduces work family conflict, burnout and stress. Organizational profitability can be achieved by managing the quality of work life integration and job satisfaction of employees. Quality of Work Life integration of female employees has now become extremely important for successful management. The present study, conducted on 8 selected private educational institutes in Andhra Pradesh reveals that hard work, network opportunities, family support, work-family conflict, child care activities and personal sacrifice have significant impact on quality of work life of mid career professional working women.

Field of Research: Human Resource management

Keywords: Human factor, organizational goals, stress, family support, job satisfaction, organizational profitability.

I. INTRODUCTION



Human resources are the most important elements for organizations to sustain and grow. Many internal and external issues affect organizations in order to develop and qualify human resources. Organizational commitment (Johnsrud & Rosser, 2002), supervisor-supervisee relations (Buckingham & Coffman, 1999; Xu, 2008a; Zhou & Volkein, 2004), quality of the job (Rosser, 2004), the work environment (Rosser & Townsend, 2006; Smart, 1990), and overall job satisfaction (Smart, 1990) are among broad factors associated with turnover. Hence, organizations are taking continuous efforts to protect the human resources. Of the most important the participation of female work force has been globally increased. This increased female labour force participation, particularly for women in childbearing years, has been accompanied by increasing challenges in managing time, roles and responsibilities (Fine-Davis et al., 2004; Marcinkus and Hamilton, 2006; O'Connor, 1998).

At mid-career stage, working mothers are often in a transition process in their career. The challenge for working mothers is how to facilitate the sharing of roles in a more fair and equitable way to relieve them of the double burden of employment and domestic duties (Fine-Davis et al., 2004). Additionally, the challenge for organizations is to find a way to support working mothers with flexible working options and equality policies, thereby recognizing their valuable contribution to the workforce (O'Connell and Russell, 2005).

Work life integration

Work-life Integration is based on the belief that work is important to all of us and to society, achievement and enjoyment in everyday life is essential to human and societal well-being (Joshi et al. 2002). According to Uzoechi Nwagbara, Babatunde O. Akanji (2012), issues of commitment and motivation are central to work-life balance for organizational performance. In the early part of the century, it was considered unfortunate that a woman had to work; now one is surprised if she does not (Hochschild, 1997). This increased participation of women in the labour force has changed the traditional roles of men and women within the two-parent family resulting in the phenomenon of the dual-career couples (Kirrane and Monks, 2004). The ability of professional mothers to integrate work and family is not well understood (Marckinus et al., 2007). Expanding family responsibilities along with the growing challenges of work create role/inter-role conflict for those engaged in care-taking behaviors (Griffeth & Hom, 2001). Time



demands are not just indicative of married workers or those with children. Single and childless employees also acknowledge their frustration with the conflicts between work and life obligations (Griffeth & Hom, 2001). Researchers have examined differences in the psychological well-being between housewives and employed wives (Campbell, 1980; Kibria, Barnett, Baruch, Marshall, & Pleck, 1990); the relationship of paid work to stress indicators such as role overload, role conflict, depression, and anxiety (Barnett & Baruch, 1985; Rosenfield, 1989). Mid-career professional women find satisfaction and meaning in life when a combination of individual, career, job and organizational characteristics exist (Auster, 2001).

Bierema & Opengart (2002) identified some factors that impact women's career development:

- Gender role and social expectations
- Women's primary care-giving and homemaking responsibilities
- Increasing availability of alternative work arrangements
- Current models that lack diversity
- Career patterns that differ from men.

II. DATA & VARIABLES

The study conducted is as follows:

- Professional mid career women working in private educational institutes of age 35-50, with at least one child of age below 18.
- Undertaking dual-career responsibility and working fulltime.
- Descriptive study with sample size of 100.
- Primary data collected through self structured questionnaire.
- The data collected is analyzed using Chi-Square test of significance.

III. DATA ANALYSIS



1) **Factors that facilitate working mothers career advancement**

a) **Network opportunities improves career advancement**

Table 1.1

S.NO	Opinion	Number	Percentage
1.	Strongly agree	10	10
2.	Agree	24	24
3.	Disagree	44	44
4.	Strongly disagree	22	22
Total		100	100

$\chi^2 = 23.84$; $df=3$; $\chi^2 (.05) = 7.81$

Table-1.2 reveals that, when asked opinion about effect of network opportunities and career advancement, 10 % of women employees strongly agree that network opportunities affect career advancement and 24 % just agreed, while a group of 44 % and 22 % disagreed and strongly disagree respectively.

b). **Support of family and career advancement**

Table 1.2

S.NO	Opinion	Number	Percentage
1.	Strongly agree	28	28
2.	Agree	44	44



3.	Disagree	15	15
4.	Strongly disagree	13	13
Total		100	100

$$\chi^2 = 24.56; \text{ df}=3; \chi^2 (.05) = 7.81$$

Table-1.2 reveals that, when asked to employees whether family support brings career advancement to the women employees, 28% of employees strongly agree, 44% agree while only 15% disagree and 13% strongly disagree.

2) Factors that Constrain Women's Career Advancement

a) **Family responsibility is a constrain for women career advancement.**

Table 1.3

S.NO	Opinion	Number	Percentage
1.	Strongly agree	27	27
2.	Agree	43	43
3.	Disagree	14	14
4.	Strongly disagree	13	13
Total		100	100

$$\chi^2 = 23.54; \text{ df}=3; \chi^2 (.05) = 7.71$$

Table-1.3 reveals that, when asked to employees whether family support brings career advancement to the women employees, 26% of employees strongly agree, 43% agree while only 14% disagree and 12% strongly disagree.



3) Child care activities constrain career advancement

Table1.4

SNO	Opinion	Number	Percentage
1.	Strongly agree	26	26
2.	Agree	42	42
3.	Disagree	13	13
4.	Strongly disagree	11	11
Total		100	100

$\chi^2 = 19.8$; $df=3$; $\chi^2 (.05) = 7.82$

Table-1.4 reveals that, 28 % and 45 % were strongly agree and agree respectively that child care activities hinders career advancement, while 15 % and 12 % were disagree and strongly disagree accordingly.

IV. FINDING

- Work-related dynamics and network opportunities play an important role while shaping the competing priorities of work, family and individual lives for women.
- Most of the women strongly believe that childcare activities hinder their career growth.
- Most of the women accept that family responsibilities hinder their career growth.
- Family support also makes the women to move to higher positions also play an important role.

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**AN ANALYSIS REPORT ON EMOTIONAL INTELLIGENCE LEVELS AND ITS
IMPACT ON THE JOB SATISFACTION OF THE EMPLOYEES- WITH SPECIAL
REFERENCE TO CEMENT INDUSTRY**

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ABSTRACT

For every nation the industries are the plus points for its rapid growth. The organizations depend up on their employees for rapid enhancements. In turn the performance of the employees depends up on the organization. If the employees are satisfied with their jobs their level of performance also increases. Job Satisfaction is a general opinion of workers' positive attitudes built up towards their jobs. Attitude mainly comprises of three aspects – emotions, thoughts, and behaviors. The important factor with the state of mind of the employee is being positive, negative or neutral; it is what is called as emotion. In this the various emotional aspects are taken into account to study their impact on job satisfaction levels of the employees. The Emotional intelligence levels of the employees are studied on various demographic characteristics like gender, qualification and designation and it impact on the job satisfaction levels. The analysis report of this study is further useful in the process of recruitment and selection, training and development and also to attain the total quality management in the organization. Beyond all these, this study helps the management to know how to ensure the high level of job satisfaction to its employees by improving the emotional intelligence levels of the employees and also to improve their performance in turn to improve the organizations performance. This enhancement in the organizations performance will lead to eradicate the poverty of our nation.



Key words: *Emotional intelligence, job satisfaction, self awareness, self regulation, empathy*

I. INTRODUCTION

Now- a –days it has become a challenging task for the organizations to provide the employees a conducive work environment where the employee can work very efficiently and effectively. The organizations' performance is correlated with the employees' performance. Many of the researches have also specified the factors which have an impact on the employees' performance. Few studies concluded that the job satisfactions of the employees' will enhance their performance. Few studies resulted stating that the good performance of the employees' will lead to job satisfaction of the employees'. It is clear from the studies that the job satisfaction of the employees and their performance are correlated. Even it is a complicated issue job satisfaction enriches management with a quality of information pertaining to job, employee, work environment etc. which will facilitate the organization in decision making and stabilizes the path of organizational policies and behavior.

Job satisfaction: it refers to one's own feeling towards one's job. It can only be felt. Job satisfaction and attitude are two words which are often used interchangeably. Job satisfaction refers to performance and attitude refers to feelings of an individual towards others, organization and things. Job satisfaction is one's attitude towards his job. Hence job satisfaction is the rift of attitudes.

II. DEFINITIONS

- According to E.A. Locke: Job satisfaction is as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience.
- Davis and Newstrom explained Job satisfaction is a set of favorable or unfavorable feelings with which employees view their work.

Organizations cannot achieve its goals and objectives without constituting the employees who are satisfied. Dissatisfaction leads to frustrations which ultimately lead to aggressiveness.



Organizations believe that the dissatisfaction of the employees is rebellious in their attitude towards the management.

A. Emotional intelligence

From the above discussion it is clear that the feelings of an employee towards his job are job satisfaction. Feelings are ones' own emotions. Emotions determine whether people are satisfied or dissatisfied. The individual who can understand well about his emotions can manage well and can enjoy congenial relationships, effective interactions and inner peace. In the present context of social and organizational psychology, emotional intelligence is a predictor of important organizational results including job satisfaction (Barsade & Gibson, 2007). There is accruing evidence that the Emotional intelligence abilities and traits impact the job satisfaction levels of the employees. Hence the employers should select the employees carefully especially in the jobs that demand high degree of social interaction (Carmeli, Yitzhak-Halevy, & Weisberg, 2009).

B. Definition

Emotional intelligence has been defined as an individual's capacity to appropriately regulate his or her own emotions and involves the ability to monitor one's own and others feelings and emotions to discriminate among them and to use this information to guide one's thinking and action (salovey and mayer 1990).

Goleman (1995) takes a somewhat broader position in describing emotional intelligence. In his writings, emotional intelligence consists of five factors: Knowing one's emotions, managing emotions, motivating one, recognizing emotions in others, and handling relationships. The five components of emotional intelligence selected for the study are:

1. Self-awareness: Understanding of our own emotions (Goleman, 1998).
2. Self-regulation: The ability to control or redirect distracting instincts & moods that is innate to us (Goleman, 1998).
3. Motivation: a passion to work for reasons that go beyond money or status; a propensity to pursue goals with energy and persistence (Goleman, 1998).
4. Empathy: Empathy can be defined as the skill that allows individuals to treat people consequently to the emotional reactions that they express (Goleman 1998).



5. Social skills: it is defined as proficiency in managing relationships and building networks, and an ability to find common ground and build rapport (Goleman, 1998).

C. Review of literature

There were many studies done on this topic. Few of the results are given below:

Ghoniem in his study concluded that the gender and emotional intelligence influence the job satisfaction of the employees. **Abi** in his research found that there is high positive relationship between emotional intelligence and job satisfaction levels of the employees. **Sukumarakurup Krishnakumar** found that there is no any effect emotional intelligence on job satisfaction & job performance. **Esmail** results showed that there is a significant relationship between three emotional intelligence and personality features with job satisfaction variables. **Emdady** Results showed that there is a relation between emotional intelligence and job satisfaction.

III. RESEARCH METHODOLOGY

According to Robert Ross, “research is essentially an investigation, a recording and an analysis of evidence for the purpose of gaining knowledge.”

In this study likert scale of 5 dimensions are chosen in the structured questionnaire. The sample respondents of 204 are being selected by simple random probability with various designations and qualifications from dalmia cements, sree chakra cements, zuari cements. The designations are categorized into 3 that is management, technical, and clerical. The qualification is categorized into 3 that is PG, UG and others.

A. Objectives of the study

The following are the objectives of the study.

1. To study the emotional intelligence levels of the employees.
2. To study the job satisfaction levels of the employees.
3. To study the impact of the emotional intelligence levels of the employees on their job satisfaction levels.

B. Hypothesis: the following are the hypothesis framed for analysis.



H₀1: The Emotional intelligence levels of the employees, designations and qualification will have no significant effect on their job satisfaction.

H₀2: The emotional intelligence levels of the employees will have no significant effect on their job satisfaction.

H₀3: There is significant difference between emotional intelligence levels of the management employees and technical employees..

H₀4: The emotional intelligence levels of the employees and gender will have no significant effect on their job satisfaction.

IV. DATA ANALYSIS: Firstly the questionnaire is tested for its validity and reliability with the help of **Cronbach's reliability test** in SPSS. The acceptable range of alpha is 0 to 1. The table I reveals that the alpha value for the present questionnaire is 0.880

According to George and Mallery the alpha value greater than the 0.8 is efficient and reliability of the questionnaire is very high. **Normality test** is also conducted for knowing normal distributions of the questions. . The skewness & kurtosis measures should be as close to 0 as possible in SPSS. The data are often skewed and kurtotic. This results in z-value which should be between

Table I Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.880	.880	30

+1.96 and -1.96. Z- Value can be attained by dividing the skewness with its standard error. The following table II reveals the skewness, Kurtotic, Shapiro-wilk and kolmogorov test results.

Table II Tests of Normality							
	what is your gender	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
JS	male	.123	138	.000	.912	138	.000
	female	.121	66	.018	.921	66	.000



a. Lilliefors Significance Correction							
Tests of Normality							
	what is your qualification	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
JS	UG	.162	92	.000	.848	92	.000
	PG	.147	103	.000	.935	103	.000
	Others	.379	9	.001	.752	9	.006
a. Lilliefors Significance Correction							
Tests of Normality							
	what is your designation	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
JS	management	.173	95	.000	.923	95	.000
	technical	.147	59	.003	.944	59	.009
	clerical	.156	50	.004	.904	50	.001
a. Lilliefors Significance Correction							
	Mean	Std. Deviation	Skewness		Kurtosis		
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error	
JS	4.0181	.45667	-1.076	.170	2.175	.339	
EI	4.1654	.46302	-.159	.170	-.625	.339	
what is your gender	1.3235	.46897	.760	.170	-1.437	.339	
what is your qualification	1.5931	.57549	.334	.170	-.757	.339	
what is your designation	1.7794	.81571	.427	.170	-1.370	.339	

The results reveal that all the items are normally distributed and they are kurtotic in nature. In the Shapiro-wilk and kolmogorov all the items are within the normality at 5% significant level. The above table exhibits that the items are normally distributed and it followed univariate normal distribution.



A. H₀₁: The Emotional intelligence levels of the employees, designations and qualification will have no significant effect on their job satisfaction.

For analysis of the above hypothesis two way ANOVA is being applied and the results are interpreted in the table III. The P value is 0.000 for the impact of EI and qualification on job satisfaction which is less than 0.05 (at 95% confidence level) and P value for EI and designation impact on job satisfaction is 0.000 which is again less than 0.05 (95% confidence level). Hence the null hypothesis should be rejected. So, it can be concluded that the emotional intelligence levels of the employees, their designation and qualification have significant effect on job satisfaction.

Table III Tests of Between-Subjects Effects					
Dependent Variable: JS					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
EI	25.909	65	.399	16.721	.000
qualification	.000	1	.000	.000	1.000
designation	.123	2	.062	2.587	.080
EI * qualification	4.157	14	.297	7.185	.000
EI * designation	2.040	5	.408	17.114	.000
a. R Squared = .936 (Adjusted R Squared = .886)					

B. H₀₂: The emotional intelligence levels of the employees will have no significant effect on their job satisfaction.

Table IV Tests of Between-Subjects Effects					
Dependent Variable: JS					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
EI	32.520	65	.500	7.034	.000
a. R Squared = .768 (Adjusted R Squared = .659)					

The above hypothesis is tested by applying univariate ANVOA. The results are interpreted in table IV. From table IV the P value is 0.000 which is less than 0.05 (at 95% confidence level). So, the null hypothesis is rejected. It is concluded that the emotional intelligence levels of the employees have significant effect on their job satisfaction.

C. H₀₃: There is significant difference between emotional intelligence levels of the management employees and technical employees..

The above hypothesis is tested by using univariate ANOVA with post hoc test and the results are interpreted in the table V. Scheffe multiple comparison test shows that in the two groups of designations means are not significantly different from one another since significance value (P-Value=0.941) > 0.05. Hence the null hypothesis is accepted which mean that there is significant difference between emotional intelligence levels of the management employees and technical employees.

Dependent Variable: EI						
Scheffe						
(I) what is your designation	(J) what is your designation	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
management	technical	-.0258	.07421	.941	-.2088	.1572
	clerical	.2817*	.07822	.002	.0888	.4746
technical	management	.0258	.07421	.941	-.1572	.2088
	clerical	.3075*	.08606	.002	.0953	.5197
clerical	management	-.2817*	.07822	.002	-.4746	-.0888
	technical	-.3075*	.08606	.002	-.5197	-.0953

Based on observed means.

The error term is Mean Square (Error) = .200.

*. The mean difference is significant at the 0.05 level.



D. H₀4: The emotional intelligence levels of the employees and gender will have no significant effect on their job satisfaction.

The above hypothesis is tested by applying the univariate ANOVA and the results are interpreted in the table VI. The P value is 0.000 for Emotional intelligence levels and gender impact on job satisfaction which is less than 0.05 (at 95% confidence level). Hence the null hypothesis is rejected which mean that the emotional intelligence levels of the employees and gender have significant effect on their job satisfaction.

Table VI Tests of Between-Subjects Effects					
Dependent Variable: JS					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
EI	25.109	65	.386	10.451	.000
gender	.015	1	.015	.410	.523
EI * gender	5.317	16	.332	8.990	.000
a. R Squared = .894 (Adjusted R Squared = .823)					

This study analyzed the significant relationship between emotional intelligence, gender, qualification, designation and job satisfaction levels of the employees.

V. CONCLUSION: Emotional intelligence should be an important criterion for recruitment, for the higher positions of the employees. The employer should consider the aspect of training the employees in their emotional intelligence. A high level of EI gives high job satisfaction enhancing the performance of the organization.

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**A REPORT ON THE EMOTIONAL INTELLIGENCE LEVELS OF GENERATION X
AND GENERATION Y EMPLOYEES – WITH SPECIAL REFERENCE TO
PRODUCTION SECTOR**

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ABSTRACT

The production sector of the nation plays a major role in the GDP contribution to Indian economy. The companies depend on the employees' performance for developing their organizational performance. The employees' performance depend on many factors like personality, emotional intelligence etc. As the generations are changing there is a lot of transformation in their characteristics and attitude. In this paper the employees from various companies are being selected for measuring the emotional intelligence levels of the employees related to the generations of X & Y. The various aspects of the Emotional intelligence like emotional self awareness, self confidence, emotional self control, achievement, developing others and conflict management are taken into account for measuring the emotional intelligence levels of the employees. The study is being done on the three demographic characteristics generations, gender and designations. The analysis is done using SPSS. The results of this paper are essential for the organizations in recruitment and selection process, placement decisions, training and development and in employee involvement. The result also helps the organizations to take decisions regarding assigning the tasks to the employees.

Key words: *Emotional intelligence, generation X, Generation Y, self awareness, self control, conflict management.*



I. INTRODUCTION

The present way life styles of the human beings and the economic impacts had high influence on the business activities today. It has become a challenging task for the leaders and the managers to handle the aspect of motivating the employees. The organizations have to take apt decisions in identifying the best way to motivate their employees. Each generation have their own expectations of working environment. If the organizations fail to identify these aspects and expectations of the various group of employees' generations it results in decline of organizations' total effectiveness. Many organizations still are continuing their outdated methods and procedures in guiding and monitoring their generational diversified employees, including employment activities, operation process, organizational procedures, evaluation criteria, appraisal methods, and remuneration packages. This approach of the organizations may lead to drop down in their performance. This study helps to enhance the organizations' awareness on their current business practices in understanding generations' differences and henceforth motivating employees to improve their employees' performance.

A. Who are generation X and Y? Generation is defined as people that are grouped within certain range of ages, location they live and significant life events they experienced at critical developmental stages (Kupperschmidt 2000). There are many generations like the silents (1925-1945), baby boomers (1946-1964), generation X (1965-1976), generation Y (1977-1994), generation Z born after 1995. Each generation has its own unique combination of experiences, expertise, prospective and expectations. It is believed that their similarities in terms of work values, attitudes, preferences, expectations, perceptions and behaviors are fettered from same or homophilic historical, economic and social experiences (Smola & Sutton 2002; Zemke, 2000). Presently our paper is related to only generation X & Y.

B. Generation X: Generation X refers to as lost generation that are born between 1966-1976 and reaching their age of 36 to 46 years old as of year 2012 (William 2008, Ttay 2011). These people learn from their elders to follow company rules and regulations to secure their jobs (Dogan, 2008). The following are the few characteristics of Generation X:



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- Expect to work hard and be paid well
- Used to working with technology
- Prefer cash and salary to options
- Expect immediate and ongoing feedback
- Comfortable giving feedback to others
- Work in multicultural settings
- Want some fun in the workplace
- Want the promise of future promotions
- Concerned with maintaining a fulfilling
- Skeptical of long-term commitments
- More loyal to their profession than to their employer
- Not opposed to switching jobs for more Money

C. Generation Y: Generation Y is well known as millennials who are born in between 1977 to 1994(William, 2008, Tay 2011). These people are perceived to be more cooperative and optimistic than their elders as most of them have high educational background. The following are the characteristics of Generation Y:

- Expect close and frequent contact with supervisor
- Want to give input
- Need to see how work makes a difference
- Want state-of-the-art technology
- Expect full disclosure
- don't expect to stay in a job too long
- Like working in teams
- Want clearly stated goals
- Expect to be paid for what they do, not how much time spent
- Want to be challenged
- Want to be at top of chain right away
- require frequent feedback and training

II. EMOTIONAL INTELLIGENCE

Emotional intelligence is defined by Goleman (1998) as the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in us and in our relationships. Emotional intelligence enhances the emotional and social competencies which are the basic factors for success. In this present study few factors are considered for analyzing the emotional intelligence levels of the employees belonging to various groups. The factors considered are:



A. Emotional self awareness: Self-awareness and self-knowledge are two important components of emotional intelligence. Self-awareness is the ability to recognize one's own feelings. **Self confidence** : self confidence which is a strong sense of one's self worth and Capabilities. **Emotional self control:** Awareness of one's emotions is also the aspect of emotional intelligence. The emotionally intelligent will manage his emotions rather than the emotions manage him. **Achievement:** it drives to improve the standard of excellence. **Developing others:** Emotionally intelligent person sensed the other person's needs and abilities. **Conflict management:** the emotionally intelligent person will resolve all sorts of arguments.

B. Review of Literature: Dr. Roopali's studies genY are supportive, trustworthy, stylish, prestigious, and daring. **Caroline's** study shows that social & emotional intelligence has become key success factors for employee motivation in a multigenerational workplace. **Anthony** concluded that Gen-X employees displayed lower continuance commitment, exhibited stronger turnover intentions, and had lower scores for perceptions of procedural justice. **Ganesan** identified there was positive correlation between behavioral training and Interpersonal Competencies of the respondents. **Kevin** studied that there is significant difference between the genders of X & Y generations.

III. RESEARCH METHODOLOGY

Research is a scientific and systematic search for pertinent information on a specific topic. In fact, research is an art of scientific investigation (Kothari).

A. Problem definition: This paper is for measuring the Emotional intelligence levels of the employees belonging to different generations X & Y. So these results are further used for identifying whom to be recruited, how the different generation employees to be motivated, how the tasks to be assigned.

B. Objectives of the study: 1. To study the Emotional intelligence levels of the Generation X
2. To study the Emotional intelligence levels of the generation Y
3. To study which generation has high emotional intelligence levels.



In this study emotional self awareness, self confidence, emotional self control, achievements, developing others, conflict management are the different components studied under emotional intelligence. Structured questionnaire is used with likert scale of 5 dimensions for collection of data. The sample of 160 is being chosen by using convenience sampling from Coca-Cola Ltd of Tirupati and Hyderabad regions. The following are the hypothesis framed for this study:

H₀1: Emotional intelligence levels of the employees are high for Gen Y than Gen X.

H₀2: There is significant difference of Emotional intelligence levels of employees and their generations.

H₀3: There is no significant effect of generations and designations of the employees on their emotional intelligence levels.

H₀4: Conflict management levels of the gen Y employees are higher than the Gen X employees.

H₀5: The management level employees have higher Emotional intelligence levels than the technical employees.

IV. DATA ANALYSIS

Validity and reliability of the questionnaire is tested by applying Cronbach's alpha reliability test. The test results are interpreted in the following table I. the acceptable values according to George and mallery is 0 to 1. The alpha value moving towards 1 indicates that questionnaire is highly reliable and valid.

Table I Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.657	.641	25

The table I show alpha value as 0.657 which indicates that the validity and reliability of the questionnaire is good. Further the questionnaire is tested for its normal distribution of the questionnaire by using the **normality test**. The results are interpreted in the following table II. The table II shows **Shapiro-Wilk** results Indicating z values for generation X and technical cadre are less than 0.05 and the values for generation Y and management are greater than 0.05. Hence can be concluded that some of the questions are normally distributed and some are not. Table III shows **skewness and kurtotic**



values. The p values must lie between ± 1.96 . It is clearly understood that the questions are little skewed and kurtotic.

Table II Tests of Normality							
EI	which generation u belong to?	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
	generation x	.114	65	.034	.959	65	.029
	generation Y	.086	95	.082	.985	95	.347
EI	what is your designation	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
	management cadre	.070	76	.200*	.972	76	.087
	technical cadre	.105	84	.023	.963	84	.017

Table III

Which generation u belongs to?		Statistic	Std. Error
Generation X	Skewness	.353	.297
	Kurtosis	-.643	.586
Generation Y	Skewness	.236	.247
	Kurtosis	-.099	.490
What is your gender?		Statistic	Std. Error
male	Skewness	.403	.192
	Kurtosis	.289	.383
what is your designation		Statistic	Std. Error
Management	Skewness	.405	.276
	Kurtosis	-.245	.545
technical	Skewness	.558	.263
	Kurtosis	1.067	.520

A. H₀₁: Emotional intelligence levels of the employees are high for Gen Y than Gen X.

To analyze the above hypothesis the means of Emotional intelligence values of generation X and generation Y are compared. The results are interpreted in the following table IV. The mean



values of generation X is 4.0914 and generation Y is 4.1361. From this it clear that the mean values of generation Y is greater than X. hence the null hypothesis is proved.

Table IV Group Statistics					
	Which generation u belongs to?	N	Mean	Std. Deviation	Std. Error Mean
EI	generation x	65	4.0914	.14165	.01757
	generation Y	95	4.1361	.22219	.02280

B. **H₀₂: There is significant difference of Emotional intelligence levels of employees and their generations.** This hypothesis is analyzed by using univariate ANOVA. The results are interpreted in the table V. From the table it is clear that P value is $0.153 > 0.05$ (95% confidence level). So the null hypothesis should be accepted. It is concluded that there is significant difference between emotional intelligence levels of the employees and their generations.

Table V Tests of Between-Subjects Effects					
Dependent Variable: EI					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Generations	.077	1	.077	2.060	.153
a. R Squared = .013 (Adjusted R Squared = .007)					

H₀₃: There is no significant effect of generations and designations of the employees on their emotional intelligence levels. The above hypothesis is tested by using Univariate ANOVA. The results are interpreted in the table VI. The table VI shows the P value $0.011 < 0.05$ (95% confidence level). Hence the null hypothesis is to be rejected. It can be concluded that there is significant effect of generations and designations of the employees on their emotional intelligence levels.

Table VI Tests of Between-Subjects Effects					
Dependent Variable: EI					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Generations * designation	.219	1	.219	6.586	.011
a. R Squared = .141 (Adjusted R Squared = .119)					

C. **H₀₄: Conflict management levels of the gen Y employees are less than the Gen X employees.** The IV hypothesis is tested by using univariate ANOVA. The results are shown in



table VII. The P value is 0.023 < 0.05 (95% confidence level). Hence the null hypothesis should be rejected. It is interpreted as conflict management levels of Gen Y are higher than the Gen X employees.

Table VII Tests of Between-Subjects Effects					
Dependent Variable: CM					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Generations	.620	1	.620	5.310	.023
a. R Squared = .033 (Adjusted R Squared = .027)					

- D. **H₀5: The management level employees have higher Emotional intelligence levels than the technical employees.** For analyzing the above hypothesis their means are compared. From the table VIII we can see the means of Management cadre is 4.17 and technical cadre is 4.06. It is clear that the management cadre employees have higher mean than that of technical employees. This study reveals that generation Y employees have Good Emotional intelligence levels than that of Generation X. This research is helpful for the managers in decision making. It helps in identifying the attitude of the employees and their change in expectations from the management.

EI Table VIII EI * what is your designation			
what is your designation	Mean	N	Std. Deviation
management cadre	4.1742	76	.18167
technical cadre	4.0671	84	.19231

V. CONCLUSION

This study is help full for the managers to take the various decisions like motivation, assignment of the task, recruitment and selection. Emotional intelligence levels of the employees should be studied and further necessary steps should be taken for the improvement of EI.

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WOMEN ENTREPRENEURS IN TELANGANA STATE: PROBLEMS AND PROSPECTS

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ABSTRACT

The enact of Telangana State Industrial Project Approval and Self Certification System (TS-iPASS) Act, 2014, repealing the existing Andhra Pradesh State Industrial Single Window Clearance Act of 2002, is a welcome trend as it intends to revolutionize industrial sector in the State. Policy framework of government is to secure, progressive business regulatory environment, inclusive industrialisation with social equality. It envisages equal opportunities to all the social groups, including the women. The women entrepreneurs need to have access to resources, raw material and institutions, technology and maintain networking with the institutions to attain higher productivity. But Women Entrepreneurs encounter multiple sets of problems i.e. general problems related to all entrepreneurs and problems specific to women entrepreneurs. The prospects of the women entrepreneurs, who wish to set up a small and medium scale unit largely, depend on the development of traits and professional skills to meet the challenges local, national and global markets and be competent enough to sustain and strive for excellence in the entrepreneurial arena.

Key Words: Women entrepreneur, entrepreneurial skills, environment, social equality, Make in India, working capital.

I. INTRODUCTION



The role of Women entrepreneur in economic development is inevitable. In India, entrepreneurship has been a male-dominated phenomenon from the very early age, but time has changed the situation and brought women as today's most inspirational entrepreneurs. Women are entering in to the modern professions such as information technology, industry, trade, engineering, pharmacy, service sectors, etc, in the recent past. The Central and State Governments have recognized their role in socio-economic development and steps are being taken to overcome all social, economic, political, cultural and psychological barriers through self-managed organizations. However, the economic liberalization and globalization process demand the need for evolving the policy and institutional framework for developing entrepreneurial skills, providing vocation education and training and widening the horizon for economic empowerment of youth, especially women. Government of India has introduced National Skill Development Policy and National Skill Development Mission in order to provide skill training, vocational education and entrepreneurship development to the work force.

The National Development Alliance (NDA) is according priority to the concept of 'Make in India' and Skill Development for promoting the youth and marginalized communities to start the economic enterprises. Further, the Central and State governments also provide special provisions for promoting entrepreneurship among the weaker sections, including women and achieving inclusive growth in the society. In spite of these measures, the women constitute only one third of the economic enterprises. As entrepreneurs, they constitute only eight percent of the total entrepreneurs. In this context, the TS-iPASS is relevant to promote women entrepreneurs, as it intends to provide a business regulatory environment where doing business would be as easy as shaking hands. The policy framework of the State is—Innovate, Incubate, and Incorporate". However, the critical analysis of this policy and the external environment in which it has to operate and the opportunities and challenges to the women entrepreneurs is utmost important to gain insights on the phenomenon.

II. METHODOLOGY

The paper mainly focuses on the problems and challenges faced by women entrepreneurs, especially managing small and medium and micro enterprises and identify the factors that



contributed for their success or otherwise. The study is based on secondary data, which is collected from the published reports, census surveys, newspapers, journals, websites, etc. The data/information is validated by eliciting information through informal discussions with the subject experts and stakeholders, especially women entrepreneurs. The remainder of the paper is organised as follows. Section 1 presents the key features, thrust areas and the special incentives to the women under TS-iPASS. The issues and challenges of entrepreneurs, especially women entrepreneurs are analysed in section -2. The subsequent section concludes the paper along with some suggestions on the prospects for women entrepreneurs in the State.

III. SECTION-I

A. The Main Features of TS-iPASS:

With the formal unveiling of the Industrial Policy, Telangana has become the first State in India to bestow on investors the right to get clearance of their projects within a set time limit. The core principles of the policy are facilitating industrial growth; secure and progressive business regulatory environment; creation of jobs benefitting local youth; inclusive and facilitate social equality; benefits reaching marginal and socially disadvantaged sections; and protection of environment. The main features of the policy are: automatic approval system on submission of a self-certification; the State liability for penal action if it fails to respond to investment proposals within that timeframe; processing and clearing the mega projects (over Rs. 200 crore) in 15 days, while the other projects within a month; tax concessions; zero tolerance for corruption; minimum inspection and maximum facilitation; pollution clearances; special incentives to women entrepreneurs and SMEs and Micro industries. The government maintain that it is committed to provide a graft-free, hassle-free environment in which the entrepreneurial spirit of local, domestic and international investors will thrive to take up their industrial units in the state. The projects comprise of mega Projects, other large projects, medium industries, small industries, micro enterprises and the investment range between above Rs 200 crores to Rs 25 lakhs. The industries are divided into four categories, green, orange, red 1 and red 2 and except red 2, State government will clear rest.

B. Thrust Areas of TS-Ipass



Given State's geographical location, available resources and skill-base, raw material availability, existing manufacturing practices, expertise, and new opportunities, the Government recognizes 14 sectors as thrust areas and given priority to these sectors over others. The thrust areas are Life sciences, biotechnology, pharmacy, IT hardware, medical devices, communications, aviation, aerospace, defence, food processing, nutrition products, automobiles, farm equipment, transport vehicles, textiles, leather and apparel, plastics, polymers, fast moving consumer goods (FMCG).

C. TS-iPASS and SMEs/ Micro Industries

The Small and Medium Enterprises (SMEs) and Micro-industries are expected to play a significant role in the new state, both in terms of value addition and also in creating self-employment and employment opportunities to others. The industrial policy envisages special provisions for the SME and Micro sectors. They are: allotment of smaller plots in industrial parks for SMEs and developed sheds for Micro units; special fund for addressing incipient sickness, technology transfer and modernization to MSME sector; reimbursement of land conversion charges for units in own land; marketing assistance to participate in national and international trade shows; consultant panel to respond to MSME entrepreneur needs; separate State Level Bankers Committee (SLBC) for industries, particularly SMEs; and decentralized procedure for issue of licences and permissions to Micro enterprises.

D. TS-iPASS and Women entrepreneurs

The number of existing women-owned industrial enterprises is very meagre in the Telangana State. Keeping this in view, the Government has incorporated special provisions in the policy to encourage women entrepreneurs to take up the business ventures. Each of the 9 districts of the state (excluding Hyderabad) will have one or more industrial parks exclusively for women. Organizations working for women entrepreneurs like Central Board for Workers Education (CBWE), and Federation of Indian Chambers of Commerce and industry- Ladies Organization (FICCI-FLO), Young FICCI Ladies Organization will be invited to collaborate with the government to identify and train women entrepreneurs, get their project proposals developed, link them to financial institutions and handhold and monitor the progress of their projects.



Among women, the government would facilitate more number of entrepreneurs to emerge from socially deprived categories like SCs, STs, BCs and Minorities.

E. Incentives to the Entrepreneurs

Telangana State Industrial Development and Entrepreneur Advancement (T-IDEA) is contemplating provide to incentives to the entrepreneurs. They are: Stamp duty reimbursement; Land cost rebate; Land conversion cost; Power cost reimbursement; Investment subsidy; VAT reimbursement; Interest subsidy; Seed capital for 1st generation entrepreneur; Training and skill development cost reimbursement; Quality/patent support; Clean production measures; Reimbursement of infrastructure development costs.

IV. SECTION-II

A. Challenges of Women Entrepreneurs

Unlike the male entrepreneurs, women entrepreneurs encounter multiple sets of problems i.e. general problems related to all entrepreneurs and problems specific to women entrepreneurs. They are.

B. Market Economy Model

The New Economic reforms consider that the best way of ensuring socio-economic justice is to promote market economy. The objective of this model is to reduce the role of the state in providing services to the people rather it is to promote the non-public bodies/private sector/ Self-help groups on commercial lines in providing services to the people. In an unequal socio-economic society like India, the market operate on personal considerations and illegal money transitions and thus it either favour or disfavour certain business ventures or social groups. This is the major challenge of entrepreneurs in the country.

C. Corruption

Though policy hallmark is the zero tolerance of corruption, in practice it has become inevitable in the issues of conversion of agricultural land for industrial use; quality and uninterrupted power supply; permission for construction of buildings; loans/subsidy, etc.

D. Undue advantage of the TS-iPASS policy by the fake Investors



Many non-serious investors and companies are trying to take undue advantage of the TS-iPASS policy of self-certification and online single window industrial approval system. But during verification of the applications, it was found that many of those who had secured lands and incentives from governments in the undivided Andhra Pradesh state earlier and had failed to execute the projects, are applying afresh under the new policy without disclosing their earlier details. “There were 15 applications seeking land and incentives in these districts, which had earlier failed to implement projects in undivided AP. The land allotted to these projects was even taken back. However, they have applied with different names now. Taking advantage of the self-certification, they had hidden crucial information. Most of the applicants are seeking land around Hyderabad, in Ranga Reddy, Medak, Nalgonda and Mahabubnagar districts. Those were rejected at the application stage itself,” said an industries’ official (Deccan Chronicle | July 02, 2015).

E. The technology-driven business

The technology-driven business is the order of day of the big business ventures. The business activities (marketing and distribution) are managed by on-line marketing, M-marketing, e-mail, social media, websites, supply chains. Further, they invest more capital on machinery, use most modern technology, produce the products/services on large scale, and capture the larger market and consumers.

F. Gender Discrimination

One of the crucial challenges that women entrepreneurs face in bootstrapping their start-up is – gender discrimination. The Constitution of India speaks of equality between sexes, in practice women are looked upon as abla i.e. weak in all respects. India is still a male dominated society and this social order blocks women entrepreneurs in their way towards business success. Male members think it a big risk financing the ventures run by women. Women's family obligations also bar them from becoming successful entrepreneurs. Society should change their mindset and behaviour towards women,” says Benu Sehgal, VP and Head, DLF Utilities Ltd-Sachet (Jun 13, 2015).

G. Financial institutions cynicism



The financial institutions discourage women entrepreneurs on the belief that they can at any time leave their business and become homemakers again. The result is that they are forced to rely on their own savings, and loan from relatives and family friends. Further, the financial institutions are sceptical about the entrepreneurial abilities of women. The bankers put unrealistic and unreasonable securities to give loans to women entrepreneurs. According to a report by the United Nations Industrial Development Organization (UNIDO), "despite evidence that women's loan repayment rates are higher than men's, women still face more difficulties in obtaining credit,". So, The women entrepreneurs suffer from inadequate financial resources and working capital as they lack access to external funds due to their inability to provide tangible security. Recently, in an interaction with Economic Times, the Women and Child Development Minister Meneka Gandhi elucidated that when a man wants a loan for a business, he goes alone, not with a group. But, the idea of women having to take along 10 other women to seek loan is degrading.

H. Lack of Property Rights

Women entrepreneurs suffer from shortage of finance on two counts. Firstly, women do not generally have property on their names to use them as collateral for obtaining funds from external sources. Therefore, that access to the external sources funds is limited. Secondly, the banks also consider women are less credit-worthy and discourage women barrowers on belief that they can at any time leave their business.

I. Acceptance of woman in a position

"The main challenges that a woman entrepreneur faced has been their interactions and working relationships with male staff. Sometimes, it's a challenge to get people to accept a woman in a position of authority and in these cases, getting the work done becomes slightly difficult," tells Choudhury.

J. Scarcity of Raw Materials



Most of the women enterprises are plagued by the scarcity of raw materials and necessary inputs. Added to this, high prices of raw materials, on the one hand and getting raw material at the minimum of discount on the other are the major issues in business.

K. Lack of Access to Education

In India, the social system discriminates between the male and female in educating boy and girl, even to date. Owing to this, more than half of women are still illiterate. Due to the lack of education, women are not aware of business, technology and market knowledge and able to continue the business. Added to it, the low level of education and confidence leads to low level achievement motivation and advancement among women folk to engage in business operations and running a business concern.

L. Stiff Competition and High Production cost of Business Operations

Many men/women entrepreneurs find it difficult to capture the market and compete with their product. Business demand attention of the entrepreneurs on investing money, continuous risk taking and strategic decision making, attitude, courage and confidence. High production cost of some business operations adversely affects the development of women entrepreneurs. The installation of new machineries during expansion of the productive capacity and like similar factors dissuades the women entrepreneurs from venturing into new areas. However, the risk tolerance ability of the women folk in day-to-day life is high compared to male members, while in business it is found opposite to that.

M. Lack of Support from the Family

Women give more emphasis to family ties and relationships. The business success depends on the support the family members extend to women in the business process and management. The family members and the society are reluctant to stand beside their entrepreneurial growth. Family and societal obligations also pose challenges for many women entrepreneurs in the country.

SECTION-III:



V. CONCLUSION

This paper briefly discusses about various provisions of the TS-iPASS, Act, 2014 and operational issues that are likely arise in its implementation. The paper highlights that while the Act at a normative level offers a significant breakthrough for revolutionize the industrial sector and promotion of employment to the unemployed; ensure social equality and women empowerment, etc, at implementation level the key sectors suffer from several shortfalls. The various issues discussed in this paper revolve around multiple sets of problems i.e. general problems related to all entrepreneurs and problems specific to women entrepreneurs. The new economic reforms, technology-driven business, fake investors, gender discrimination, lack of property rights, social and family obligations, lack of access to resources, lack of access to education, formation of group for financial assistance, non-acceptance of women position by male employees, reluctance attitude of financial institutions to advance the loans, scarcity of raw material, stiff competition and high cost of production, etc, are the major challenges of women entrepreneurs to take active participation in economic activity in the State. In fact, it is evident from the fact that women entrepreneurs account less than ten percent of the total entrepreneurs. The situation is no better even under TS-iPASS, as most of the applicants are male members.

Despite the above issues, the policy is expected to be a boon for the overall development of entrepreneurs, especially women entrepreneurs. Training programs are essential to new rural and young women entrepreneurs who wish to set up a small and medium scale unit. Adequate training programme on management skills, imparting skills in training-cum-production workshops and vocational/professional training that enables them to understand the production process and production management, counselling to women entrepreneurs, to remove psychological causes like lack of self-confidence and fear of success, etc, would be of utmost important for the success of the enterprise/s. The Women Federation Organisations and NGOs need to active role, in this regard.

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ASSESSMENT OF QUALITY IN FINE ARTS INSTITUTIONS – A CASE STUDY OF HYDERABAD

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ABSTRACT

Art can transform lives. It gives us the power to question, to confront, to explore, and to challenge how we think about the world.

This paper emphasizes on the quality of art education at macro and micro perspective in art educational institutions. The quality of art education is assessed by both observational method as well as empirical analysis. The tools and techniques used are; Delphi techniques along with mean, standard deviation and t-test. In the process of analysis this paper found that there are certain interesting findings which include: art considered as a noncore subject, difference in the opinion of stakeholders about quality of curriculum and instruction methods and many delays in recruitment process.

Contribution to the field: In the present scenario, it is suggested the Government should allocate monetary provisions sufficiently. The attitude towards art and craft teacher should be amicable and considered that he is a member in teaching community. Art has no boundaries and the faculties can make sure that the art should not be concentrated in one place and they can create an art world for promoting younger generations.

Key words: quality assessment, art education, price effects, curriculum up-gradation, monetary provisions, core subject.

I. INTRODUCTION

The Study of art is the study of human emotions. It reveals the integration of human emotions as well. The translation of human emotions come to reality and transformed into a visual depiction



called 'Art' had been witnessed in 15,000, B.C. It has been continued later period changing into different isms through experiments. The advent of British introduced the Academic sphere of Art education in Indian by establishing the industrial, art and craft institutions in Calcutta, Madras, Lahore gave impetus to the Indian aspirants to study art with more scientific way breaking the traditional norms of Indian art. It also created the art awareness among Indian artists and art lovers. Later Post – British period the Indian government established Art education institutions in different parts of India, monitoring with AICTE and U.G.C. In spite of that, art illiteracy was common phenomenon in India. However, the art education in India was neglected where its role in the curriculum was insignificant. The lack of understanding of its purpose and the standard of art teaching itself also generates low level.

II. CONCEPTUAL FRAMEWORK

The following concepts are integrated in to the present study to understand the holistic view of the findings and give suggestions for the policy prescription. Quality has been traditions in India and monuments, relics, handicrafts, gems, jewelers and crafts man ship have oven quality into our heritage.

III. QUALITY

The quality of product or service is a customer's perception of the degree to which the product or service meets his or her expectations. Hence forth customers means art pursuing students. The dimensions of service quality include; performance, features, reliability, serviceability.

IV. QUALITY CONTROL

It refers to all those functions or activities that must be performed to meet the expectations of stakeholders.

V. REVIEW OF LITERATURE

To connect the present study, the following reviews are made;

Qualities of Quality: Understanding Excellence in Arts Education Achieving quality involves an ongoing examination of programmatic as well as personal purposes and values, along with a



continual examination of what is actually happening ‘in the room.’ Arts educators deeply committed to quality know that this search is an essential element of what constitutes quality. Which is one of the greatest lessons we can offer our students— that the pursuit of quality is both central to the achievement of excellence and a wonderful, challenging, and compelling learning experience in itself.”

The majority of education systems in the world have arts and cultural education as a part of compulsory curricula. Despite this seemingly positive outlook, the challenge of delivering a universal, high quality, cultural offer for all children has not been achieved. There are a number of competing pressures that act to encourage and discourage children’s and schools’ participation in the arts. The arts improve the social climate of the school and reduce negative social interactions and anti -social behavior. This directly improves pupils’ perceptions of school and increases the likelihood of the school being seen as being an attractive place by the pupils and teachers. The inclusion of the arts in the school day provides opportunities for communication and emotional development led to an improved emotional connection between pupils and teachers is shown to improve school attractiveness to pupils.

Prannath Mago exclusively dealt with the origin of art and its developments in various decades with political and sociological perspective. His work “Contemporary Art in India – A Perspective” also explains the importance of art education in India, from primary level onwards. Moreover, he made efforts to elucidate the conditions of art education and the attitudes of other Science faculties were elucidated. His pioneering endeavors made the significance of art education in India with cultural scenario. Gayathri Sinha’s edited “India Art – An overview” brought the establishment of fine arts colleges in British period and post British period and their signification elaborately whereas Gulam Mohammed Sheikh’s Contemporary Art in Baroda narrates the establishment of fine arts departments and their specializations and the faculty and students contribution for the development of contemporary art M S University Baroda in India.

VI. OBJECTIVES

1. To understand the status of Art education in the educational Institutions in India.
2. To understand the status of art education in Hyderabad



3. To assess the quality improvement in the curriculum, teaching methods with practical orientations and evaluation components.

VII. METHODOLOGY

The nature of study is descriptive in nature. The population of the study is art educational institutions in India. The sample units are students and faculty members. The sampling technique used in the study is convenient sampling. The data collection technique for the study is a structural questionnaire. The sample size of art educational institutions is 20. This includes; College of Fine Arts, Jawaharlal Nehru Architecture and Fine Arts University, Hyderabad. Telangana, Sri Venkateswara College of Fine Arts, Osmania University, Hyderabad. Telangana, Department of Sculpture and Painting, Potti Sreeramulu Telugu University, Hyderabad, Sarojini Naidu School of Performing and Fine Arts and Mass Communication, University of Hyderabad Hyderabad. Telangana, College of Fine Arts, Andhra University, Vishaka Patnam, Andhra Pradesh, College of Fine Arts, Yogi Vemana University, YSR Kadapa Dist, Andhra Pradesh, Chitrakala Parishath, Bangalore, Karnataka, Ken School of Fine Arts Bangalore, Karnataka, Karnataka Academy of Visual Arts, Mysore, Karnataka. Sri Allam Prabhu Lalitha Kala Academy Mysore, Karnataka. MMK College of Visual Arts, Gulbarga Karnataka, Government College of Fine Arts, Chennai Tamilnadu, Rukmini Devi College of Fine Arts, Chennai Tamilnadu, Kalai Kaviri College of Fine Arts Thiruchira Palli Tamilnadu, Raja Ravi Varma College of Fine Arts, Trivandrum, Kerala, R L V College of Music and Fine Arts, Trivandrum, Kerala, College of Fine Arts, Trissur, Kerala, Goa College of Arts, Panaji, Goa, Bharathi Vidyapeth College of Fine Arts, Pune, Maharashtra, Padmasree Dr D Y Patil College of Applied Arts and Crafts Pune, Maharashtra. The average sample of students is 7 to 8 and the average sample of faculties is 8 to 9. Data collection instrument is questionnaire and data type is primary in nature. The responses are measured on Likert scale 1 to 5. 1 means to poor 5 means excellence quality. The Period of study is 2014-2015. The sample units include; curriculum, instruction methods with practical orientations and evaluation components.

VIII. DATA ANALYSIS



Even in the primary and high school level of art and craft courses were completely neglected. The significance of this course was not considered by the other faculty members and the art and craft teacher has no role in the academic and other activities. His position was disdained and because of their attitude was so pathetic. Besides, the so-called corporate school also showed similar attitude towards this course. They utilized the art and craft teacher services in other way where the absence of other teacher work was fulfilled for time being.

The faculty members are well qualified and experienced in their fields were interviewed and recruited as per the AICTE or U.G.C norms. But the faculty was specialized in their respective fields available in some colleges. It is not possible to avail the excellenct faculty in art subject viz. portrait painting, landscape painting, print making and History of Art and Aesthetics in all colleges. But some exceptions, regarding M.S.University, Baroda, where the excellent faculty is available in all fields. Moreover, the in take admissions also were limited, and entrance was organized and all the aspirants could not get admission in this institution.

IX. EVALUATION

The evaluation was gone on two types (1) internal (2) external and their ratio was 50:50 sometimes 40:60. As it were creative field the subjects are mostly concerned with practical oriented and hardly one or two papers concerned with theoretical orientation. The internal assessment made on best of two out of three assignments – consisting 1) seminar 2) written test and 3) submission of term paper and rest of percentage on external assessment evaluated by the subject expert considering the specifications of assessment in practical examinations where as in theoretical papers were setting by subject expert and evaluated by the subject expert as well. Here the lack of subject experts in History of Art and Aesthetics as the outputs were come out from either Baroda or Santhinikethan, recently the University of Hyderabad also introduced P.G.courses in Art History but it is in budding stage.

Here the question paper particularly in History of Art and Aesthetics consist of essays and short questions, repeating the same questions and some times found absence of analytical and critical evaluation of questions. Due to lack of english language of the students where they came from their own mother tongue and could not expressed their ideas in english losing the exams. This



factor influenced the external examiner and shows his sympathy towards them and made them in success.

Moreover, the university authorities also insisting the external examiner to made them to pass, stating that it is creative field those have innate abilities would be succeeded in their lives.

A. Price effects

Most of the art educational institutions were maintained by the government. But some private institutions offering the high prices and paying less to faculty who were un-experienced and unskilled were engaged in these institutions. Normally, the professionals in this field could live independently and could not work in government institutions preferred to work in government institutions unable to work in private institutions. On one hand the students paying high fees, facing poor facilities, skill and the other hand could not meet the quality of education.

The students also know the college issues and could not raise their voice against the problems and thought that they should have obtained the degree or post graduation as early as possible.

On contrary to other educational institutions there was no option to fine arts to join elsewhere or any other fine arts colleges by dropping the course in meanwhile. In other words a fine arts student got admitted in any art Institution should be completed his course in the same Institution and never allow to join any other institution located in the same areas or anywhere, seems that no feasibility in this option.

The fine arts student should be passed the course in the due period or permitted to another period of same duration. For instance if any art student should joined in Bachelor degree of 4 years should be able to pass in these years and another 4 years were permitted to complete. He would not pass with in the 8 years his admission also liable to cancelled and to re-admitted into 1st year after completing the formalities of admission process.

The other hand the administrative mechanism like principals and other executives were having fine arts background, should not involved in present day administrative system and unaware of the system. Unfortunately, they are not in a position to mobilize funds and materials from higher authorities. If they appealed to the higher authorities about their financial and other requirements



and was neglected or declined due to unawareness of fine arts in the some educational institutions in government or universities as well.

The recruitment of faculty in art institution was not conducted regularly anybody retires from service there is a long

gap of recruitment and eventually part-time or ad-hoc faculty or inexperienced persons involved to do so yielded poor results. Moreover, this faculty does not have job security and based on purely temporarily concentrating on their own efforts for their survival.

B. Status of art education at Hyderabad

The sultans of Hyderabad both Qutb Shahis and Asf Jahis proliferated the art literacy at Hyderabad. The paintings represent the Persian elements in the beginning in the context of coloration and composition. The contact with Mughals owing to the Aurangzeb Deccan invasions resulted the influence of Mughal style. But the art stylization of Hyderabad culminated local Hindu elements in to the paintings developed a unique style of Deccan qalam.

However Hyderabad was suffered with political disturbances the patrons could not give up the patronage of art. Besides they invited the artists throughout the world to bestow their artistic accomplishments in this domain. These factors lead to recognize Hyderabad art in to a uniqueness presenting large size overcrowding portrays and paintings on cloth. It was never seen such experiments in Medieval and Modern Indian painting history. Despite, they also promoted art literacy by the establishment of fine arts institution in the beginning of 20th century. Now, it was emerged into a university known as Jawaharlal Nehru Architecture and Fine arts university which rendering art education to the aspirants from all over India and abroad as well. This institution used to fulfill the desires of the aspirants and created a demand for another institution led to the establishment of department of Sculpture and Painting, at Potti Sreeramulu Telugu University in 1983. And later a private institutions known as Sri Venkateswara College of Fine Arts under the affiliation of Osmania University came into being. Above institutions offering art education to degree level (Bachelor of Fine Arts). But Sarojini Naidu School of Performing and Fine arts and Mass Communications was setup in the University of Hyderabad to offer Master Degree (Master of Fine Arts) and research orientation at Hyderabad.



The collected primary data relating to quality of curriculum, teaching methods, practical orientation and evaluation components were edited and processed through SPSS and furnished in the following tables followed by interpretations.

Table 1: Group Statistics

Variable	Respondents Category	N	Mean	SD	SE
Observation about quality of Curriculum and evaluation	Students	150	3.1867	1.00593	.08213
	Teacher	170	3.4588	.97971	.7514

Source: Primary data using SPSS V-20

Table 2: Independent Samples Test

Variable		t-test for Quality of Means				
		t	df	Sig. (2	MD	SD
				tailed		
Observation about quality of curriculum and evaluation	Equal variances Assumed	-2.45	318	0.015	- 0.2722	0.1111
	Equal variances not Assumed	-2.45	310.82	0.15	- 0.2722	0.1113

Source: Primary data using SPSS V-20

Null hypothesis (H_0): There is no significant difference in the up-graduation of curricular and evaluation improvement process.

Alternative hypothesis (H_a): There is a significant difference in up-graduation of curriculum and evaluation improvement process.

From the table 1, the sample statistics of Mean and standard deviation of quality of curriculum and evaluation improvement process for students and faculties are: 3.1867 and 1.00593, 3.4588 and 0.97971 respectively.

From the table 2, it has been observed that the statistical values for curriculum and evaluation improvement processes are; p-value -2.45 with degree of freedom 3.18 and p-value 0.015 which is less than 0.05. Therefore the null hypothesis is rejected and alternative hypothesis is accepted at 1 per cent level of significance. In other words there is a substantial difference of opinion



about curriculum and evaluation improvement process between students and faculties in art educational institutions across the nation.

X. FINDINGS

- There is a lot of difference in the opinion of two stake holders (and faculties) with respective Institutions and practical orientations in Art Educational Institutions
- There is no significant difference in the up graduation of curriculum and evaluation improvement process.
- Furnish the art and craft in the curriculum and considered as a regular subject.
- Delays in recruitment process.

XI. SUGGESTION

- It is suggested that the regulators of Art Educational Institutions will make sure that the gap between stakeholders about quality of teaching methodologies and practical orientations should be minimal.
- The attitude towards art and craft teacher should be amicable and considered that he is a member in our teaching community.
- Art has no boundaries and the faculties can make sure that the art should not be concentrated in one place and they can create an art world and promoting younger generations.
- Finally, it is suggested to the Board of studies of Institutions that they should make sure about the constant monitoring and improvement in the curriculum and evaluation improvement process in tune with industry requirements.

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WORKPLACE BULLYING AND EMPLOYEE DISENGAGEMENT IN THE HIGHER EDUCATION SECTOR

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ABSTRACT

This article reviews the literature on Workplace Bullying and its effect over disengagement of employees in focus with the higher education sector, in America (US) and trying to understand similar effects in the Indian Context. This article tries to understand the nature of bullying and its cost on the organization through disengagement of employees in the Higher Education Sector. The basis of this article is on the extent of workplace bullying in the higher education sector and the cost of workplace bullying in it. A survey was conducted by Hollis.P (2015) in the US, where participants from colleges that were nearly four-year-old were surveyed and had revealed issues such as no connection between gender and bullying behavior. Nearly 400 employees from various departments had been questioned. The theoretical lens used here by the researchers was 'Employee disengagement and the financial cost to the organization when employees disengage from organizational mission and objectives. The results from these studies have been correlated to Indian context theoretically, keeping in view the limitations and similarities in the situations and professional conduct. The redressal mechanisms have also been discussed over the surface and focused on the correlation of the results to the Indian context.

Keywords: workplace bullying, victim, witness, higher education, employee disengagement



I. INTRODUCTION

Monday can sometimes become the worst day of the week. Employees can dread returning to the high stress, shady directions and high constraints on budgets in their jobs. Medical studies have reported that stress can be linked to severe problems like heart failure and other stress related illnesses (Fisher, 2013; Martin, 2013; Nordqvist, 2012). The Higher education sector has been in a dwindling since some time. There have been several colleges that have been closed, many employees had had surprise layoffs, lower salaries and sometimes a potentially jaded boss. If a bully boss is added to such environment, a boss who barks orders, insults staff and makes abrupt changes to the directives or deliverables it creates a severe environment in the organization. The bully steals the productivity of the organization by disengaging the employees in their workplace. In high constrained environment, which cannot afford to waste resources, the cost of workplace bullying and resulting employee disengagement.

Many studies have observed and evaluated the proliferation of workplace bullying (Bjorkqvist, Osterman, & Hjelt-Back, 1994; Branch, Ramsay, & Barker, 2013; Cowan, 2012; Duffy & Sperry 2007; Fritz, 2014; Harvey, Heames, Richey, & Leonard, 2006; Leifoghe & Mackenzie, 2010; Matthiensen & Einarsen, 2007, Yamada, 2000). Studies have been done in the corporate sector, trends, and the impact on the health of staff facing workplace bullying. This studies done in the U.S. had taken into account most of the departments in different colleges of higher education. Due to the decline in the education economy in the US, the universities had to strive to cut cost and preserve the resources. The Gallop Organization (2013) had reported that nearly US\$355 billion have been lost by the US organizations due to an unengaged employee. The effect of bullying on a potentially disengaged administration in a university has however not been examined. For the purpose of the study by Hollis.P (2015), the following definition for bullying was used:

Harassing, offending, socially excluding someone, or negatively affecting someone's work tasks. This behavior occurs repeatedly and regularly over a period about six months. With the escalating process, the person confronted ends up in an inferior position and becomes the target of systematic negative social acts (Einarsen, Hoel, Zapf, & Cooper, 2003, p. 22).



The purpose of the study done by Hollis.P (2015) was to understand the extent of workplace bullying in American Higher Education and also to determine the cost associated for the employee engagement and turnover. The findings of this paper can be used by higher education to curtail costs related to staff disengagement by making a healthy workplace.

II. LITERATURE REVIEW

Bullying had emerged as a topic of the organizations in the late 1990's and had been receiving more attention in the corporate and private sectors. Many qualitative approaches have been individualistic and have focused on personal pain that a victim feels by the cause of bullying. Some of the studies have quantified the risk involved by the organization for harboring a bully. Once the personal pain and disengagement have been considered to salary and sick time, one can calculate the cost of incivility (Bliss, 2012; Namie&Namie, 2009; Pearson, 1999; Wiedmer, 2010). Irrespective of the research method, a demoralized target, and consequential financial loss has been reported with an adverse effect on the health of the victim. Workplace bullying is reported to have a two-fold cost on the workplace. Both the fiscal cost to the victim and the emotional cost to the victim. In a survey involving 5,000 employees in Britain, it claimed that over one million workdays were lost because every 1 in 10 workers had stress from workplace bullying (Keelan, 2000). The targets of workplace bullying also suffered from health issues such as weight gain and elevated levels of stress. Hypertension and posttraumatic stress occurred for the staff under a workplace bully. Nearly 73% of those who witnessed bullying in their workplaces endured health related problems. It has been found by Unison, the second largest trade union in the United Kingdom that nearly 75.6% of employees who had reported having being bullied have experienced negative health effects (1997). Most of them suffered from lowered/no self-esteem, sleep related problems, depression, gastric/stomach problems, severe mood swings, and anxiety (Thomas, 2005). It is also quoted by Keashly and Neuman (2010) that "Although much research has been done on workplace aggression and bullying over the last two decades, academics have paid relatively little attention to bullying in their institutions" (p. 48).

A study in UK on workplace bullying by Thomas (2010) in the context of any higher education context revealed that nearly 34% of respondents belonging to higher education had been bullied in the six months previous to the study in comparison with 11% respondents in all the other



occupations. Thomas had also reported that this bullying included “unreasonable or impossible deadlines, being given an unmanageable work load and being subject to excessive monitoring of work” (para. 6). Namie and Namie (2009) define workplace bullying as a “silent epidemic” with nearly 37% of the American workers facing abuse on the job. When the findings had been extended, it has been found that nearly 49% of the workers have been affected by workplace bullying, 24% have been bullied at some points of time, 12% witnessed bullying at the workplace, and 13% had been enduring bullying at the time of this study. Namie and Namie (2009) had also studied the general population and came up with a revelation that women have been targeted very disproportionately compared to men, with nearly 71% of women who have reported having been bullied by women, 46% of women to have been bullied by a man. The coping strategies that the victims of bullying have opted for include resignation and being fired by the employers. In most of the cases it has been reported that the organization had taken no corrective steps to provide relief to the targets, and it has also been reported in some majority of the cases that the situation had intensified for the victims once bullying had been reported by them to the organization (Namie&Namie, 2009). There have been several studies by many researchers that mention the exponential severity of workplace bullying and the health effects of it on the victims and the witnesses. The targets in these studies who had endured workplace bullying had reported different periods for which they have had been bullied and one could surely argue that six months might just not be the criteria every time.

III. THEORETICAL FRAME

The study by Hollis.P (2015) states that the American Higher Education like most of the organizations shall emphasize on maximizing the resources, including the human resources to successfully survive in the slow economic market. Educational institutions are service organizations and have a mission to serve students and community to pursue education, and hence require engaged staff to successfully accomplish their goals. Many studies have focused on employee disengagement and the challenge organizations are facing due with to lack of commitment. Costs associated with employee disengagement leading to loss of productivity and compromised organizational objectives. Bayne (2015) however considers engagement as to have a transforming quality where the employee not only embraces the work but also finds



“meaningful accomplishment.” The engagement in workforce included support and care from the boss, sense of safety in the work environment, the leverage to make mistakes and creating innovation. Trust is said to “foster a collaborative culture that enhances the creativity of the team” (Barczak, Lassak, & Mulki, 2010, p. 341). It also has been quoted that without trust, teams and individuals will not engage in innovation and creativity and will not feel safe to offer the “Eureka moment” as defined by Anderson (2011), the idea that develops processes and cuts costs.

In employee engagement, a leader who inspires employees, creates trust through civility, honesty in communication, concern towards employees, had created a healthy workplace. And it is also supported that the leader gave autonomy and support. Fairness and approachability were the qualities in leadership that created a safe workplace for employees and helped in better engagement (Byrne, 2015). Disengagement in contrast is the ‘uncoupling of selves from work roles; in disengagement, people withdraw and defend’ (Kahn, 1990, p.694). The disengaged employee is said to go through only motions. They seem to be physically present but mentally drifting to many other ideas by delegating their tasks to other colleagues. This is withdrawn state of the employees where according to Byne (2015) is a state in which “ideas are kept to self and creativity is diminished”.

“Withdraw and defend” are the operative words in the context of workplace bullying. These formed a theoretical frame for the study by Hollis.P (2015). Those employees who must defend themselves from the harassment and bullying make defending themselves the priority over the organizational objectives. These environments allowed hostile and abusive environments that led to disengagement. In these organizations, leadership often lacked care or concern but in turn professionalism gets eroded due to mutual trust. Negative politics prevails in organizations that are unhealthy, which suppress opinions and creativity leading to unfair job assignments and poor communication becoming the norm of the organization (Byrne, 2015). In a way, the workplace gets evolved into a battlefield for the victims and witnesses of bullying, instead of engaging human resources in the organizational mission, the employees start taking a defensive stance. They mostly spend their time in protecting themselves instead of working for the institution. This leads to the creation of a very hostile environment of tactics and abrupt unfairness that ultimately



lead to disengagement. The victim and witnesses thus also start to ignore the bully and the abusive boss, the harassing colleague or any other person who tries to threaten them. This also creates a sense of 'detachment from identification with the organization' (Kahn, 1990).

IV. THE STUDY BY HOLLIS.P (2015)

The research study done by Hollis.P (2015) makes an effort to examine the bullying dynamics at workplace using a 35-question survey. Institutions of higher educations including all departments that were nearly four-year-old colleges and universities. He had surveyed a total of 175 colleges or universities in various departments like athletics, student affairs, information technology, human resources, executive level, admission/financial aid, academic faculty (science), academic faculty (Arts), and external affairs/development. The questionnaire developed by Hollis.P (2015) was not only to understand the prevalence of workplace bullying but also understand the costs related to the workplace bullying. His research questions included:

Research Question 1: What is the extent of workplace bullying in higher education administration?

Research Question 2: What is the cost of workplace bullying specifically to higher education administration?

Data was collected using an electronic questionnaire through e-mails. The major limitation included that due to Internet security the delivery of email was prevented from unknown senders. The study was done and received emails from 3200 respondents, evaluation of which is a sizable task. To strengthen the validity, the study Hollis.P (2015) had done focused on one year of higher education organization: the traditional four-year baccalaureate degree granting colleges and universities.

According to the study conducted by Hollis.P (2015) on American higher education institutions, it has been found that nearly Sixty-two percent of the respondents had confirmed to have witnessed bullying at their workplace within 18 months before the study conducted. Many participants also commented explicitly in their open-ended segment of the questionnaire that they had forwarded the sent email invitation to their private email accounts so that they also could



answer off-campus so that the university/college cannot track their response. This study was done by Hollis.P (2015) also had to introduce the term 'vicarious bullying' to describe those leaders and managers who sent or authorized subordinates or junior staff members to wield their executive power. And also further explained, that in vicarious bullying, a leader could have used this tactic to continue intimidation in his or her absence, or used it in an attempt to preserve a façade of kindness while using subversive tactics to control staff. It has been found in these study nearly 25% had witnessed vicarious bullying, and nearly 17.5% of them had been the targets of vicarious bullying. According to the results of the survey, the majority of the respondents have reported having suffered bullying as victims for more than two years, and nearly 27% of the respondents have had been bullied for more than about three calendar years. Open-ended questions were commented stating that bullying occurred for more than three years according to the survey. Nearly 23% of the respondents who have been victims have reported having spent the time to avoid the bully. Some of the victims reported an eight hour or a two hour a week in avoiding the bully. When the mean was calculated, it was around 3.9 hours that a victim has been spending in avoiding the bully. Nearly 28% of the respondents had reported that the organization had been apathetic in dealing with the bully. And 19% of the respondents stated that the bully was at times shifted to a different department. The study also revealed that workplace bullying had a direct impact on the turnover, with nearly 20% of the respondents stating to have left their previous institution due to bullying, and nearly 15% were planning to leave the organizations as they were being bullied currently. The costs of workplace bullying were based on the amount of time wasted and the salary cost per hour for an employee. The cost of turnover was also associated with the background checks, advertisements, lost productivity, the cost of a search, a new hire, and retaining procedures. It has also been found that the specialization of an employee and market conditions also have an impact on the replacement cost (Hollis.P, 2015). And accordingly, the replacement of some employees can cost around 250% more than the departing employees' salary. The study by Hollis.P (2015) used Hensen's (1997) report that "the average cost of replacing an employee is 150% of the departing employees' pay" (p.17) which also has been supported by various human resource practitioners.

V. DISCUSSION



Leadership has been playing an enabling role in the organizational strata of higher education that formed was a common thread in the organizational discipline. It had been observed that when leadership allowed bullying to flourish, the employees, however, had a disengaged work tasks and spent hours re grouping from the hostile interaction. The target, however, looked towards leadership for relief after becoming the victim of bullying. After leadership, human resources also followed in response to the bully. Furthermore, the bully often was of a rank of leadership which worsened the situation. Findings also confirmed that creating a non-bullying environment/culture in the organization can set the tone in shaping the attitude of the employees, and also helps in eradicating bullying from the organization. Within an industry like the Higher Education, where there are budget constraints, it cannot afford the loss of productivity through employee disengagement. To rise above mediocrity in an organization, it needs transformation and innovation that are critical elements that can exist only with a trustworthy leader and with integrity. Integrity can be defined as “a fundamental consistency between one’s values, goals, and actions. At the simplest level, it means standing for something, having a significant commitment, and exemplifying this commitment in your behavior” (Evans, 2000, p. 289). Consistent with other studies, the study by Hollis.P (2015) also collaborated with the previous findings that bullying in workplace comes from leadership and the human resource department often advocated for the target, leaving the target toiling in isolation thus disengaging the victim from organizational objectives or sometimes leaving the organization (Lutgen-Sandvik&Arsht, 2014; Namie&Namie, 2009). In an environment with severe cost constraints, Higher education can very less afford to have disengaged employees in their workplaces.

VI. RECOMMENDATIONS FOR ADMINISTRATION

In the context of the prevalence of workplace bullying in the Higher education sector, the basic solution is that leadership should not tolerate bullying at any level, even from the closest of the employees. The executive leaders shall be accessible and approachable. The employees shall confide and also show that support will be given to the needed staff to engage in the workplace. The leadership shall however not undermine the middle managements’ authority but also try to find ways to handle problems quietly and discreetly. Solutions, as suggested, can also include an



annual 360-degree evaluation of managers and supervisors and also the cabinet level staff. A minimum score can be established regarding the civility from the consistent commitment of the leader to and alignment towards the institutional values. It is also suggested that if a leader exhibits aggressive behavior irrespective of all means, that stifles the organization; then the leader shall be removed regardless of successes in other areas of evaluating performance. Apart from the 360 appraisals, leaders shall also try to make a congenial environment for employees to attain maximum engagement in organizational tasks and attain the related objectives. Workplaces shall also have satisfaction surveys, and these are to be taken seriously. Information has to be gathered in the name of a healthy workplace, and once the results are tallied, the leadership shall not act apathetically. Apathetic behavior towards workplace bullying erodes trust and productivity, which lowers the engagement of employees in their work. Other complaints include the student complaints, high turnover, and lack of internal transfers to a specific department even when an attractive position opens up.

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ABSTRACT

Stress is a part of day-to-day living of every individual. The college students may experience stress in meeting the academic demands, people on the job, business men may suffer stress to reach office in time and to complete the projects on time and even the house hold ladies may experience stress in managing the home affairs. The stress people experience should not be necessarily treated as harmful. An optimum amount of stress can always act as an energizer or motivator and propel people to apply the efforts and complete the work. But a high level of Stress can be a serious threat to the personality traits of the Individual and can cause physiological and social problems. Stress is a dynamic condition in which an individual is confronted with an opportunity, demand or resource related to what the individual desires and for which the outcome is perceived to be both uncertain and important. Stress is arousal of mind and body in response to demands made on them. Stress is ever-present, a universal feature of life. Stress cannot and should not be avoided. Rather, it is to be contained, managed, and directed. Stress is multifaceted nature. Although stress is typically discussed in a negative context, it also has a positive value. Many professional see the pressures of heavy workloads and deadlines as positive challenges that enhance the quality of their work and the satisfaction they get from their job. Researchers call it as challenge stressors which are quite different from hindrance stressors. Early evidence suggests that challenge stressors are less harmful than hindrance stressors. The present study analyses the nature of the stress and how the workers manage that stress in health care industry. The study also tries to seek support to relieve stress among the health care industry workers.

KEYWORDS: Stress, Physiological, Harmful, Professional, Universal

I. INTRODUCTION



There is considerable evidence that the stress inherent in health care negatively impacts health care professionals. Stress in medical practice has always been a topical issue. This is partly because medical service involves taking care of other peoples' lives therefore mistakes or errors could be costly and sometimes irreversible. It is thus expected that the medical doctors, nurses and other medical staff must be in a perfect state of mind devoid of morbid worries and anxieties. Our study examines the relationships between six key organisational factors (demand, control, support, relationships, change, and role conditions) and stress among healthcare professional in a teaching hospital in Guntur. Our study reveals that, all the six elements (demand factors, control factors, support factors, relationships factors, change factors and role factors) that have been analysed have significant impact on employees stress though; they do not impact on employees in the same measure. We noted that specialist physicians, general practitioners/family physicians, and registered nurses had a statistically elevated likelihood of work stress relative to other health care providers.

II. BACKGROUND OF RESEARCH

In Guntur, most health care is provided by the government and largely administered by the Ministry of Health (MOH). The healthcare system has five levels of providers: health posts which are first level primary care for rural areas, health centres and clinics, district hospitals, regional hospitals and tertiary hospitals. These programs are funded by the government of Andhra Pradesh, financial credits, Internally Generated Fund (IGF), and Donors-pooled Health Fund. Hospitals and clinics run by the Christian Health Association of Andhra Pradesh also provide healthcare there are over 200 hospitals in Guntur. Some for profit clinics exist, but they provide less than 2% of health care services. In the hospital most of the employee stress is caused by work overload, boring/repetitive duties, inadequate resources, physical environment (i.e. lighting, space, temperature, disruption etc.), psychological working environment (i.e. verbal abuse, inappropriate behaviours), working long hours- forgoing lunch breaks and annual leave, people management issues, inadequate allocation of work, new technology, etc. Faced with these difficulties of possible loss of manpower, a number of hospitals in Guntur are beginning to develop well documented policies on employee stress and its management particularly among the private hospitals where entrepreneurial culture has been well integrated into the provision of



healthcare services. However there are differences among the policies. For some hospitals the employee health and safety is an integrated part of human resource policies while in the case of others it has been given autonomous attention due to its speciality. Some hospitals have prescribed ways that managers and unit heads should deal with stress cases from within while others have provided a road map to assist the individual deal with it outside the organisation. What is common amongst them is the fact that the objective of stress management policy is generally the same. They seek to among others minimise the risk of stress through a risk management process involving the identification, assessment and implementation of control measures to workplace stressor.

In the existing literature, it is argued that stress rarely has a single source point; rather stress has been found to have many different sources. In addition, in this complex society stress influences many different areas of life. Stress can be caused by acute or chronic physical stressors, or by psychological and social stressors. The majority of stressors tend to be those associated with psychological and social issues that are related to both personal and work lives. Public health sector is one of the areas where very little has been done about developing policies about stress management among its employees where medical or paramedical staff. Even though some of the teaching and regional hospitals have initiated policies to manage stress among its employees, these initiatives are without a long history hence requires continuous studies to explore the main causes of stress among the staff in order to consolidate these initiatives.

Our study examines the relationships between six key organisational factors (demand, control, support, relationships, change, and role conditions) and stress among healthcare professional in a teaching hospital. This is in response to further studies to test alternative models of employee stress causes and management apart from the commonly used General Health Questionnaire which is fast becoming outmoded. If successful the research will help to discover the peculiarities of stress management in the hospital setting, reveal the work and non-work related factors that causes employee stress among workers, measure the strength of each stress factor thereby helping to device more tailor made approaches by hospitals to control them

III. ABOUT NRI ACADEMY OF MEDICAL SCIENCES



NRI Academy of Medical Sciences (also referred as NRI Medical College) is the first medical academy in Andhra Pradesh, India started by NRIs. It is one of the medical colleges in Guntur District, offering graduate (Masters) and undergraduate (Bachelors) courses in medical sciences. It is located in Chinna Kakani; nearby cities are Guntur and Vijayawada. The academy is affiliated to the NTR University of Health Sciences Vijayawada.

Departments in the main campus:

- Hospital: Over 1280 beds, with General Medicine, Orthopaedics, Anaesthesia, General Surgery, Ophthalmology, E.N.T, Paediatrics, Dermatology, OBG, Radiology, Medical Oncology, CMO, Physiotherapy, Dental, TB and CD, O.S.D.
- Specialized: Neurology, Nephrology, Psychiatry, And Vascular Surgery.
- College: Anatomy, Physiology, Biochemistry, Pharmacology, Microbiology, Pathology, Comm. Medicine, Forensic Medicine, Physical Education.

Cardiovascular implant therapy:

Cardiovascular device implant therapy is practiced at the NRI Heart Centre and Research Institute at the main campus.

Oncology:

New building for Oncology and Radiotherapy opened west to main campus.

IV. DEFINITION AND DIMENSION OF STRESS

There are many definitions of stress., For example Job stress was defined as the harmful physical and emotional responses which occurred when the requirements of the job do not match the capabilities, resources, or needs of the worker. Additionally, it has also been referred to as the non-specific negative response of the body to demand in the work place. Stress can be generally defined as undue, inappropriate or exaggerated response to a situation whereas anxiety about a situation could be positive; stress is always negative with attending adverse psychological and physiological changes leading to decreased productivity, disease and sometimes death. The definition of the UK Health and Safety Executive's Management Standards that relates to employee stress is used in this research. According to the Management Standards employee stress is an external organisation factor or stimulus that causes physical and or emotional or even



mental discomfort for an employee in an organisation. It is not only employees that feel stressed in an organisation but even employers or manager as individual also go through stress. Stress also may harm professional effectiveness: It decreases attention, reduces concentration, impinges on decision-making skills, and reduces providers' abilities to establish strong relationships with patients. Stress also may lead to increased burnout, and is defined as a syndrome of depersonalization, emotional exhaustion, and a sense of low personal accomplishment. A recent study found that burnout was significantly associated with suboptimal self-reported patient care. Over a decade ago, the field identified these problems and called for change, advocating better care for health professionals. The Management Standards has developed a model that explains the main drivers or causes of stress in an organisation which must be managed. These are six, categorised as demand, control, support, relationships, change, and role conditions in the organisations. Each of the areas mentioned above has significant impact on the extent to which an organisation will be successful in its endeavour.

The Management Standards defines work demand as all factors relating to the employees' workload, work design patterns, and the environment where they are working, since these can have significant effect on their mental and physical wellbeing. The control environment includes the extent to which employees have some say or are recognised in the organisation; this also affects the way they do their work. According to the Management

Standards, the meaning of support as a factor in decision making is the extent to which there is constant encouragement from both management and staff, as opposed to rancour, animosity, sponsorship to develop themselves within and outside the organisation. It also deals with the availability of resources including wages and salaries that are equitable and commensurate with employee's effort. Further, it also explains support to mean gaining all the assistive devices needed and the legitimate guidance from their immediate superiors.

When it comes to the issue of relationship, the Management Standards explain this as the existence or otherwise of a positive work environment. Where there is no positive work environment, the end product is conflict and encourages unacceptable behaviour which hinders organisation harmony. In terms of role, this is explained in the Management Standards as the extent to which employees have an understanding of the role in the organisation and how the organisation make sure they do not have conflicting roles. Finally, there is the issue about change



management and in this case employee can be stress by the pace of change of the way change management so communicated and implemented. Management Standards cover six key areas of work design that, if not properly managed, are associated with poor health and well-being, lower productivity and increased sickness absence. In other words, the six Management Standards cover the primary sources of stress at work. Aspects of these areas are examined more closely.

V. STRESS IN THE HEALTH CARE PROFESSIONS

There is considerable evidence that the stress inherent in health care professionals negatively impacts health care professionals. Stress can lead to increased depression, decreased job satisfaction disrupted personal relationships, psychological distress and even suicide. Stress in medical practice has always been a topical issue. This is partly because medical service involves taking care of other peoples' lives and mistakes or errors could be costly and sometimes irreversible. It is thus expected that the medical doctor himself must be in a perfect state of mind devoid of morbid worries and anxieties. This is however not usually the case, because the doctor apart from being affected by the same variables that impose stress on the general population, is also prone to stress because of the peculiarities of his work situation and the expectation of the society at large. The British Medical Association (BMA) published a treatise on stress in junior doctors and later in senior doctors. The conclusions were similar, to the effect that stress existed to a significant proportion in both groups and that it is inimical to the doctors' health and service delivery to patients. The magnitude of the problem was further emphasized in the report of the American Foundation for Suicide Prevention which claimed that on the average, death by suicide is about 70% more likely among male physicians than among other professionals and 250–400% higher among female doctors. Numerous other recent studies have explored work stress among health care personnel in many countries. Investigators have assessed work stress among medical technicians, radiation therapists, social workers, occupational therapists, physicians, and collections of health care staff across disciplines. Most of the studies focused on nurses, but the studies were not always clear regarding which types of nursing personnel participated. Registered nurses (RNs) were the dominant focus. Other investigations considered licensed practical nurses (LPNs) and nursing aides; licensed nurses (e.g., RNs and LPNs); RNs, aides, and



clerical staff and generic assessments of nursing staff. Only four of these investigations considered the effect of stress and burnout among nurses on patient outcomes. These studies, similarly, in an investigation of the relationship between personal stress and clinical care, physicians reported incidents in which they believed patient care was adversely affected by their stress.

VI. STRESS & BURNOUT FOR NURSES

Shift length, 8-hour versus 12-hour, was explored in relation to both burnout and role stress. In a random sample of Michigan nurses, RNs working 12-hour shifts ($n = 105$) reported significantly higher levels of stress than RNs working 8-hour shifts ($n = 99$). However, when differences in experience were controlled, stress was similar in both groups. Conversely, a study from Poland illustrated that nurses working 12-hour shifts ($n = 96$) compared unfavourably in several aspects to nurses working 8-hour shifts ($n = 30$). Although the type of nursing personnel involved was unclear, the nurses on 12-hour shifts experienced significantly more chronic fatigue, cognitive anxiety, and emotional exhaustion.

VII. GENDER AND FAMILY OBLIGATIONS

The complexity of work stress is further illustrated in two studies that considered gender effects. The prevalence of burnout was studied in a convenience sample of hospital-based neonatologists ($n = 86$) and office-based paediatricians ($n = 97$). Although the prevalence of burnout was comparable between the specialty groups, burnout was found more frequently in female physicians (79 per cent) than male physicians (62 percent). In a study of female physicians, working full-time and 47 working reduced hours, burnout was not related to number of hours worked per se. Rather, burnout was lower if female physicians worked the number of hours they preferred ($r = -0.22$, $P = 0.03$). These studies may have particular relevance for nursing because the profession is predominately female. Findings from studies that explored family-work conflict in relation to stress, burnout, and well-being indicated the importance of considering both work and family spheres. An investigation conducted using a diverse sample of 342 nonprofessional employees (17 per cent worked in healthcare; 70 percent were women) found family-work conflict was a predictor of well-being. A study of a diverse group of health care personnel



compared 64 cases with 64 controls. Although the subjects in the case group were more likely to experience more objective stressful situations in and out of work, for both the case group and the control group, both work and non-related work stress contributed to anxiety and depressive disorders. Work interfering with family had a direct relationship with work exhaustion in a 4-year study of medical technologists, 80 per cent of whom were female. Family interfering with work, however, was not studied. A study of 101 female nurses found that work interfered with family more than family interfered with work (Everly, 1986). The investigators noted, however, that most of the nurses, who were in their mid-40s, were between the demands of child care and elder care. This finding is consistent with findings from a study of 170 Australian nurses: the principal determinant of stress was workload; nurses were unlikely to bring personal stress to work. Conversely, there was no difference between female physicians working full-time or reduced hours in regard to work interfering with family or family interfering with work. In addition, a study of family-work conflict identified personality as an important factor in whether individuals perceive situations as stressful.

VIII. PERSONAL CHARACTERISTICS AND WORK RELATIONSHIPS

Personality was explored as an important variable in the burnout/work stress equation in a number of investigations. Together, these studies support findings that perceptions of job stress and burnout are not just a product of work conditions because not all Patient Safety and Quality: An Evidence-Based Handbook for Nurses workers, exposed to the same conditions, develop burnout or perceive stress. However, the specific features of personality that affect the perception of stress or burnout remain unclear. Neuroticism has been associated with exhaustion. External locus of control has demonstrated a positive relationship with burnout and stress. Findings are mixed for hardiness). Evaluations of anxiety reflect a link with stress and burnout. Anxiety is viewed as having two components-state anxiety, the temporary component which manifests when an individual perceives threatening demands or dangers, and trait anxiety, the more stable component which may be regarded as a personality characteristic In a study of intensive care unit nurses, the investigators concluded that individuals high on state-anxiety were not only at risk for burnout, but also for making medical errors. In another study, higher trait-anxiety predicted psychological distress. In addition, relationships with other staff co-workers, physicians, head



nurses, other departments were also predictors of psychological distress. Investigators have also examined the association between interpersonal relationships and burnout and stress. The exact linkages are not yet understood. Problematic relationships among team members were shown to increase burnout. Verbal abuse from physicians was noted to be stressful for staff nurses (Karl & Fischer, 2013) (Farber, 2014). In a study of 260 RNs, conflict with physicians was found to be more psychologically damaging than conflict within the nursing profession. However, a study exploring verbal abuse among 213 nursing personnel (95 per cent RNs) found the most frequent source of abuse was other nurses. Families were the second most frequent source of abuse (25 per cent), while physicians ranked third.

IX. MATERIALS & METHODS

We adapted but modified items or causes of stress in the new UK Health and Safety Executive's (HSE) Management Standards (MS) model of stress model as our key measurement in our questionnaire. This was in response to growing concern in the extant literature that the General Health Questionnaire which has been the major device for evaluating the causes of stress in an organisation is becoming outmoded. This notwithstanding the HSE model was adopted on its own merit because it embraces all the essential variables which existing models have determined as potential causes of stress among employees. The Management Standards cover six key areas of work design that, if not properly managed, are associated with poor health and well-being, lower productivity and increased sickness absence. In other words, the six Management Standards cover the primary sources of stress at work. These are:

- Demands factors – this includes issues such as workload, work patterns and the work environment.
- Control factors – how much say the person has in the way they do their work.
- Support factors – this includes the encouragement, sponsorship and resources provided by the organisation, line management and colleagues.
- Relationships factors – this includes promoting positive working to avoid conflict and dealing with unacceptable behaviour.
- Role factors – whether people understand their role within the organisation and whether the organisation ensures that they do not have conflicting roles.



- Change factors – how organisational change (large or small) is managed and communicated in the organisation.

X. CONCLUSION

A key source of competitive advantage of an organisation is the quality and strength of its human resources. Stress and burnout are concepts that have sustained the interest of nurses and researchers for several decades. These concepts are highly relevant to the workforce in general and nursing in particular. Healthcare employees provide the mental and physical human effort that supports their organisations to provide services. Hospitals as modern organisations must do everything possible to ensure that employees related stress that has impact on employee's productivity and others are completely eliminated. The study is consistent with existing studies that employee stress is caused by issues relating to demand, control, support, relationship, role and change.

Most of the employees believed that stress is caused by the load of work they handle each day, the pattern of work and its design, as well as the work environment. The control environment has contributes to stress among hospital staff. The reduction and elimination of stress involves a partnership between the hospital's managers, individual members of staff, the specialist support services and the recognized trade unions. Specifically managers at the Health Ministry and Human resource departments in teaching hospitals have a responsibility to undertake and implement recommendations of risks assessments within their own areas, ensure good communication between management and staff, particularly where there are organisational and procedural changes and ensure staff are fully trained to discharge their duties. They have the responsibility to ensure that all their staff are provided with appropriate developmental opportunities, monitor workloads to ensure that individual staff are not overloaded or under loaded and monitor working hours and overtime to ensure that individual staff are not overworking. There is urgent need for coordinated efforts at ensuring that staff are taking their full holiday entitlement, attending training in good management practice/techniques and the recognition of stress and ensure that staff is informed of appropriate services, policies and facilities. Where appropriate, unit heads must refer to Human Resources any staff who may present with a stress related illness and offer appropriate additional support to a member of staff



who is experiencing stress outside work e.g. bereavement or separation. There is the need to do further research to improve on the findings of the research. It is possible for further research to also use other models or a combined model to come help determine other major causes of employee related stress. The study is limited by the fact that it sampled the view of only 1/5th of the employees in the whole hospital and that is limits generalisations. Further it is possible the respondents were not truthful in their responses.

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HUMAN RESOURCES MANAGEMENT HR TRENDS AND PRACTICE

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ABSTRACT

The current trend of the industry is to have the best human resource management practices, which can be achieved through getting in right man for the right job. Employees are now treated as the “resources” to the organization as they are “the intellectual capital” of the company. Increasing dependability on the human capital makes it imperative on the part of the management to recheck their human resource practices.

Human Resource is an important resource to any organization, be it for a profit organization or not for profit organization. Without competent human resources the organization will not flourish though it has the best of other resources like physical, financial and informational resources.

The companies Human Resource trends and practices will determine the health of the Human Resources of an organization. They determine to what extent employees are motivated to achieve the goals of the organization, the engagement of employees with the organization, their loyalty and identification with the organization’s mission and objectives. In today’s dynamic environment organizations are competing through people, hence having good HR practices and methods in place should be of strategic importance to the organizations.

The HR practices and methods employed by an organization should recognize that people are the main source of their competitiveness, should be committed to provide equal employment opportunities not discriminating on the basis of gender, ethnic origins, family background etc. The HR methods and practices should be designed to enrich the quality of life of its employees, develop their potential and maximize their productivity, should be able to attract the best of human resources to the organization, ensure transparency, fairness and equity in all its dealing with its employees.



The author discusses' in detail the HR practices and trends employed by an organization in this article.

I. INTRODUCTION

The narrative is a well-known one. Organizations increasingly rely on intangibles as the source of their competitive advantage. R&D, brands, customer relationships, not to mention more abstract “potential” like organizational flexibility, are recognized as sources of value creation. Yet, managing these intangibles as assets, in an environment where conventional accounting standards often measures them as costs, is particularly challenging. Nowhere is this challenge more obvious than for what most firms claim to be their most important asset, their people. Senior managers recognize they are in a “war for talent”, but they often manage their people assets like overhead (a cost to be minimized). The solution is to manage HR (Human Resources) as a strategic asset and measure HR performance in terms of its strategic impact. This requires a new perspective on what is meant by HR in the organization and a new understanding of how HR creates value in the organization. Both line managers and HR professionals need to think of HR, not in terms of a function, or set of practices, but rather as an “structural design” that must be properly structured and managed in order to create value.

The HR practices and methods employed by an organization should recognize that people are the main source of their competitiveness, should be committed to provide equal employment opportunities not discriminating on the basis of gender, ethnic origins, family background etc. The HR methods and practices should be designed to enrich the quality of life of its employees, develop their potential and maximize their productivity, should be able to attract the best of human resources to the organization, ensure transparency, fairness and equity in all its dealing with its employees (Drucker & White, 1997).

In the following paragraphs the HR practices and trends employed by an organization are discussed.



II. HR PRACTICES AND TRENDS

a. Human Resource Planning

Human Resource Planning requires an audit of the existing skill sets and levels possessed by the current employees of an organization. It will give an idea to management about the skill deficiencies and surplus in the organization. Accordingly the organization has to plan for its recruitment and retrenchment activities. In the organization taken for study, Human Resource Planning is not done as a continuous process. It has been done some 30 years back and same continues even now. As and when the people retire their positions are filled up. No effort is put in to ascertain whether a particular position is required in the present situation or not, neither it is assessed from time to time whether in any area there is a surplus of HR resources. People are selected and placed based on the data which is 30 years old, expect for few minor changes here and there.

b. RECRUITMENT, SELECTION AND PLACEMENT

To deliver excellent results, organizations require people with requisite skills, qualifications, experience and right mental make-up that are in tune with the culture and climate of the organization (Wood & Manwaring, 1994). So recruitment is concerned with attracting the people with right skill set to apply for jobs in the organization (Rao, 2010). In the study organization, advertisement is placed in the local news papers only and there is a restriction that only people belonging to the same region should apply.

Selection is about making a choice, i.e., picking individuals who have relevant skill set to fill jobs, it is also about having procedures to eliminate bad apples (Mammoria, 2008). In the study organization a two stage selection procedure is followed. In the first stage applications are called for in a particular format and necessary documents have to be attached to the application. Short listing of the candidates is done based on their qualifications and relevant experience. The short listed candidates are called for a personnel interview where a panel of interviewers would interview the candidates. Marks are allotted for qualifications, experience and performance in the interview and candidates are selected.



Placement is the actual posting of an employee to a specific job (Rao, 2010). It is done by matching the requirements of the job with the qualifications a person possess. In the study organization placement is done by matching the requirement of the job with the qualifications one has, however the initial posting is often given in a remote location and not in main centers of the organization. The new recruits are put on probation for a period of two years, and after two years based on their self-appraisal and appraisal by the immediate superior probation is declared and the employment of the person will be confirmed.

c. INDUCTION AND TRAINING

The newly recruited employee has to be introduced to the organizational procedures and policies, and should be introduced to the employees with whom he would work in the future (Ilgen & Pulakos). In the study organization induction is not carried on. The newly recruited employee has to directly report to the place of his posting without any initial orientation.

Before the employee starts working on a particular job he has to be given working related training, so that he fits into the system without any hiccups (Patrick, 2000). In the study organization, such kind of training is not given to the new recruits. However, once or twice in a year employees are sent for training programmes based on the availability of training programmes and need assessment by the employees themselves. Trainings are also conducted in house by various departments, however there is no stipulation on the number of training programmes to be conducted by each department.

d. TRANSFERS AND PROMOTIONS

Transfer is a change in job assignment or location of the job. It may involve promotion or demotion or no change at all in status and responsibility. In the study organization there is a HR policy that each employee must work at least five years in remote areas and three years in sub-centers. Transfers in the study organization are made when promotions are given, but many times transfers are made to various locations with the same status and responsibilities.

Promotion refers to upward movement of an employee from current job to another that is higher in pay, responsibility and usually organizational level. Usually promotions are merit based or



seniority based, each system having its own set of advantages and disadvantages. In the study organization promotions are seniority based, and also performance evaluation based. The performance evaluation is done in a format which has to be filled up by the employee and the views of his/her supervisor are also taken into account. For higher levels, promotions are based on seniority as well as the performance of the candidate reflected in his/her self appraisal as well as the candidates performance in the interview. Those employees who show a minimum standard of performance are only promoted to the next cadars.

Demotion is the downward movement of an employee in the organizational hierachy. In the study organization demotion policies are not in place.

e. SEPARATION OF THE EMPLOYEE

Employees separation from the organization occur in various ways. They are resignation of the employee from the job, retirement, death of the employee, lay off and retrenchment.

An employee may decide to quit an organization voluntarily because of his personal or professional reasons. In the study organization when a employee resigns from the job, he/she should give at least three months of notice to the organization. In case the employee is unable to serve the organization for the notice period he/she should pay to the organization, salary for three months period, before he is relieved.

Retirement refers to separation of an employee from the organization on his attaining a particular age usually it marks the end of career of an employee. In the study organization retirement age is fixed at sixty years for blue collar jobs and 58 for white collar jobs. There is also a policy of voluntary retirement, where an employee who puts in twenty years of service in the organization may opt for retiring from the job though he/she has not attained the retirement age.

Some employees may die in service, in such cases the spouse/sibling/children of the employee are provided employment on compassionate grounds, however they will not be put in the same cadre in which the employee was present, but the heir should start from the first level in the blue collar category, even though the person who expired was occupying a high level position in white collar category of employees.



Layoff is a temporary removal of an employee from the payroll of an organization due to the reasons which are beyond the control of an employer. It may be due to increasing costs of the organization, reduction in demand for the products, changing technology etc. In the study organization there is no HR policy relating to layoff.

Retrenchment is the permanent termination of an employee's services due to various reasons like surplus staff, poor demand for products, on disciplinary grounds, illness etc. In the study organization retrenchment of employee is a very rare phenomenon. The HR policy states that if an employee is involved in any financial fraud they would be terminated from service by giving three months of notice.

f. COMPENSATION OF EMPLOYEES

Compensation refers to the wages paid to an employee for the work he does in an organization. Most employees these days expect the wage plan to be in sync with their skills, knowledge and experience. They believe that when they work harder and produce more, they should get a fair share of the cake.

In the time wage system worker is paid on the basis of time spent on the work irrespective of the amount of work done. In piece rate wage system workers are paid at a stipulated rate per piece or unit of output. In the study organization time wage system is followed and payment to the employees is made on monthly basis. All the employees in a particular cadre are paid the same basic pay and variations in pay will be there only based on the seniority. Each year an increment of three percent on the basic pay is given to the employees and no performance parameter is considered in giving this increment and all the employees are given the same percentage of increase in the basic pay irrespective of their cadre.

In the study organization apart from basic pay, employees are paid allowance which will compensate for the increase in prices and thirty percent of the basic pay is paid as house rent allowance. No other variable pay, which refers to cash incentives and year-end bonuses granted to high performers based on their extraordinary contributions to the organization in a specific time period is granted to the employees.



g. DISCIPLINARY ACTION

Discipline, implies orderly behaviour. It is following of rules and regulations by the employees. Without discipline-from the point of view of an organization-it is almost impossible to realize targets, meet deadlines and fulfill promises. Indiscipline amounts to employees engaging in behaviours that are intolerable and highly prohibitive. In the study organization no strict policies are laid down with regard to reckless behaviour like habitually late, showing rudeness towards customers, unprofessional conduct with co-workers etc. However if an employee involves in financial fraud he would be punished by not giving him any further promotions. If the employee still indulges in the same kind of behaviour then he would be terminated from the organization. If the employee misbehaves with women employees, the highest punishment that is given is transfer from his present location. Hence strict rules relating to indiscipline are not in place in the study organization.

h. PERFORMANCE APPRAISAL

Appraising the performance of the employee from time to time is essential because performance appraisal data is useful to decide about promotions, incentives and career paths. Performance appraisal of employees is usually done once in a year or every six months (Weise & Buckley, 1998). Various methods like comparative ranking, group ranking. Behaviorally Anchored Rating Scales etc can be used to appraise the performance of the employees. In the study organization performance appraisal is not done regularly and performance is assessed only when the employee is due for promotion. A particular score card has been developed for assessing the performance of the employee and employees have to self rate themselves according to the score card. The immediate superior also assess the performance of the employee qualitatively and these two appraisals i.e. self appraisal and appraisal by the superior are again scrutinized by a panel of experts, and a final score is given to the employee. Performance appraisal is basically used in the study organization for promotion purpose only.

i. GRIEVANCE HANDLING

Grievance is dissatisfaction and complaints of the employees regarding different procedures and policies of the organization or regarding fellow employees or group of employees (Subba Rao,



2006). To handle grievances certain machinery has to be setup in the organization. All the employees should know what kind of grievance has to be represented at what level, and action one needs to take if the grievance is not solved at a particular level. In the study organization grievance redressal machinery has not been put in place and employees are not given any kind of information regarding what procedure they need to follow to get solution for their problems.

j. CONTRACT EMPLOYEES

In the study organization certain posts which are vacant are filled up with contract workers, who are paid based on time wage system. These contract employees are given contract for six months and if the organization and the contract worker are ready to renew the contract after the expiry of six months, they need to take a break of one day in between two contract periods, before their contract is renewed for next six months.

k. LEAVES AND HOLIDAYS

All the employees in the study organization have to work for at least eight hours in a day and six days in a week. Every permanent employee is entitled to avail fifteen casual leaves in a year. They are also entitled 30 days of earned leave and 20 days of sick leave with half pay. The earned leave provided can be encashed every year for fifteen days and a maximum of 300 earned leaves can be accumulated and compensated for at the time of retirement. For women employees six months maternity leave is provided and for men, two weeks of paternity leave is given. If an employee has exhausted all his leaves, a leave called loss of pay leave is given to the employees, the tenure of which depends on the nature of work the person is handling and necessity of his situation. The period for which an employee avails loss of pay leave is not counted in his service.

III. HUMAN RESOURCES RELATED PROBLEMS AND ISSUES IN THE ORGANIZATION



Recruitment in the study organization to a great extent is based on the qualifications one possess and his performance in the interview. However his suitability to the job in terms of his abilities is not taken into account and is not evaluated. Hence many a times though the qualifications are suitable, the skill set one possess and the attitude of the employee will not match with the job requirements, due to this the employee unable to perform well will always be frustrated and the superiors will also be not happy with the employees performance.

In the study organization Human Resource planning is not done on a continuous basis, hence as the positions become vacant they are filled with permanent employees or contract employees without assessing the need for that position in the current situation. Hence positions are filled but some of employees who occupy those positions will not have any work to take up. To engage them in other areas of work would be difficult for the organization as they may not be capable of doing other unrelated works in which they don not possess expertise. Recruiting not based on Human Resource Auditing would also lead to deficiency in certain areas of work and surplus in other areas.

In the study organization once the employee is placed in the organization it is left to him to acclimatize himself with the organization, its procedures and policies, work practices and colleagues. The new recruits face many problems due to this practice. They are not aware what documents they need to submit, what forms they have to fill up and what work they have to take up. This creates lot of confusion in the minds of new recruits and the time for adopting to new job will take longer compared to when employees are given induction. The new recruits should be on probation for a period of two years and after the expiry of the period, employees themselves should represent to the human resource department to declare their probation. Most of the employees will not be aware of this procedure and face difficulties in getting their confirmation. Though they should get their confirmation letters by the end of two years, most of them will only get them at the end of third year, which creates lot of anxiety in the minds of employees.

No work related training is provided to the employees initially when they join the job, hence many employees face difficulties in understanding various aspects of job and in carrying out their duties in the organization. Though employees are send for training once or twice in a year,



it is based on their self need assessment and availability of training programmes and no input is taken from the immediate superior regarding the necessity of the employee to attend the training programme or the suitability of the employee to the training programme. Hence most often employees attend training programmes as a mandatory requirement to reach the scores required for promotion.

In the study organization though there is a transfer policy that every employee should work in remote areas for five years, most often that rule is not followed in transferring the employees. Those who have got some kind of approach to the higher authorities are favored and are always posted in the main centers and those who do not have any kind of backing are often transferred from one place to another. This creates a feeling of discrimination among the employees and differences are created at work place. Those who are transferred often would feel that they are targeted and any way they would be transferred and hence they would not perform well.

Promotions are given based on the number of years of work one has put in the organization and are given to the employees who have satisfied minimum criteria of performance. Most often since performance appraisal is not done based on the quality of work but on quantity of work, to get the scores employees would settle for mediocre work. Once the employee reaches the highest cadre there is no performance appraisal since he will not get any more promotions, hence people who reach this level and have only a few years to retire would often find ways and means to avoid work.

If an employee dies on the job, his heir would be provided job in the study organization on compassionate grounds but the job provided would not be based on his qualifications, but whatever may be his qualification he would be provided the lowest cadre job in the blue collar workers category. The employee out of necessity may join but he would not be satisfied if he has higher qualifications than the requirements of the job. The employee also feels humiliated as his father/mother might have occupied a higher position and may have lead a good life, now the employee has to adopt himself to a lower standard of living and also may not feel comfortable interacting with his father/mothers colleagues.



Compensation to the employees is seniority based and not merit based, hence there is no incentive for an employee to perform better and those employees who put in good performance than others feel frustrated since there is no recognition to their work either in terms of incentives or promotions. Disciplinary action is not initiated in most of the cases of indiscipline and employees are very casual about the acts of indiscipline they commit. For example if a women employee complaints against her male colleague about misbehavior, no action is initiated or no inquiry is made, only if the mistake is grave the employees are transferred to other locations on the same post. This will make indiscipline habitual for those employees who are not self disciplined.

The format adopted to assess the performance of the employees is standardized and is not tailor made to each kind of job in the organization. Hence those employees whose jobs differ from the format are at disadvantage in scoring good marks in the performance appraisal. Job analysis is not done for any job, and performance parameters are decided arbitrarily without any scientific basis. Performance appraisal is done only at the time of promotions; hence regular feedback to the employees with respect to their performance is not available. This creates a feeling of complacency as employees do not know whether their performance is up to the mark or not.

Grievance handling machinery is not present and employees complaints are not taken seriously by the administration, hence employees usually share their complaints with colleagues and feel frustrated. Since employees complaints are not addressed they will be dissatisfied and their dissatisfaction would definitely creep into their work area.

The most problematic area in the study organization is the employment policies relating to contract employees. These employees are hired for six months and are paid very low wages, there is no comparison between the wages drawn by permanent employees and contract employees for the same kind of job. Since these employees are not given assure about their continuity of employment, they cannot work with long term focus on the work they take up. Their renewal of contract is completely dependent on their immediate boss and not performance based, hence they have to work at the mercy of their immediate superior and satisfy him rather than work for attaining organizational goals. These employees names are also not noted exactly and since there is a break in the service as they need to take one day break from employment



every six months, they cannot get experience certificate for the number of years they have worked, which would be a hindrance for their career development.

Another major problem with the study organization is the Human Resource policy concerning the appointment of department heads. The senior most person in the department is made head of the department and he would be in that position till he retires. This creates a problem as no other person has chance to become the head, though he/she may be only few months, sometimes days less senior than the employee who is designated as head. This system also creates problems because to bring in new thoughts and ideas apart from what the head believes in is very difficult, and this sometimes leads to stagnation in the work of the department.

IV. HUMAN RESOURCE STRATEGIES TO SOLVE THE HR RELATED PROBLEMS FACED BY THE ORGANIZATION

Human resource planning must be taken up immediately in the organization as without proper planning and auditing efficient utilization of human resources is not possible. To place a person in the job that is a right match with his abilities we require human resource planning and auditing. Auditing of human resources is required to know the surplus areas as well as deficient areas, so that human resource can be reallocated in the organization.

The advertisement for the recruitment is placed by the study organization only in local news papers hence wide publicity is not possible. The organization can advertise for lower positions in the local news papers which would be cost effective, but it should advertise for higher positions in national news papers as well as websites so that many eligible candidates would apply and there would be wider choice available. Recruiting candidates from different regions would also infuse new blood into the organization and bring in new perspectives in the organization.

It is very important for every new recruit to know certain basic things about the organization he has joined. Hence the study organization should definitely have an induction programme, where employees are told about the policies and procedures that are followed in the organization and also culture and climate of the organization. They should also be made aware



about the work that goes on in the department they are allotted to and their role in the organization. Unless the induction programme is well structured and well executed it would be difficult for the new recruits to be clear about the role they need to play in the organization and their roles relation to other related areas of work, contribution of their role to the departmental goals.

Training needs assessment is an important area which should be taken up immediately by the organization. Scientific and well proved techniques for training needs assessment should be adopted by the organization. Employees must be send to training programmes based on need assessment and not arbitrarily. Need based training would benefit the organization, as required skills would be developed among the employees and it would also lead to cost saving as employees will not attend training programmes just to fill the mandatory requirements with respect to the number of trainings they need to attend to be eligible for promotions. Hand picking of the employees to attend training programmes based on needs assessment would inculcate seriousness about training programmes among the employees, and they would attend training programmes to learn and improve their skills rather than to relax, it would also help the employees to plan their career better.

Though transfers are essential for functioning of the organization, the rules on which transfers are based should be similar to all employees and they should be followed in letter and spirit. This would benefit both the organization and the employees. Employees will have clarity about their postings and they would plan their life accordingly, organization will benefit as employees will not resist transfers and the employees would also not be frustrated due to indiscriminate transfers. Employees should be created awareness about the transfer policy of the organization at the time of their induction in to the organization. Control measures should be developed to see that the people who decide about transfers do not indulge in any malpractices.

Compensation in the study organization is seniority based, hence no incentive is given for good performance. A system where in a guaranteed amount of pay is given based on time wage system and variable pay which is given based on the performance of the employees can be adopted, by which due importance is given to seniority as well as good performance is encouraged. When employees are hired on contract basis it should be seen that their salaries match with the



permanent employees doing the same kind of work, though other benefits like pension scheme, earned leaves, medical benefits are not extended to them. To implement a variable pay structure performance appraisal methods suitable for assessing the kind of work employees take up have to be designed. Performance appraisal should be done every year and not just the self appraisal of the employee and assessment by his immediate supervisor should be taken into account, but the opinion of the colleagues and other stakeholders should also be taken to make a objective appraisal of the employees performance. Only if performance appraisal gives reliable results, variable pay system can be implemented effectively. Employees are not given any leave travel allowance, hence they are not having any relief from their routine work and their exposure will also be limited. It would be good if the company comes up with some plan to provide leave travel allowance to the employees.

The disciplinary procedures followed in the organization are very poor and indiscipline is not curtailed in the initial stages. The study organization should put in place procedures and disciplinary actions that can be initiated for each type of indiscipline in the organization. Unless disciplinary procedures are not implemented properly the organization would suffer in the long run, because productivity and quality would decrease with increased indiscipline. The complaints handling procedure, in which the levels at which the complaints can be handled and the follow up procedures should be designed carefully and implemented meticulously, as small grievances if not handled properly would lead to piling of frustration and will become major disputes in the organization. Hence the organization on priority basis should design measures to handle the grievances in time.

The study organization has many good human resource practices in place and if it addresses certain issues and problems mentioned in this assignment, the organization can increase its efficiency in utilizing human resources for the benefit of the organization.

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**ORGANIZATIONS- THEIR KNOWLEDGE MANAGEMEN PRACTICES - AN
ANALYTICAL STUDY**

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ABSTRACT

Knowledge is often defined as a “justified personal belief.” The creation and diffusion of knowledge have become ever more important factors in competitiveness in today’s economy. The creation and transfer of knowledge in an organization has become a critical factor in an organization's success and competitiveness. The study on the knowledge management was taken up with the objective to find the importance of the knowledge management and the strategies followed by various organizations. The main aim of this paper is to show that through creating, accumulating, organizing and utilizing knowledge, organizations can enhance organizational performance.

The study that has been carried out is conclusive in nature; it describes the expectations, attitudes, opinions, views of employees about their knowledge, information and their organizational performance. For this survey, a questionnaire was used as research instrument and was administered to all employees of different organization at Hyderabad, with a sample size 100. The data collected from the primary and the secondary sources was tabulated and analyzed using appropriate statistical method percentage and ANOVA test. From the study it was found that there is a significant difference between the knowledge management practices in different organizations and also found that organizations encourage experienced workers to transfer their knowledge to less experienced workers. Knowledge management practices have massive impact by leveraging know-how-throughout the organization. It is also found that maximum organizations reward knowledge sharing with monetary incentives.

Key words: Knowledge, Knowledge management practices, Organizational performance, ANOVA test.



I. INTRODUCTION

Knowledge management is the deliberate and systematic coordination of organization's people, technology, processes, and organizational structure in order to add value through reuse and innovation. This coordination is achieved through creating, sharing, and applying knowledge as well as through feeding the valuable lessons learned and best practices into corporate memory in order to foster continued organizational learning. Hence, Knowledge management (KM) is the process of capturing, developing, sharing, and effectively using organizational knowledge. It refers to a multi-disciplinary approach to achieving organizational objectives by making the best use of knowledge.

Three key reasons why actively managing knowledge is important to an organization's success are:

- Facilitates decision-making capabilities
- Builds learning organizations by making learning routine
- Stimulates cultural change and innovation.

II. OBJECTIVES OF THE STUDY

- To identify the key attributes of knowledge management.
- To know the importance of knowledge management activities.
- To study the knowledge management practices in organizations.

III. LIMITATIONS OF THE STUDY

- The study has been limited to 100 respondents.
- The study is confined to only organizations at Hyderabad.

IV. RESEARCH METHODOLOGY

The study that has been carried out is conclusive in nature; it describes the expectations, attitudes, opinions, views of employees about their knowledge, information and their



organizational performance. For this survey, a questionnaire was used as research instrument and was administered to all employees in the organization at Hyderabad.

V. STATISTICAL TOOLS

The data collected in the form of Questionnaire was tabulated and analyzed using basic statistical method percentages and ANOVA-test.

VI. HYPOTHESIS

Null hypothesis (H_0): there is no significant difference between knowledge management practices in organizations.

Alternative hypothesis (H_1): there is a significant difference between knowledge management practices in organizations

VII. KNOWLEDGE ASSETS

Knowledge assets are very important to all organizations as they play a major role in all decision making. However, very little attention is given to how knowledge is created and how the Knowledge creation process can be managed. There are two types of knowledge assets:

Table 1

Tacit Knowledge	Explicit Knowledge
The knowledge which people carries in their mind, and is therefore, difficult to access.	The knowledge which has been or can be calculated, codified, and stored in certain media.
Are intangible	Are tangible
mental objects, i.e. it's in people's head's	Physical objects, e.g. in documents and data bases
Context affects meaning	Context independent
Sharing involves learning	Easily shares
Not identically replicated	Reproducible

VIII. KEY ATTRIBUTES OF KNOWLEDGE MANAGEMENT

➤ Generating new knowledge.



- Accessing valuable knowledge from outside sources.
- Using accessible knowledge in decision making.
- Embedding knowledge in processes, products, and/or services.
- Representing knowledge in documents, databases, and software.
- Facilitating knowledge growth through culture and incentives.
- Transferring existing knowledge into other parts of the organization.
- Measuring the value of knowledge assets and/or impact of knowledge management

IX. DATA ANALYSIS AND INTERPRETATION

Table 2: knowledge management practices in the organization

S.no.	knowledge management practices		Response in %
1	knowledge capture and acquisition	captures and uses knowledge obtained from other private companies	18
		captures and uses knowledge obtained from public research institutions	12
		dedication of time to obtaining knowledge	25
		dedication of budgets to obtaining knowledge	13
		dedication of time to communicating the knowledge obtained	11
		dedication of budget to communicating the knowledge obtained	9
		Encourages workers to participate in project teams with external experts	12
2	training and mentoring	your organization provides formal training related to knowledge acquisition and sharing	27
		your organization provides informal training related to knowledge acquisition and sharing	15
		your organization uses formal mentoring	16



		practices	
		your organization encourages experienced workers to transfer their knowledge to less experienced workers	24
		your organization encourages workers to continue education by reimbursing tuition fees	6
		your organization offers offsite training	12
3	communications	updating databases of good work practices etc.	30
		written documentation such as lessons learned etc. (organizational memory)	18
		facilitating collaborative work by projects teams physically separated ('virtual teams')	23
		the physical organization of the workplace	15
		use of information technology	14
4	policies and strategies	has a written knowledge management policy or strategy	18
		has a values system or culture intended to promote knowledge sharing	26
		has policies or programs intended to improve worker retention	16
		uses partnerships or strategic alliances to acquire knowledge	17
		works with knowledge through preparation of intellectual capital reports	23
5	leadership	management practices- a responsibility of managers and executives	27
		management practices- a responsibility of non management workers	23



		management practices- a responsibility of the knowledge officer	30
		management practices- explicit criteria for worker performance	20
6	incentives	specially rewards knowledge sharing with monetary incentives	16
		specially rewards knowledge sharing with non-monetary incentives	84

Table 3: importance of knowledge management activities for achieving the following objectives

S.no.	Knowledge management activities	critical	important	Some what important	Not at all important
1	to improve the competitive advantage of your organization	17	43	18	22
2	To help integrate knowledge within your organization	11	33	35	21
3	To train workers to meet strategic objectives of your organization	10	57	21	12
4	To increase efficiency by using knowledge to improve production processes	6	18	68	8
5	To profile the organization as a up-to-date knowledge organization	15	44	28	13
6	To protect from loss of knowledge due to workers departures	8	16	24	52
7	To improve worker retention	22	43	21	14



8	To increase worker acceptance of innovations	16	33	22	29
9	To identify the silent/unspoken knowledge of the employees	21	22	49	8
10	To promote sharing or transferring knowledge with clients or customers	9	19	41	31
11	To improve the capture and use of knowledge from sources outside	13	53	17	17
12	To identify and/or to protect strategic knowledge	15	30	27	28
13	To ease collaborative work of projects or teams that are physically separated	12	20	18	50
14	To improve knowledge sharing with suppliers	11	23	30	36
15	To improve sharing or transferring of knowledge with partners in strategic alliances etc.	21	46	18	15
16	To improve the ability to and possibility of taking out patent	12	24	30	34

X. STATISTICAL TOOL

Table 4: one way anova table

Source of variation	Sum of squares	Degree of freedom	Mean sum of squares	f- ratio
Between	2382	$(k-1)=(6-1)=5$	$2382/5=476.4$	



sample				
Within sample	6024	(n-k)=(30-6)=24	6024/24=251	476.4/251=1.89
total	8406	(n-1)=(30-1)=29		

f-ratio calculated value=1.89 and

f-ratio critical value for (5,24) at 5% level of significant is 3.90

since $f_{cal} > f_{tab}$, we reject null hypothesis which means there is a significant difference between knowledge management practices in organizations.

XI. CONCLUSION

From the study, it was found that organizations encourage experienced workers to transfer their knowledge to less experienced workers. Knowledge management process have massive impact by leveraging know-how-throughout the organization. Most of the respondents feel that training to workers is very important to meet strategic objectives of the organization.

It is also found that there is a significant difference between knowledge management practices in organizations and also found that maximum organizations reward knowledge sharing with monetary incentives.

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EMERGING TRENDS IN MANAGEMENT EDUCATION IN INDIA

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ABSTRACT

Management education is going through changes as it has become a worldwide requirement. The current trend of globalization and technological changes have made difficult for organizations to survive in the competitive world. As a result the importance of management education has increased many folds. The management education could play a vital role in social transformation and triggering the entrepreneurial spirit in a society. Due to the increasingly complex nature of organizations and businesses, there is a need that the business schools impart relevant, current, and cutting edge knowledge to the students. The responsibility of management schools is not only to impart quality education and prepare the candidate for securing immediate placement but also prepare the candidate for a long term performance on the job. Given the significance of management education which is essential for today's organizations, in equipping our future managers with the emerging trends of management skills to face the challenges of dynamic business world. This paper attempts to understand the emerging trends in management education in India and helps in designing an education system which can shape the inner strength of people in terms of trust and self-reliance in life.

Key words: Management Education, Globalization, Social Transformation and Entrepreneurial Spirit

I. INTRODUCTION



Education is envitable for sustainable development of society. A strong education system provides each generation with the opportunity to do better than the last. Education has become a resource, as the knowledge economy uses the data as its raw material and transforms it, using technology, analysis tools, and human intelligence into expertise. In this volatile and fast changing scenario when every other day new technology is emerging, it is imperative that management education should be dynamic and responsive towards the new challenges that are knocking at its doorstep. As an emerging and promising economy, India has to develop necessary educational infrastructure, equipment and tools in the field of management education to equip the students with desired skills and capabilities.

II. MANAGEMENT EDUCATION IN INDIA

In India, we can trace Business education way back to the 19th century. The rapidly growing Indian economy is creating a serious demand for high-quality managers to oversee the nation's growing businesses. Management education has grown considerably over the last 50 years to keep pace with the growing demand. There are over 1,250 approved business schools, 1,25,000 full-time and 1,00,000 distance MBA students and nearly 2 lakh MBA aspirants take the Common Admission Test every year. In terms of growth, management education in India has followed global (US).

Table No. 1 Number of PGDM Institutes in India

Region	Number of Management Institutes 2014-15
Central	48
Eastern	52
North west	87
Northern	217



South Central	51
South West	40
Southern	21
Western	84
Total	600

Source: All India Council for Technical Education approval Process Handbook (2015-16)

The above table shows the number of PGDM Institutes in India region wise. The total country is divided into 8 regions. They are Central, Eastern, North West, Northern, South Central, South West, Southern and Western. The table shows that most of PGDM institutions in India are in the Northern region (217).

Table No. 2 Number of MBA Institutes in India

Region	Number of MBA Institutes 2014-15
Central	318
Eastern	140
North west	401
Northern	493
South Central	832
South West	272
Southern	378
Western	383



Total	3217
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Source: All India Council for Technical Education approval Process Handbook (2015-16)

The table depicts the Number of MBA Institutes in India region wise. As per AICTE, 3217 MBA

Institutes, out of 3217 MBA Institutes most of the institutions 832 are in South Central region.

III. NEEDS OF THE MBA PROGRAM

The B-schools of the world need to focus on eight unmet needs of the MBA program as advocated by Datar, Garvin & Cullen (2010) in the following framework so that they remain relevant in the times to come:

- Gaining a global perspective
- Developing leadership skills
- Honing integration skills
- Recognizing organizational realities and implementing effectively
- Acting creatively and innovatively
- Thinking critically and communicating clearly
- Understanding the role, responsibilities and purpose of business
- Understanding the limits of models and markets

IV. CHALLENGES OF MANAGEMENT EDUCATION

The challenge of modern Management Education is to find a balance between theories and practice. Recruiters are no longer impressed merely by knowledge or expertise in the functional areas of management. They are seeking for the ability to analyze problems based on facts and figures. The Indian Business schools should reinvent themselves with changing times and redesign their academic curriculum suit new perspectives for building managerial and leadership



skills. The Indian business schools need faculties from excellent academic background with an industry exposure. They should be driven by passion rather money and need to inspire and motivate the students through right communication skills. The immediate challenge for management education is to enhance the academic standards across the board to create a reasonably large pool of good quality institutions. Rating and accrediting agencies have to focus on the upgrading the quality of education, paucity of good faculty is the major bottleneck.

V. TRENDS OF MANAGEMENT EDUCATION IN INDIA

Innovate or die is the mantra that business schools have to adopt in order to stay relevant. They must appreciate the changes in the way business is done and accordingly review their curriculum, methodology and people. Increasing globalization of business has led to greater international focus in the curriculum incorporating courses on global leadership, diversity, management, managing across cultures, etc.

The recent trends in management are Six Sigma, World Class Manufacturing, Retail Management, Knowledge Management, and Knowledge Process Outsourcing. Business schools in India need to acquaint the students with these trends before they enter the industry. Management educators also need to take the challenge of enhancing ethical, interpersonal and intercultural understanding of students as an essential part of their responsibility.

One of the emerging trends in business is the availability of large amounts of micro data through information technology. On the other hand, increasing size and complexity of organizations requires softer skills to manage diverse teams working in different geographies. Progressively, senior executives became more conscious of the importance of contributing to education and came on board as mentors, visiting faculty, guest speakers which gave students the opportunity to study the real-world.

The acute shortage of credible faculty led to greater acceptance of online courseware. Currently, a hybrid model of online and offline learning is developing the world over to maximize student learning potential. Social media awareness is gaining importance and tech-savvy professors are beginning conversations through communities of practice on social media commons such as



LinkedIn, SlideShare and others. This enables them to learn about the best practices from across the globe and selectively apply what is appropriate. This vitalizing combination of globalization and information technology will make business schools the best place to learn and grow. Those who keep pace with this transformation will emerge as champions in the minds of their students and industry partners as well.

VI. CONCLUSIONS

1. India's Management education is undergoing a major transition. So the management institutes should internationalize their approach to make their students tomorrow's global managers. At the same time, Indian business schools should take care to ensure that their courses had enough local content so that students could relate to them easily.
2. Management Education is not about ISO Certification or Accreditation but it is all about how the Management Graduates find good jobs to meet the needs of the fast growing industries and the economy of their countries.
3. Acquiring a faculty having a greater practical orientation and an interdisciplinary approach and establishing greater collaboration between the management institutions and the industry with regard to the design of management education program and encouraging the institutions to generate funds from the industry and the market.
4. B -schools in India need to revive Management education in the country in order to meet the expectations of all the key stakeholders such as students, faculty, society, industry, government and global community at large.

VII. SUGGESTIONS

1. There should be strict control on the entry of new players in this field and the ill equipped, ill-planned and ill provided institutes should not be allowed to operate. The accreditation board should also follow discretion in giving accreditation to such institutes so that the competition remains among the best and not the reserve.



2. Management Schools have to develop Skills like Information Management Skills, Information Technology Management Skills, Decision-Making Skills, HRD Skills, Innovation/Creativity, Service Sector Management Skills, Time Management Skills, Stress Management Skills, Environment Management Skills, Entrepreneurship and Customers Services Management Skills among students to make them future global manager.

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A STUDY ON EMOTIONAL INTELLIGENCE AND LOCUS OF CONTROL OF TEACHERS IN RELATION TO THEIR WORK COMMITMENT

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ABSTRACT

Education in a broad sense refers to a process of an overall development. The role of teacher in the field of education is vital. While a lot of burden related to teaching is put on teacher's shoulders there are other factors related to teaching that have to be considered while assessing the quality of teaching. Factors such as emotional intelligence, and locus of control in relation to work commitment are studied in the present paper. Emotional intelligence is the ability to understand one's own emotions and those of others. Teaching as a profession demands the teacher to display emotional intelligence to motivate students constantly. Locus of control refers to the extent to which an individual believes whether the events in his/her life are controlled by external or internal factors. The application of locus of control in an educational institution is relevant here. Work commitment refers to an individual's attachment with the work in an organization. The study helps in understanding the dimensions of commitment of teachers which would help in visualizing effective strategies to deal with any issues of teachers. The present study intends to find out the relationship between emotional intelligence, locus of control and work commitment of teachers in a select higher educational institution. It is based on primary data collected from a random sample of teachers. Valid and tested Emotional Intelligence Scale, Locus of Control and Work Commitment Scale meant for teachers, have been applied for the study. Statistical techniques were used in order to analyze the data. This study is considered to contribute towards improving the work commitment of teachers based on their levels of emotional intelligence and locus of control.

Keywords: *Emotional intelligence, Locus of control, Work commitment, Teacher and student*



I. INTRODUCTION

Current educational sector is undergoing very rigorous modernization and there is a dire need of the sector to handle various issues and challenges in hand. Emotional intelligence (EI) and Locus of control (LOC) have evolved as significant factors in the educational sector. Teachers are the main pillars of any educational institution. The teacher's personality plays a major role in shaping student's personality. Teacher's abilities and organizationally relevant personality traits dictate the positive work commitment (WC) in any institution.

The EI and LOC and their relation to WC of a select higher educational institution (HEI) which has both Under-Graduate (UG) and Post-Graduate (PG) courses with an unaided status are analyzed in the present study. The data collected have been analyzed by using a regression model.

II. NEED OF THE STUDY

The review of related studies revealed that only very few studies have been conducted on EI and LOC of teachers in a geographical area in India, especially in the field of college education. In this context, a study of the EI and LOC of teachers in a higher educational institution, in relation to their WC in teaching, assumes major importance, since it contributes towards enhancement of quality of higher education which is of great importance at present.

III. OBJECTIVES OF THE STUDY

- 1) To analyse the level of emotional intelligence of teachers with respect to the influencing factors in a selected college.
- 2) To examine the dimensions of locus of control of teachers in the selected college.
- 3) To assess the level of work commitment of teachers in the college selected.
- 4) To find out the relationship between EI, LOC and WC of teachers for the sample selected.

IV. RESEARCH METHODOLOGY

For the present study, a questionnaire was administered on a random sample of 60 teachers, and valid responses were received from 48 on statements concerning the variables of EI, LOC and its



components (individual, chance factor and power of others) and WC. The respondents are working in a higher educational institution (teaching UG and PG students). Data were collected by using an EI Scale (Anukool Hyde, Sanjyot Pethe, and Upinder Dhar, 2002), LOC Scale (Sanjay Vohra (1992) based on Levenson's scale of LOC (1973) and WC Inventory by Indira Shukla ((1997) as these instruments were tested positive in their relative studies for their reliability and validity. From the data, using Excel spreadsheets, mean and standard deviation, and correlation coefficients have been calculated. Analysis of variance and regression analysis have been done by applying a linear ordinary least squares regression model.

The responses of the sample units, on a five-point Likert scale, have been classified under the components of EI as detailed in the section on Concepts. The responses to the factor 'Emotional stability' have been taken as a proxy to indicate the level of EI. Then, the factor 'Emotional stability' has been regressed on the above five factors considering them as the explanatory variables. The relative regression coefficients were tested for their statistical validity.

V. REVIEW OF LITERATURE

The concept of EI can be explained as a set of mental abilities that increase the flow of cognitive and emotional information and hence help the individual to solve problems and make more adaptive and flexible decisions (Salovey & Mayer, 1990). Salami (2007) investigated the relation of EI as well as self-efficacy to work attitudes of teachers from secondary school in south-western Nigeria. The results showed that EI and self-efficacy had high significant relationships with regard to work attitudes. But, age, sex, and work experience had no effect on the same. It was suggested that EI and self-efficacy of the teachers should be concentrated upon to enhance their work attitudes.

Cheng Yin C (1994) studied the relationship between LOC and job attitude. The study assessed the way teacher's LOC is correlated with various aspects of job attitudes in 54 secondary schools covering a sample of 588 teachers in Hong Kong. The findings suggest that internal LOC is a significant trait in terms of job attitudes such as intrinsic and extrinsic satisfaction, role clarity and organizational commitment.



Czubaj (1996) studied LOC in relation to teacher motivation. It was found that teachers with internal LOC were less stressed and more motivated and teach and motivate students who in turn get highly motivated repeating the positive cycle.

Stan Maria Magdalena (2009) conducted studies on a panel of 45 teachers in primary and Pre-school educational staff, working in both rural (20%) and urban (80%) residencies, with teaching experience of two to over 25 years. It was found out that there is a significant difference between WC and experience of teachers.

Bogler, Ronit; Somech, and Anit (2004), studied on the relationship between teacher empowerment, professional commitment (PC) and organizational citizenship behaviour (OCB). The data was collected using questionnaires covering a sample of 983 teachers in Israeli middle and high schools. The findings indicated that teacher's perceptions of their level of empowerment are significantly related to their feelings of professional growth, status, and self-efficacy which were significant predictors of PC, while decision-making, self-efficacy and status were significant predictors of OCB.

The above literature review clearly indicates that majority of studies were done in primary and secondary educational setting. There is a dire need to conduct research in a higher educational institution with regard to teacher's EI, LOC, and their WC.

VI. CONCEPTS

The concepts of EI, LOC and WC are abstract and subjective in nature. An explanation and clarity is given regarding these terms herein. EI denotes an understanding of not only one's own emotional processes but also managing other's emotions as well. The EI of a person is dependent upon five factors viz., self-awareness, self-regulation, self-motivation, empathy and values.

LOC refers to an individual's general expectations with regard to where control over following events dwell. Levenson's (1973,1974) model states that there are three dimensions which include



individual, chance and powerful others which are endorsed independently as well as simultaneously. Individual Locus of Control (I) describes people who believe that ability, effort or their own action determine what happens to them. Chance Locus of Control (C) describes people who believe that fate, luck or outside forces are responsible, for what happens to them. Powerful Others Locus of Control (P) describes people who believe that powerful others are responsible for what happens to them. The teacher's LOC helps in understanding the extent to which a teacher has control over situations they are in. In the present study LOC scale has 24 questions and the responses were received on 5-point Likert scale, which are classified into individual, chance and powerful others locus of control.

Simpson and Hood (2000) defined work commitment in teaching profession as a set of behavioural traits within a teacher which include excitement in learning and teaching, professional development, connection with students, optimistic attitude about students, and accurate perceptions with regard to student's drives, needs, strengths as well as circumstances. In the present study work commitment inventory has 52 questions which are classified into positive and negative responses. The study has taken the positive responses and averaged it to arrive at a final score. Finally, the relationships between EI and WC, and LOC and WC have been calculated and analyzed.

VII. HYPOTHESES

The null hypotheses have been formulated as follows:

H01: There is no significant difference in EI with reference to various factors among the teachers in the select college.

H02: There is no significant relationship between EI and work commitment of the teachers in the select college.

H03: There is no significant relationship between Locus of control and work commitment of the teachers in the select college



VIII. DATA ANALYSIS AND INTERPRETATION

For the sample of teachers in this study, comprising 48, the mean values for EI and WC are 4.15 and 4.06 on a scale of 1 to 5, with 1 indicating full disagreement and 5 full agreements on the relative indicative statements. Thus, the teachers, as a group, have a level of EI and WC. The volatility in the responses is also low with values close to 0.5. Regarding the components of locus of control, for the group in total, the influence on oneself as an individual is 3.88 and the power of others is on the lower side of 2.55. The volatilities in the responses are 0.41 and 0.62 respectively which is a favourable feature. These indicate that the teachers have a good level of locus of control.

Correlation coefficients have been found to check for multi-collinearity among the independent variables (Table 1). The data show that the coefficient of correlation between the chance factor (on locus of control) and the power of others is the highest at 0.56. One of these variables has to be eliminated. Logically, the negative correlation between the power of others and the level of work commitment is considered as more meaningful than the chance factors contributing to the level of work commitment. Hence, the chance factor is eliminated in estimating the regression model.

From the regression output, based on the data for the 48 sample respondents (Table 2), the multiple R value is found to be 0.47 which indicates a reasonable level of relationship among the set of variables taken up for the study. The value of coefficient of determination, R^2 , is 0.22, and of adjusted R^2 is 0.17. Thus, the variation in work commitment (dependent variable) is explained by the independent variables to the extent of 17 per cent. However, from the Anova output (Table 2) the significant value of F is observed to be 0.01 which is less than the level of significance taken as 0.05. It means that regression model is a good fit. Table 3 shows that the p-values for the intercept (0.0497) and the regression coefficients for EI (0.0394) and LOC for the individual (0.0362) are less than the level of significance of 0.05. It implies that the hypotheses that these values are equal to zero are rejected. For power of others, the p value (0.841) exceeds the level of significance of 0.05, and the hypothesis that the value of the regression coefficient is



zero is not rejected; hence this variable is excluded from the estimated regression equation which is given as follows.

$$WC = 1.7 + 0.27EI + 0.33IL \dots\dots\dots (1)$$

Thus, a one per cent increase in the level of EI of the teachers in general will enhance their level of work commitment by 0.27 per cent. Similarly, an effort on the part of teachers to have an improvement in their internal level of locus of control will increase their level of work commitment by 0.33 per cent.

It is also attempted to check whether the explanatory power of the estimated regression model (1), indicated by R^2 , would increase if only one independent variable EI is taken, as it's correlation with WC is the highest (0.37) when compared to the individual factor of locus of control. Also, scatter diagram has shown seven outliers which have been eliminated. Then, the regression output derived for the remaining sample of 40 respondents (Table 4) has shown the value of Multiple R as 0.71, R^2 as 0.50 and adjusted R^2 as 0.49. Thus, the variation in work commitment (dependent variable) is explained by the independent variable to the extent of 49 per cent. The ANOVA output (Table 4) gives the significant value of F as $3.36(10^{-7})$, which is far less than the level of significance of 0.05. It means that regression model is a good fit. Table 5 shows that the p-values for the intercept (0.009) and the regression coefficients for EI [$3.36(10^{-7})$] are much less than the level of significance of 0.05. It implies that the hypotheses that these values are equal to zero are rejected. The estimated regression equation is given below.

$$WC = 1.25 + 0.65EI \dots\dots\dots (2)$$

Thus, a one per cent increase in the level of EI of the teachers in general will enhance their level of work commitment by 0.65 per cent.



A comparison of the estimated regression equations (1) and (2) would indicate preference for the former, in which the contribution of the two independent variables together would almost equal that from considering only EI.

Table 1: Correlation Coefficients: Work Commitment and other Variables for Teachers

	EI	Ind	Chance	PO	WC
EI	1				
Individual	0.19	1			
Chance	-0.10	0.16	1		
Power of others	-0.33	-0.09	0.56	1	
WC	0.37	0.35	0.06	-0.15	1

Table 2: ANOVA for Data on Teachers

	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	3	2.24	0.75	4.14	0.01
Residual	44	7.93	0.18		
Total	47	10.17			

Multiple R: 0.47, R^2 : 0.22 and Adjusted R^2 : 0.17

Table 3: Coefficients and Test Results for Regression Model for Teachers

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>
Intercept	1.70	0.84	2.02	0.0497	0.002	3.391
EI	0.27	0.13	2.12	0.0394	0.014	0.534
Individual	0.33	0.15	2.16	0.0362	0.022	0.640
Power of others	-0.02	0.11	-0.20	0.8410	-0.235	0.192

Table 4: Anova for Data on Teachers

	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
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Regression	1	3.493	3.49	38.03	3.36E-07
Residual	38	3.490	0.09		
Total	39	6.983			

Multiple R: 0.71, R^2 : 0.50 and Adjusted R^2 : 0.49

Table 5: Coefficients and Test Results for Regression Model for Teachers

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>
Intercept	1.25	0.46	2.74	0.009	0.33	2.17
EI	0.65	0.11	6.17	3.36E-07	0.44	0.87

IX. CONCLUSION

In terms of the objectives set, the study has revealed that the average level of EI of teachers as a group, in the college selected, is quite high, with a low volatility in the responses. The teachers have also a good level of locus of control with reasonable volatility in responses. A one per cent increase in the level of EI of the teachers in general will enhance their level of work commitment by 0.65 per cent. An examination of the dimensions of locus of control of teachers viz., the individual, chance element and power of others indicated that the individual plays a vital role in building up the local of control within oneself, rather than the other two components. The WC of the teachers in the college selected has a high mean value with low volatility in responses. The regression model fitted, taking WC as the dependent variable and the EI, and LOC (component of individual) has shown that the independent variables, together, have a significant and positive impact on the level of WC of teachers. These results are felt to facilitate improving the work commitment of teachers based on their levels of emotional intelligence and locus of control.

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**CAREER DEVELOPMENT AS A DETERMINANT OF EMPLOYEE JOB
SATISFACTION: AN EMPIRICAL STUDY ON SELECT IT FIRMS IN INDIA**

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ABSTRACT

Career development has emerged as one of the major strategic tools for organizational growth today. Industries like the Information Technology (IT) and Information Technology Enabled Services (ITES) who operate in a more dynamic environment have always faced challenges on issues relating to career development particularly in ensuring employees acquiring the requisite skills to get accustomed to any technological and global advancement. It is in this context that the present study has been conducted to examine if there exists any interlink between career development and employee job satisfaction so as to enable the IT firms vis-à-vis others to form appropriate career development strategies to retain the employees by increasing their job satisfaction level. Primary data collected online through questionnaires involving two parts, namely, on career development and on job satisfaction, from 74 respondents have been used in the study. Descriptive statistics, Spearman's correlation and Regression analysis used to analyze the collected data reveals that there exists a strong positive correlation between career development and employee job satisfaction. The study has further revealed that 91% variation in job satisfaction is explained by independent variable i.e. career development and it is found to be the major determinant to job satisfaction.

Keywords: Career development, employee satisfaction, skill development, skill assessment



I. INTRODUCTION

In today's business environment, career development has emerged as one of the key strategic tools for the organizations' effective human resource management enhancing job satisfaction and performance. Human resource is the most invaluable assets of the organization and providing them with a long term stable career option is the responsibility of the organization. In the changing global environment it is very necessary to keep the employees well equipped and trained to meet the new challenges and simultaneously increasing the employees' job satisfaction. Employees are looking for job opportunities that provide future growth fulfilling their individual needs and the degree of their job satisfaction level depends on how organizations provide them with better career opportunities.

Career development initiatives start with employees exploring their needs and objectives and supervisors identifying their knowledge, skills and abilities so that they are trained accordingly to achieve short term and long term goals. Career development is directly linked to employees' job satisfaction in a way that employees feel worth from the organization as their goals is linked to organizational goals. Hence organization needs to invest in career development programs to make both employees as well as organization successful .A well designed career development system enables organization to tap their wealth of in house talent for staffing and promotion by matching the skills, experience, and aspirations of individuals to the needs of the organizations. Employees' job satisfaction is a great concern of the organization as it is associated with a number of desirable organizational outcomes such as productivity, low absenteeism and low attrition rate.

II. CONCEPTUAL FRAMEWORK

The relevance of career development to employees' job satisfaction lies in the fact that career development is an important determinant for assessing the employees' job satisfaction. Hall (1986) proposed that organizational career development is the process of integrating individual career planning and organizational career management. To implement career development, employees required a self-understanding and clear career goals and better communication with the organization. Hence, organizational career development not only provides resources for



individual career planning, but also improved organizational commitment and employee job satisfaction. The relevance of career [development](#) to employee satisfaction lies in the fact that career development is an important outcome for assessing the effectiveness of employees' satisfaction. Career development practices have been broadly classified into four broad areas as skill development, skill assessment, incentive pay schemes and projects/ assignments from various literature reviews. Career development practices as independent variables lead to the outcome variable i.e. the dependent variable employee satisfaction which is assessed by using five items from the questions of Hackman & Oldham (1975) of their job characteristic survey. The ultimate goal of career development activities is to ensure that every employee end up in careers and jobs that they find maximally satisfying. Thus, it is important to understand how job satisfaction is measured and outcomes typically associated with higher levels of job satisfaction.

III. LITERATURE REVIEW

Lee (2000) found that organizations that invest in career management are more likely to increase employee's satisfaction. Positive relation between organisational support on career development and career management with career satisfaction. Jepsen and Sheu (2003) observed that job satisfaction is a universal and an essential aspect of career development. Employees engaging in the job that matches his occupational choices experienced job satisfaction. Chen, Alter and Yeh (2004) studied the ability of career development programs and the impact on satisfaction of job, expert growth and productivity among the R&D employees. Career development programs favorably impact satisfaction of job, expert growth and efficiency. Career management behaviours reconcile the relationship between proactive personality and career satisfaction (Barnett and Bradley, 2007). Adekola (2011) explored the link between career planning and career management as antecedents of career development and job satisfaction, and career commitment as its outcome. Monis and Sreedhara (2011) found that the variables of career development practices viz, established, long term and dynamic career path greatly influenced the employee satisfaction of BPO firms. Linear regression model was used in this study that demonstrated the overall effect of variable. It has been found that performance appraisal and compensation are important determinants of job satisfaction among faculty members. Rezaean, Hatami and Dastar (2012) found that there is a significant positive relationship between career



management functions and career satisfaction. Shujaat et al. (2013) determined that there is positive relationship between career development and employee job satisfaction in banking sector. Employees are satisfied with career development activities that are offered at their organizations. Ismail et al. (2014) aimed to quantify the relationship between workplace career programme, perceived career development and job satisfaction. It found that career planning and career management is positively and significantly correlated with job satisfaction. Career development act as a mediating variable in workplace career programme and employee job satisfaction.

IV. OBJECTIVES OF THE STUDY

To study the interrelationships between career development and employee job satisfaction.

V. METHODOLOGY

A. Data source and method of data collection: The study has been conducted mainly on primary data collected online through questionnaires from five IT firms in India involving two parts, namely, on career development and on job satisfaction. Career development as independent variable has been divided into 4 attributes namely skill development, skill assessment, incentive pay schemes and projects/ assignments. Employee job satisfaction as dependent variable was assessed using five items from the Job Characteristic Survey of Hackman & Oldham (1975).

B. Sample size and sampling: A total of 100 sets of questionnaires with five Likert scale were distributed among the respondents of which 74 questionnaires were returned and included in the study for being complete in all respect. Data was collected through convenience sampling from five selected IT firms in India. Out of 74 respondents 43 were males and 31 were females out of which 29 were executives and 45 were non-executives.

VI. DATA ANALYSIS & INTERPRETATION



Table 1.1 below represents the mean and standard deviation of the examined variables. The mean scores for four independent sub variables of career development i.e., skill development, skill assessment, incentive pay schemes and projects/ assignments were shown in the table below. Spearman's coefficient of correlation was used with career development as the independent variables and employee satisfaction as the dependent variable using SPSS software package.

Table 1.1: Descriptive statistics & Correlation

S.No.	Variables	Mean	S.D.	1	2	3	4	5
1.	Skill development	3.477	0.8971	1				
2.	Skill assessment	3.495	0.9142	0.9808	1			
3.	Incentive pay schemes	3.212	0.8635	0.9144	0.8813	1		
4.	Projects/Assignments	3.072	0.8193	0.9076	0.8741	0.9181	1	
5.	Employee Satisfaction	3.640	0.7784	0.9586	0.9540	0.9349	0.9324	1

Notes: n = 74, Significant at 0.05 level (2- tailed).

Table 1.2 below shows the correlation between independent and dependent variables. It indicates that overall there is a positive and significant relationship between the independent variable i.e., career development with dependent variable i.e., employee satisfaction with values ranging from highest .959 to lowest .932. Skill development as an independent variable has the highest spearman rho correlation coefficient value (.959) leading to the most important determinant of career development practices to job satisfaction. As there is high correlation value among the independent variables with employee job satisfaction, it is concluded that career development is one of the most important determinant to employees' job satisfaction.

Table 1.2: Spearman's Correlation of Coefficient

SPEARMAN'S RHO	SKILL DEVELO PMENT	SKILL ASSESSM ENT	INCENTI VE PAY SCHEMES	PROJECTS / ASSIGNM ENTS	EMPLOYEE SATISFACTI ON



SKILL DEVELOPMENT	Correlation Coefficient	1.000	.987	.905	.895	.959
	Sig. (2-tailed)	-	.000	.000	.000	.000
	N	74	74	74	74	74
SKILL ASSESSMENT	Correlation Coefficient	.987	1.000	.894	.880	.954
	Sig. (2-tailed)	.000	-	.000	.000	.000
	N	74	74	74	74	74
INCENTIVE PAY SCHEMES	Correlation Coefficient	.905	.894	1.000	.918	.933
	Sig. (2-tailed)	.000	.000	-	.000	.000
	N	74	74	74	74	74
PROJECTS/ASSIGNMENTS	Correlation Coefficient	.895	.880	.918	1.000	.932
	Sig. (2-tailed)	.000	.000	.000	-	.000
	N	74	74	74	74	74
EMPLOYEE SATISFACTION	Correlation Coefficient	.959	.954	.933	.932	1.000
	Sig. (2-tailed)	.000	.000	.000	.000	-
	N	74	74	74	74	74

VII. REGRESSION ANALYSIS

Table 1.3 below represents the regression coefficient of independent variable i.e. career development on dependent variable i.e. employee job satisfaction. The results indicate that 91% variation in job satisfaction is explained by independent variable i.e. career development.

Table 1.3: Regression Analysis for the effect of career development on Employees' job satisfaction (N=74)



Dependent Variable	Independent Variable	Adjusted R ²	F	t
Job Satisfaction	Career Development	0.913	766.269	27.682

F = F statistic, t = t statistic, $p < 0.001$.

VIII. FINDINGS

The findings revealed that career development has a direct influence on employees' job satisfaction. The independent sub variables used in the study contribute to the achievement of career development. Skill development, skill assessment, incentive pay schemes and project/ assignments are the determining factors of employee job satisfaction.

IX. CONCLUSION

It is concluded that job satisfaction is dependent on career development opportunities in their respective organizations. From the empirical studies it is revealed that career development plays an important role in determining the employees' job satisfaction. IT sectors are practicing all career development activities to increase employee's job satisfaction which ultimately leads to higher work efficiency and productivity. Theoretically, this study fills the gap in IT sectors to design career development programs to increase employee job satisfaction. Hence it can be concluded that to increase job satisfaction organization should focus on employee's career progression. Career development is found to be the major determinant to job satisfaction.

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**EFFECTIVE CHANGE MANAGEMENT AS A DETERMINANT OF JOB LOYALTY:
EVIDENCE FROM SELECT BPOS OF INDIA**

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ABSTRACT

Today's business environment requires businesses to make frequent changes to the ways they used to conduct their business in order to cope-up with the competition and stay afloat. Business Process Outsourcing (BPO) firms who function in a more frequently changing environment need to design their change initiatives in such a way that should lead to creating more commitments among the employees. Designing such change initiatives is expected to be more effective if the interlink between effective change management practices and the job loyalty is empirically examined, and this paper is an endeavour in this direction. This study which has been conducted on select BPO firms in India, by using primary data collected online from 78 respondents through a structured questionnaire based on own developed questionnaire consisting of 12 questions for measuring the effectiveness of change management and the questionnaire developed by Chen, Farh and Tsui (1998) for measuring the job loyalty reveals that there exists a strong positive correlation between change management and job loyalty and that 'leadership', followed by 'communication', 'training' and 'reward system' have been the major attributes of change management in the order. The study further reveals that 89% variation in job loyalty is explained by independent variable i.e. effective change management.

The findings are based on analysis of the data through Descriptive Statistics, Correlation and Regression.



I. INTRODUCTION

Organisational changes are necessary and unavoidable. Organisations and their staff must have positive attitude about the change processes to protect their competitive advantage in the dynamic market. Effective organisational change leads to better performance of human resource as it provides them opportunity to explore their creativity and innovativeness. Therefore, successful implementation of change retains talent in the organisations. Skilled and talented employees look for challenging assignments. Organisations changing frequently according to the needs of the market can give their employees such prospects. These opportunities pave the path for future career growth of employees and retention of talent in the organisations.

Job loyalty can be defined as employees' commitment towards the success of their organization. Job loyalty is an outcome of several independent variables. Effective change management is one of those factors which enhances job loyalty. Employees of Business Process Outsourcing (BPO) industry goes through frequent changes with regard to shift, projects, joint ventures, training, team work etc.. If these changes are managed inefficiently then talented employees loose their interest to continue with the organisation. To overcome these challenges, employee attitudes and behaviors to accept organizational change should be taken into account for management and change agents for successful organizational change to be attained (Bernerth, 2004).

II. LITERATURE REVIEW

A. Change management and job loyalty

Fedor and Herold (2004) in their research proved that individuals' commitment to the organization improved when the change was favorable for the work unit and there was a high level of change at the work unit level, regardless of the level of impact on one's job. Kotter (1996) in his study provide evidence that the "win-win" objective of change initiatives does have positive impact on job loyalty. Fedror, Caldwell and Herold (2006) established in their study that fairness of the change process has a positive impact on organisational commitment of the employees.



B. Reward and change management

Kassicieh and Yourstone (1998) established in their research that reward system has positive effect on change management initiatives. Khadri and Khan (2012) found that reward has a motivating effect on change management.

C. Leadership and change management

Lowder (2006) in his work established that transformational leaders bring changes efficiently. Abbas and Asghar in their qualitative research proved that effective leadership play a vital role in managing change. Harahsheh (2014) also emphasised that leadership skill and effective training programmes are required to manage change programmes. Fullan (2002) identified that leaders with Intellectual brilliance and emotional intelligence handle change efficiently.

D. Communication and change management

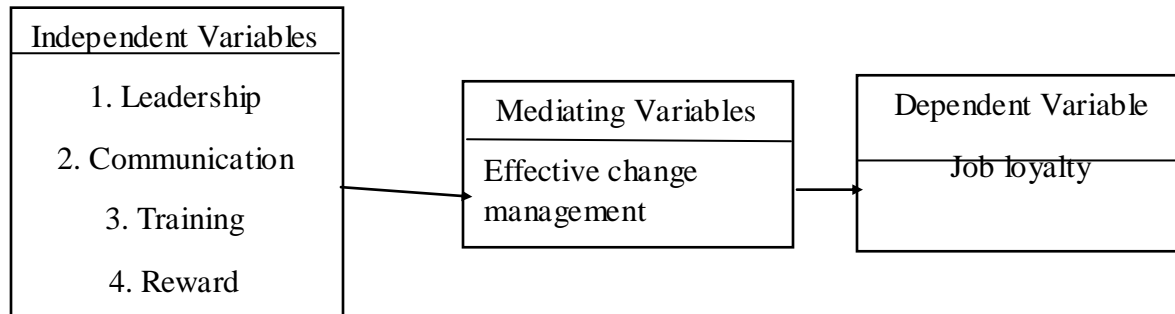
Hesslbien (1999) identified communication as a major factor influencing change positively. Hartley and Bruckham (2002) proved in their study that effective communication has appositve correlation with organisational change. Grange and Geldenhuys (2008) established in their research that feedback helps in aligning change in business strategy with organisational strategy.

E. Training and change management

Rosti and Shipper (1998) in a research found that there exists a positive relation between changes in individual skills and training programmes. Roffe (1999) identified that training stimulates creativity and innovation for change. Clarke (2001) assed that training before and during change enhances satisfaction and knowledge of the employees. Mutihac (2010) in a research proved that effective training helps to reduce resistance among employees during change.

From the above discussion the impression can be drawn that change depends on different variables like, leadership, communication, training and reward. So, basing on the review the following diagram has been prepared to create the base for further research.

Table 1.1



III. OBJECTIVE OF THE STUDY

- To study the interrelationships between change management and job loyalty.

IV. METHODOLOGY

- **Data Source and method of data collection:** The study has been conducted mainly on primary data collected through our own developed attitude scale. The questionnaire is divided into three sections. Section one consists of the demographic profile of the respondents, section two deals with the factors influencing change management which have been divided into 4 variables as independent variables and section three deals with the job loyalty using questionnaire of Chen, Farh and Tsui (1998) with 6 items. Questionnaires were mailed among the respondents selected through convenient sampling from 3 BPOs in India and collected back upon being filled up by the respondents.
- **Sample size and sampling:** A total of 90 sets of questionnaire with five point Likert scale were distributed among the respondents out of which 78 questionnaires were returned and included in the study for being complete in all respect. Out of 78 respondents 45 were male and 33 were females. 32 respondents were from the executive class and 46 were non-executives.

V. DATA INTERPRETATION AND ANALYSIS

Spearman's coefficient of correlation was used with change management as the independent variables and job loyalty as the dependent variable using SPSS software package. Regression



analysis was conducted to examine the variation in dependent variable, i.e. job loyalty explained by independent variable i.e. effective change management.

Table No. 1.2: Mean, Standard deviation and Correlation

S.No.	Variables	Mean	S.D.	1	2	3	4	5
1.	Reward	4.303	0.352	1				
2.	Communication	4.175	0.390	0.920374	1			
3.	Training	3.957	0.449	0.956951	0.935047	1		
4.	Leadership	4.196	0.325	0.962877	0.947184	0.972295	1	
5.	Job loyalty	4.444	0.324	0.903317	0.940036	0.926204	0.941348	1

Notes: n = 78, Significant at 0.05 level (2- tailed).

Table 1.2 represents the mean and standard deviation of the examined variables. The mean scores for four independent factors of change management i.e., reward, communication, training and leadership are depicted in the table below.

Table 1.3: Spearman's Correlation of Coefficient

SPEARMAN'S RHO		REWAR D	COMMUN ICATION	TRAININ G	LEADERS HIP	JOB LOYALTY
REWARD	Correlation	1.000	.920	.957	.963	.903
	Coefficient	-	.000	.000	.000	.000
	Sig. (2-tailed)					
	N	78	78	78	78	78
COMMUNICA TION	Correlation	.920	1.000	.935	.947	.940
	Coefficient	.000	-	.000	.000	.000
	Sig. (2-tailed)					



	N	78	78	78	78	78
TRAINING	Correlation	.957	.935	1.000	.972	.926
	Coefficient	.000	.000	-	.000	.000
	Sig. (2-tailed)	.000	.000	-	.000	.000
	N	78	78	78	78	78
LEADERSHIP	Correlation	.963	.947	.972	1.000	.941
	Coefficient	.000	.000	.000	-	.000
	Sig. (2-tailed)	.000	.000	.000	-	.000
	N	74	74	74	74	74
JOB LOYALTY	Correlation	.903	.940	.926	.941	1.000
	Coefficient	.000	.000	.000	.000	-
	Sig. (2-tailed)	.000	.000	.000	.000	-
	N	74	74	74	74	74

Table 1.3 shows the correlation between independent and dependent variables. It indicates that overall there is a positive and significant relationship between the independent variable i.e., change management with dependent variable i.e., job loyalty with values ranging from highest .941 to lowest .903. Leadership as an independent variable has the highest spearman rho correlation coefficient value (.941) leading to the most important influencing for change management programmes to create job loyalty. As there is high correlation value among the independent variables with job loyalty, it is concluded that effective change management is one of the most important determinant to job loyalty.

VI. REGRESSION ANALYSIS



Table 1.4: Regression Analysis for the effect of Effective Change Management on Job

Loyalty (N=78)

Dependent Variable	Independent Variable	Adjusted R²	F	t
Job Satisfaction	Career Development	0.8935	647.219	25.4405

F = F statistic, t = t statistic, $p < 0.001$.

Table 1.4 represents the regression coefficient of independent variable i.e. effective change management on dependent variable i.e. job loyalty. The results indicate that 89% variation in job loyalty is explained by independent variable i.e. effective change management.

VII. FINDINGS

The finding of the study reveals that leadership is the major factor for of change management which will lead towards job loyalty. Providing effective training and development programs will ultimately motivate the talent to retain with the organisation. Continuous flow of communication helps to build trust among employees during change which will eventually help to enhance employee loyalty. Reward and recognition also facilitate change programmes which in turn increase the job loyalty.

VIII. CONCLUSION

It can be concluded that employees' job loyalty is dependent on effective change management programmes. Different studies have already established that change management plays a vital role in creating job loyalty. Indian BPOs are already adapting the factors which facilitate effective change management. As BPOs frequently change their work patterns effective change management is must for them. It will also be helpful to reduce the attrition rate of BPOs. This study would help the policy makers in the BPOs to implement change initiatives to increase job loyalty.



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**GAUGING THE CORPORATE CITIZENSHIP DISCLOSURE AREAS OF RELIANCE
INDUSTRIES LIMITED**

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ABSTRACT

Corporate social responsibility (CSR) also called corporate conscience is corporate citizenship that causes sustainable responsible business. CSR means the ethical behaviour of business towards its stakeholders. A mutual supportive dependency exists between CSR and the business stakeholders. CSR has an impact on the business and business's activities have impact on CSR. By addressing their social responsibility, enterprises can build long-term employee, consumer and citizen trust as basis for sustainable business models. CSR has been in existence for a while but recently it has become central to the strategic decision making of every organization. The present paper seeks to explore the trend of CSR expenditure by the firm, especially in the wake of new Companies Act, 2013. It emphasises the relationship between CSR spending areas and current year spending of CSR activities as a % of Profit after tax (PAT) of the firm for a period of 5 years i.e. from 2010-11 to 2014-15 and also the researcher highlighted whether there is a significant correlation between CSR spend & PAT. For the present study data has been collected from secondary sources viz. Newspapers, Magazines, Articles, Journals, Business Responsibility Reports, Annual Reports of the company and Online sources. It has been found that though the companies CSR expenditure has been increasing, but it is focusing very less towards environment i.e. green initiatives compared to other CSR practices. It has been suggested that the company should take more initiatives to save the environment from harming the society. The study also concluded that there is a strong and positive correlation between CSR spend & PAT.

Key words: *Corporate Social Responsibility, Profit after tax, % of CSR, CSR Disclosure areas, Correlation.*



I. INTRODUCTION

There are other names that are interchangeably used to refer CSR, such as ‘Socially responsible business’, ‘Responsible business conduct’, ‘Responsible entrepreneurship’, ‘Social entrepreneurship’, ‘Voluntary corporate initiatives’, ‘Corporate citizenship’, ‘Corporate accountability’, ‘Corporate sustainability’ & ‘Contribution to sustainable development’ and they are used to mean the same thing. Here the most common name CSR is used. The broad rationale for a new set of ethics for corporate decision making, which clearly constructs & upholds an organizations social responsibility arises from the fact that a business enterprise derives several benefits from the society, which must, therefore, require the enterprise to provide return to society as well. This, therefore clearly establishes the state of a business organization in the good health and well being of a society of which it is an integral part. Most pompously, in this age of widespread communication & growing emphasis on transparency, the managers should help their company in developing a Corporate Social Responsibility (CSR) management & reporting framework.

A. CSR in India

In India CSR is known from ancient time as social duty or charity, which through different ages is changing its nature in broader aspect. Indian companies are now expected to discharge their stakeholder responsibilities & societal obligations, along with their shareholder-wealth maximization goal.

The evolution of CSR in India can be divided into four phases.

- CSR motivated by charity & philanthropy: It was characterized by the inclination of industrial families of the 19th century such as Tata, Godrej, Modi, Birla, Singhanian towards economic as well as social considerations.
- CSR for India’s social development: The second phase started with the independence movement where the industrialists were influenced by Mahatma Gandhi for socio-economic development of the nation. During this phase schools, colleges, training centres etc were set up by various companies.



- CSR under the paradigm of the mixed economy: The labor & environment laws were introduced in an independent India. The CSR activities were mainly taken by the Public Sector Undertakings (PSUs).
- CSR at the interface between philanthropic & business approaches: The fourth phase started from 1980 till the present. India started abandoning their traditional engagement with CSR and integrated it into a sustainable business strategy.

Today, CSR in India has gone beyond merely charity and donations, and is approached in a more organized fashion. It has become an integral part of the corporate strategy. Companies have CSR teams that devise specific policies, strategies & goals for their CSR programs & set budget to support them.

B. Disclosure of CSR activities made compulsory

Prior to 2012-13, many firms were voluntarily making donations and spending on community development and mitigation of environmental pollution. It is only since 2012-13 that firms have started allocating funds for CSR activities specifically. This was in response to the Securities and Exchange Board of India (SEBI) circular dated August 2012, which mandated all top listed companies to include business responsibility report as a part of their annual report. Therefore the year 2012-13 marks a turning point, where we can see a marked difference in the CSR initiatives adopted by the firms.

C. CSR made mandatory

August 29, 2013 was a red-letter day in the field of Indian Corporate Law when the Companies Act 2013 was enacted with the aim of improving & simplifying corporate governance norms & legislate the role of whistle-blower. One of the revolutionary provisions is that of mandating Corporate Social Responsibility (CSR) activities in India. The vision behind this move is that a Corporation must not only achieve its economic goal but also adopt the principles of Corporate Social Responsibility. Section 135 in the Act states that every company should constitute a CSR committee, with clearly defined composition, activities to be undertaken, budgets & responsibility of the committee, so formed. This would ensure that right steps are taken by companies in pursuance of the CSR provisions of the ACT. In order to streamline the



philanthropic activities and ensure more accountability and transparency, the Government of India made it mandatory for companies to undertake CSR activities under the companies act 2013. The concept of CSR is defined in clause 135 of the Act, and it is applicable to companies which have an annual turnover of Rs. 1,000crore or more, or a net worth of Rs.500crore or more, or a net profit of Rs.5crore or more. Under this clause, these companies are supposed to set aside at least 2% of their average net profit of the preceding three years on CSR activities. The sectors that come under the ambit of CSR are rural development, education, contribution to PM relief fund, Swachh Bharat Fund, Clean Ganga Fund, promotion of sports, art and culture and providing basic healthcare among others.

II. REVIEW OF LITERATURE

Shashank & Sudhir Bhaskar (2010) made a case study of Bharat Petroleum Corporation Ltd. They found that there is a broad relationship between the organization and the society. The organization used the resources of the society like human, material etc & in reverse they provide services to the society. The study also revealed that BPCL has taken a lot of initiatives in order to serve the society. **Wright & Ferris** (1997) revealed that there is no relationship between Corporate Social Responsibility and Financial performance of the firm where as in the same year another study done by **Posnikoff** (1997) described a positive relationship between these two variables. Although **Welch & Wazzan** (1999) drew findings from their studies that there is no relationship between CSR & financial performance which is similar to **McWilliams & Siegar** (1997) who found inconsistent relationship between CSR & short run financial returns. Another set of studies scrutinized the relationship between some measure of, Corporate Social Performance, which is for long term benefits. The studies that discover the relationship between social responsibility and accounting-based performance measures have also produced mixed results. **Cochran & Wood** (1984) located a positive relationship between CSR & accounting performance after monitoring for the age of assets. **Aupperle, Carroll & Hatfield** (1985) noticed no significant relation between CSP & a firm's risk adjusted return on assets. In contrast, **Waddock and Graves** (1997) found significant positive relationships.

III. METHODOLOGY



A. Objectives of the study

1. To gauge the various CSR spending areas of the company.
2. To analyse the relationship between Profit after tax, each current years' total expenditure of CSR and % of CSR on PAT of the company for a period of 5 years.

B. Hypothesis

H₀: There is no correlation between CSR Expenditure and PAT (Profit After Tax) of the firm.

H₁: There is a correlation between CSR Expenditure and PAT (Profit After Tax) of the firm.

C. Research methodology

The research paper is based on the secondary source. The study is based on the examination of Corporate Social Responsibility reports such as Business Responsibility Reports, Annual Reports, Publicly disclosed information online, Magazines, journals, Articles, Newspapers, Text books.

D. Time period of the study

For this research, five years information has been selected i.e. from 2010-11 to 2014-15. It means last five years' annual disclosures have been gathered, compiled and analysed for the study.

E. Criteria for research

For this research, two variables are taken i.e. dependant variable as CSR Expenditure (Y) and independent variable as performance of the company i.e. PAT (X).

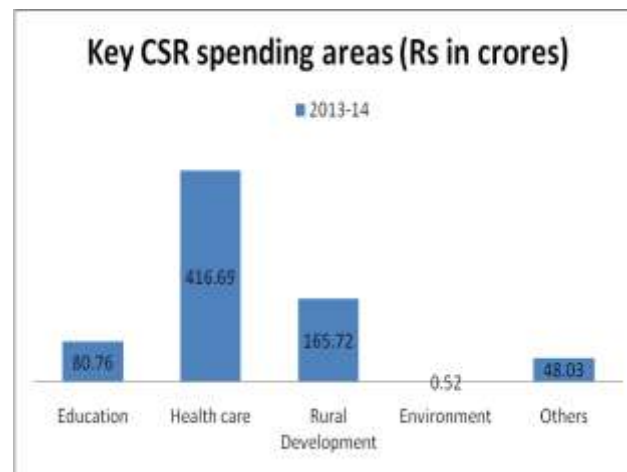
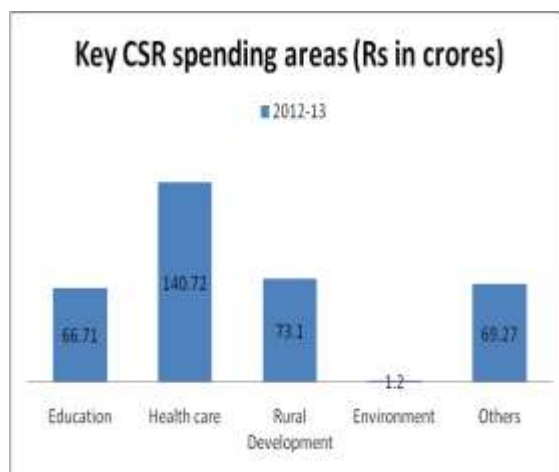
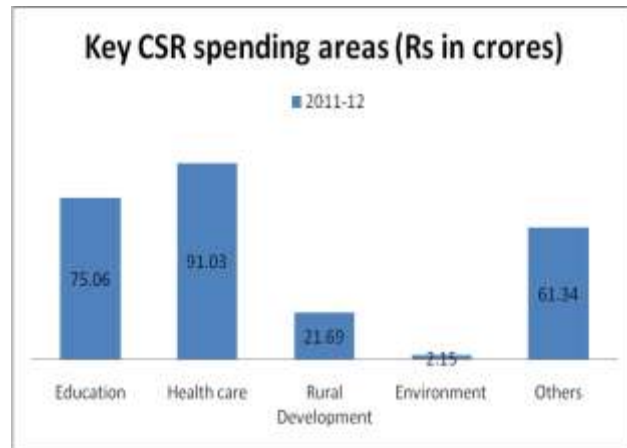
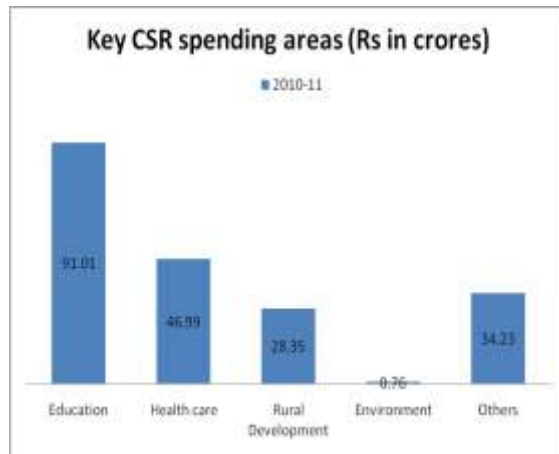
IV. PRESENTATION AND ANALYSIS

It has used Correlation method, to understand the correlation between variables like CSR Expenditure & PAT of the firm. It is found to be positive correlation i.e. **0.98** between CSR Expenditure & PAT.

Table 1: Key CSR spending areas of the company (Rs in crores)



Year	Education	Health care	Rural development	Environment	Others	Total CSR Expenditure
2010-11	91.01	46.99	28.35	0.76	34.23	201.34
2011-12	75.06	91.03	21.69	2.15	61.34	251.27
2012-13	66.71	140.72	73.10	1.20	69.27	351.00
2013-14	80.76	416.69	165.72	0.52	48.03	711.72
2014-15	21.80	608.25	126.33	0.42	3.78	760.58



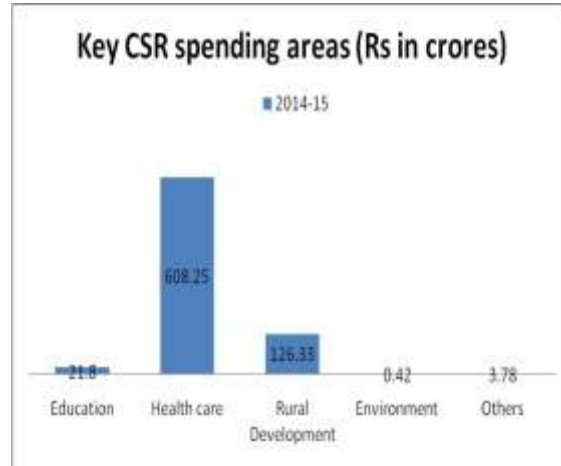


Table 2 : Relationship between Profit After Tax, CSR Expenditure (Rs in crores)

Year	PAT	CSR Expenditure
2010-11	19,294	201.34
2011-12	19,724	251.27
2012-13	20,879	351.00
2013-14	22,493	711.72
2014-15	23,566	760.58

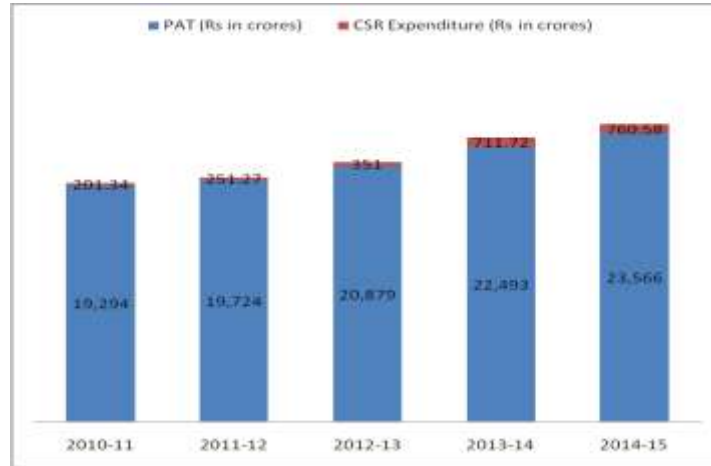
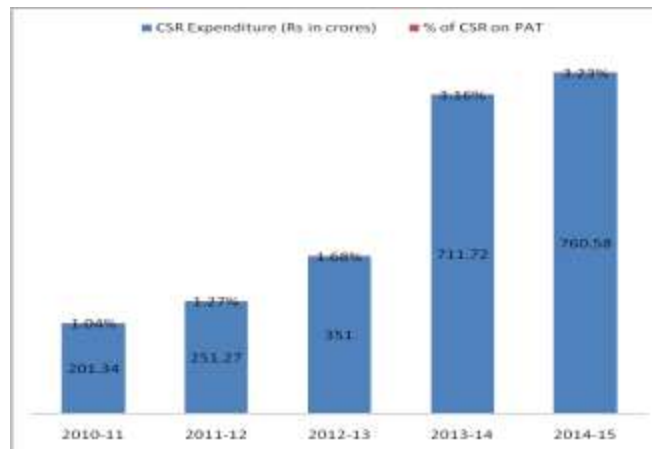


Table 3 : Relationship between CSR Expenditure, % of CSR on PAT

Year	CSR Expenditure (Rs in crores)	% of CSR on PAT
2010-11	201.34	1.04%
2011-12	251.27	1.27%
2012-13	351.00	1.68%
2013-14	711.72	3.16%
2014-15	760.58	3.23%





V. OBSERVATIONS, RECOMMENDATIONS AND DISCUSSION

1. Though the overall CSR expenditure of the company has been increased from 2010-11 to 2014-15, it has been noticed that the company is concentrating very less towards spending on environment i.e. green initiatives compared to other CSR practices. It has been suggested that the company should take more initiatives to serve the society and it should respect, protect & make efforts to restore the environment. Thus by going green we are not only protecting the environment but saving our lives also, saving our future also. There is a proverb, "Charity begins at home". It means if we really want the world a better place, we should take the initiative.
2. It has been observed that the initiatives of the company towards Health care is increasing from 2010-11 to 2014-15.
3. It has been found that the % of CSR spending on PAT has been doubled from 2013-14 onwards after the intervention of Government of India and Regulatory authority i.e. SEBI which is 3.16% in 2013-14 and 3.23% in 2014-15.
4. It has been observed that the company is concentrating only on few CSR areas but not all the areas which come under the ambit of CSR.
5. It was also found that there is a positive correlation between CSR Expenditure and PAT of the firm & the probability of higher spending on CSR increases as the firm becomes bigger.
6. Proper regulatory system for management & allocation of funds must be developed to ensure compliance with 2% mandatory spending rule.
7. Proper mechanism must be devised to gauge the effect of CSR initiatives adopted by the companies & a penalty must be included in section 135.
8. As this kind of reporting becomes mandatory for all companies, it is likely to result in better governance as companies gradually move to fix their systems and processes to improve their ranking on these criteria.

VI. CONCLUDING REMARKS

CSR as we know has evolved from philanthropy to community development to strategic CSR. It may seem to be a small step on the regulatory front in a bid to encourage more corporate



disclosure, but it is likely to herald a new era for corporate India. This form of socio-economic reporting will also bring in the much needed transparency in the functioning of companies, facilitate policy making in the government, help employees better to evaluate their current and prospective employers and empower investors to better assess the companies in which they invest. According to the FY2014-15 annual report, Reliance's CSR spend carried out through Reliance Foundation stood at 3.23% of its net profit, which is amongst the highest in the country and also well above the legal compliance as according to The Companies Act 2013 that is 2% of their net average profit of the previous three years. From the research data analysis as well as the statistical calculation derived from the data correlation it is proved that null hypothesis stands rejected and H_1 stands accepted, as there is a positive correlation between CSR Expenditure and PAT of the firm which is **0.98**.

VII. LIMITATIONS OF THE STUDY AND SCOPE FOR FURTHER RESEARCH

- The study revolves around only 5 years which can be expanded for further.
- The study concentrated only on CSR spending disclosures but not other disclosures of the company.
- Further the study can relate CSR Expenditure with other variables like Earnings per share, Market price per share of the company not only Profit After Tax.

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EVALUATION OF EMPLOYEES SATISFACTION IN STAR HOTELS – A COMPARATIVE STUDY

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ABSTRACT

In order to motivate employees, the company needs to satisfy its employees especially in two areas i.e. work environment and training and development. The purpose of this study was to provide empirical evidence on employee's satisfaction in ergonomics of star hotels (i.e., physiological and psychological climate. A well satisfied employee is more motivated and engaged fully in the organization towards increased productivity. Data were collected through printed questionnaire and distributed to 300 respondents of which non-responses are 43. Then analyzed the same with 't' test and found that there is no significant difference in the employee's satisfaction with respect to team spirit, productivity and organizational climate of select of star hotels. In the rest of variables there is a significant difference in the employees' satisfaction. The differences in the employees' satisfaction are supported by both previous and this current study. This study would help managers to reduce their systemic lacunas for assured employees engagement coupled with productivity.

Key Words: *Motivation, employees' satisfaction, employee engagement, ergonomics, work environment, training and development, cronbach's alpha, t-test, team spirit.*

I. INTRODUCTION

Employee retention and engagement are key element in ensuring the successfulness of star hotels at Hyderabad. Having known success and failures of those, it is high time to make an attempt to examine the employees' satisfaction of select star hotels. By and large the employees satisfaction is the function of work environment coupled with training and development. Further, the retention and employee engagement is function of employee satisfaction. As such employees'



satisfaction and engagement has become a hot topic in the corporate circles. Hence, evaluation of employees satisfaction in star hotels is need of the hour.

According to Rothmann and Rothmann (2010), employee engagement can affect employees' mind set with regard to their personal initiative and learning. In addition, they also figured out that employee engagement brings lots of positive outcomes to the organizations such as motivation, commitment, low turnover rate and others. Generally, employees' knowledge, skills and abilities need to keep current to match with the requirement of the job. Hence, training and development program are essential to ensure the employees' competencies are updated.

II. REVIEW OF LITERATURE

Einarsen, S., Raknes, B. R. I., & Matthiesen, S. B. (1994). Their result shows that the occurrence of bullying and harassment is significantly correlated with all the seven measures of work environment used in the study. Low satisfaction with leadership, work control, social climate, and particularly the experience of role conflict, correlate most strongly with bullying.

Tracey, J. B., Hinkin, T. R., Tannenbaum, S. I., & Mathieu, J. E. (1997, August). In their study they observed from the analysis that job involvement, organizational commitment, work-related supports for training, and pre-training self-efficacy were antecedent of pre-training motivation. The results also showed that pre-training motivation had a direct influence on two levels of training reactions and an application level of cognitive learning.

Lee, J. J. (2015) in their study revealed that core self-evaluations and four components of psychological climate (i.e., customer orientation of the management, managerial support for service, internal service, and information-sharing communication) were positively associated with employee engagement. Managerial implications for human resource practice and future research directions are provided.

Baltes, B. B., Zhdanova, L. S., & Parker, C. P. (2009). Their study advances our understanding of the psychological climate construct by addressing a generally ignored issue of frame of reference through measuring psychological climate with an organizational referent (PCo) and an individual referent (PCi). PCo reflects employee perceptions of their organizational environment



in general; whereas, PCi reflects employee perceptions of their own experiences within an organization. This study found that a) there are mean level differences between the two types of psychological climate, b) the two types of psychological climate uniquely predict job satisfaction, and c) a discrepancy between the two types of psychological climate is found to relate to job satisfaction.

Ferrer, J. (2005). They outlined the territory of employee engagement and explore the relationship between employee engagement and concepts of employee commitment.

Lai, P. Y., Lee, J. S., Lim, Y. X., Yeoh, R. G., & Mohsin, F. H . The results for both of the independent variables (training and development and co worker support) also getting the significant positive relationship with employees engagement. These two independent variable are able to enhance the employee engagement in the hotel industry.

Given these points, the main purpose of the study is to examine the work environment and training and development variables that affect employees' satisfaction and their engagement in the select star hotels.

III. OBJECTIVES

1. To understand the work environment and training & development in terms of employees satisfaction of 4 star and 5 star hotels at Hyderabad
2. To compare the employees satisfaction about work environment and training & development between select star hotels at Hyderabad
3. To give suggestions for the enhancement of employee satisfaction and their engagement in select star hotels of Hyderabad.

IV. RESEARCH METHODOLOGY

Data were collected from a convenience sample of 257 from employees of 10 hotels (5 from 4 star hotels and 5 from 5 star hotels at Hyderabad). Questionnaires were distributed to targeted respondents (from various departments of select star hotels) through physical and online survey. Self administered questionnaire is being chosen and carried out in this research. The close ended questions were designed based on the 4 point scale method which enables respondents to choose



the closest answer to their view point by given limited alternatives. A total 14 items developed in the questionnaire which is fit into the research objectives. The questionnaire consists two parts which include work environment and training and developments.

The period of study is 2014-15. The collected data was used to calculate mean square, degree of freedom, t vale and p value with the help of independent 't' test to describe the analysis. Reliability test was also conducted to test scale reliability of attributes which were considered in the study. The employee's satisfaction with respect to work environment and training and development of select star hotels is tested at 5 per cent level of significance and compared to each other in order to know the differences of the same. If calculated 't' value is equal or greater than the 't' table value, the null hypothesis is rejected and if calculated 't' value is less than the 't' table value, the null hypothesis is accepted.

t-test: One of the parametric test and is used to compare the means of two independent samples

$$t\text{-test} = \frac{\bar{x} - \mu}{\sigma S / \sqrt{n}}$$

Where,

\bar{x} =Sample mean

μ = population mean

σS = Sample Variance

Hypothesis: the following hypothesis are formulated and tested to validate the research objectives;

Null hypothesis (H_0) : There is no significant difference of employee's satisfaction about work environment and training & development between select star hotels in Hyderabad.

Alternate hypothesis (H_a) : There is a significant difference of employee's satisfaction about work environment and training & development between select star hotels in Hyderabad.

V. DATA ANALYSIS

Table 1: Reliability test value for variables

Dimension	Cronbach's Alpha	No of items
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Work environment	0.971	8
Training & Development	0.95	6

Source: Questionnaire data with SPSS

From the table 1, the Cronbach's Alpha for two dimensions are 0.971 and 0.950. Which means that the results are very good reliable in understanding through objectives about the select star hotels.

Table 2: Group Statistics

	Category of Hotel	N	Mean	Std. Deviation
Adequate facilities to deliver better performance	4 Star Hotels	150	3.5000	.57638
	5 Star Hotels	150	3.2400	.84884
Guidance and support to complete the work	4 Star Hotels	150	3.5800	.52161
	5 Star Hotels	150	3.3133	.82849
Team spirit to work together	4 Star Hotels	150	3.5400	.60899
	5 Star Hotels	150	3.4267	.73591
Do you get adequate time to complete job	4 Star Hotels	150	3.5133	.65268
	5 Star Hotels	150	3.2133	.84811
Your work is recognized and appreciated	4 Star Hotels	150	3.5600	.63963
	5 Star Hotels	150	3.1867	.91510
Feedback and performance	4 Star Hotels	150	3.5067	.58787
	5 Star Hotels	150	3.1667	.93706
Job security for employment	4 Star Hotels	150	3.5200	.59888
	5 Star Hotels	150	3.1933	.88003
Management concern for healthy and safety	4 Star Hotels	150	3.5067	.68293
	5 Star Hotels	150	3.2000	.83546

Source: Questionnaire data with SPSS



Table 3: Independent Samples Test

		t-test for Equality of Means				Decision (Null hypothesis)
		t	df	Sig. (2- tailed)	Mean Difference	
Adequate facilities to deliver better performance	Equal variances assumed	3.104	298	.002	.26000	rejected
Guidance and support to complete the work	Equal variances assumed	3.336	298	.001	.26667	rejected
Team spirit to work together	Equal variances assumed	1.453	298	.147	.11333	Accepted
Do you get adequate time to complete job	Equal variances assumed	3.433	298	.001	.30000	rejected
Your work is recognized and appreciated	Equal variances assumed	4.095	298	.000	.37333	rejected
Feedback and performance	Equal variances assumed	3.764	298	.000	.34000	rejected
Job security for employment	Equal variances assumed	3.758	298	.000	.32667	rejected
Management concern for healthy and safety	Equal variances assumed	3.481	298	.001	.30667	rejected

Source: Questionnaire data with SPSS



From table 3, it has been observed that except team spirit all other attributes of work environment were significantly affecting the employees' satisfaction of select categories of star hotels. These attributes of work environment are tested at 5% level of significance. The 't' value, degree of freedom, mean difference and p values for adequate facilities; 3.104, 298, 0.26 and 0.002, for guidance and support; 3.336, 298, 0.2667 and 0.001, for adequate time; 3.433, 298, 0.3000 and 0.001, for recognition and appreciation; 4.095, 298, 0.3733 and 0.000, for feedback and performance; 3.764, 298, 0.3400 and 0.000, for job security; 3.758, 298, 0.32667 and 0.000 and for health and safety; 3.481, 298, 0.30667 and 0.001 respectively. Here the 'p' values of above attributes of work environment are less than 0.05. Hence, the null hypothesis has been rejected. Therefore, it has been inferred that there is a significant difference in the employees' satisfaction of select star hotels. The 't' value, degree of freedom, mean difference and p values for team spirit; 1.453, 298, 0.1133 and 0.147 respectively and the 'p' value is more than 0.05. Hence, the null hypothesis is accepted. Therefore it has been inferred that the employees' satisfaction of select star hotels is same.

Table 4: Group Statistics

	Category of Hotel	N	Mean	Std. Deviation
Training conducted at all levels	4 Star Hotels	132	3.5303	.57212
	5 Star Hotels	107	3.2150	.85812
Training helps in productivity	4 Star Hotels	132	3.5303	.71451
	5 Star Hotels	107	3.4299	.76617
Satisfaction on training	4 Star Hotels	132	3.6061	.61480
	5 Star Hotels	107	3.2991	.81513
Trainer's competency	4 Star Hotels	132	3.4848	.70424
	5 Star Hotels	107	3.2897	.75247
Training programs are qualitative	4 Star Hotels	132	3.6061	.62709
	5 Star Hotels	107	3.1963	.84048
Climate for training	4 Star Hotels	132	3.4848	.74634
	5 Star Hotels	107	3.3645	.81718



Table 5 : Independent Samples Test

		t-test for Equality of Means				Decision (Null hypothesis)
		t	df	Sig. (2-tailed)	Mean Difference	
Training conducted at all levels	Equal variances assumed	3.394	237	.001	.31535	rejected
Training helps in productivity	Equal variances assumed	1.046	237	.297	.10040	Accepted
Satisfaction on training	Equal variances assumed	3.317	237	.001	.30700	rejected
Trainer's competency	Equal variances assumed	2.066	237	.040	.19513	rejected
Training programs are qualitative	Equal variances assumed	4.314	237	.000	.40980	rejected
Climate for training	Equal variances assumed	1.188	237	.236	.12036	Accepted

Source: Questionnaire data with SPSS

From the table 5, it has been observed that except training helps in productivity and climate for training all other attributes of training and development were significantly affecting the employees' satisfaction of select categories of star hotels. These attributes of training and development are tested at 5% level of significance. The 't' value, degree of freedom, mean difference and p values for all levels of training; 3.394, 237, 0.31535 and 0.001, for satisfaction on training; 3.317, 237, 0.3070 and 0.001, for trainer's competency; 2.066, 237, 0.19513 and 0.040, for qualitative training program; 4.314, 237, 0.40980 and 0.000 respectively. Here the 'p' values of above attributes of training and development are less than 0.05. Hence, the null



hypothesis has been rejected. Therefore, it has been inferred that there is a significant difference in the employees' satisfaction of select star hotels. The 't' value, degree of freedom, mean difference and p values for training helps in productivity; 1.046, 237, 0.10040 and 0.297, climate for training; 1.188, 237, 0.12036 and 0.236 respectively and the 'p' values are more than 0.05. Hence, the null hypothesis is accepted. Therefore it has been inferred that the employees' satisfaction of select star hotels is same.

VI. DISCUSSION AND IMPLICATIONS

Work environment perspective: The employees satisfaction about work environment of 5 star hotels is lagging behind of 4 star hotels with respect to; adequate facilities, guidance and support, adequate time, recognition and appreciation, performance feedback, job security and concern for health and safety etc. The above inference is well supported by their respective mean differences and standard deviations which were furnished in the table 2.

Training and development perspective: It is sufficient to mention that employees need training and development to strengthen and promote engagement among employees. Managers and HR practitioners need to create a good training and development system for their employees. This is because in the study, a significant number of respondents differentiated with the attributes of training and development of select star hotels. The differences include; department wise training needs, satisfaction of learning from training, trainers in competencies and quality of training programs etc. The above inference is well supported by their respective mean differences and standard deviations which were furnished in the table 4.

Thus, it proves that both the work environment and training and development are encouraging the employees' engagement within the organization leading to higher productivity. Therefore, the managers and employers of 5 star hotels need to consider the more effective training and development programs for employees apart from proper work environment conditions. Despite 4 star hotels excelled over the 5 star hotels in most of the variables of work environment and training and development, but its managers and employers will make sure about the retention of employees by continuous and constant monitoring of work environment and T & D of their hotels. Thus, the result generated in this research can use to guide for future researcher who



willing to figure out the factors will significantly influence to the employees satisfaction in the select star hotels.

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**CHALLENGES AND EMERGING TRENDS IN RURAL WOMEN
ENTREPRENEURSHIP – A CASE STUDY ON THE SAND MINING SELF- HELP
GROUPS IN ANDHRA PRADESH**

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ABSTRACT

The Indian government recognizes the need for women to be part of the economic development. Women entrepreneurship is seen as the strategy to solve the problems of rural and urban poverty. Women across India are showing interest to be economically independent. However, women face time, human, physical and social constraints which limit their ability to grow their businesses. The new generation women are trying to overcome the challenges in all spheres of life including the field of entrepreneurship. The problem in rural and remote areas is different from others. The number of problems encountered is entrepreneurial, general, knowledge, social, and psychological. This phenomenon has been discussed in this paper with reference to the case of rural women entrepreneur sand mining self- help groups in Andhra Pradesh who had overcome all the challenges and became one of the most successful entrepreneurs of the state. This proves the emerging trend of women as having amazing ability to work hard and develop innovative ideas towards building an economically sound and healthy society. In today's world, women's equality is defined by women's economic empowerment. The ultimate empowerment is through entrepreneurship. Women-owned businesses are a growing force in India.

KEYWORDS: Rural Women Entrepreneurship, Women empowerment, Challenges, Emerging trends, women self-help groups



I. INTRODUCTION

In today's highly competitive environment where the trend is changing from employability to Entrepreneurial activities, the modern women are challenging and grabbing the opportunities on par with men by heading the top notch Organizations and also contributing a lot for the economic development of the country. By seeing the vigour and power of women the government has come up with the strategy "women entrepreneurship" to solve the problems of rural and urban poverty. Women entrepreneurs are an important source of economic growth and development. The rural economy constitutes a major part of Indian economy. Therefore there is a need to encourage rural women entrepreneurship for the real development of the country.

II. OBJECTIVES AND METHODOLOGY

Rural women entrepreneurship improves the wealth of the nation in general and of the family in particular. Traditionally rural women in India are more engaged in agriculture and household activities. But the emerging trend is the transition of rural women from low productive sectors to entrepreneurship. The rural women entrepreneurs in Andhra Pradesh, when provided with the opportunity of sand mining, took the situation as a challenge and contributed to the wealth of the nation and of the family. These rural women who took up sand mining are not educated, had no prior experience, no financial resources and no family support. This enabled the Government to make sand available at affordable prices to all the concerned, plug leakages of revenue, enhance income of government and prevent damages to rivers, streams and environment. This will also empower the women and improve their incomes by profit sharing. The success of these rural women paved way for thousands of other rural women to take up entrepreneurship thus making the study of their activity important. Therefore this research focuses on the sand mining activity undertaken by the Andhra Pradesh rural women self-help groups and presenting the main findings.

For Secondary sources and information I referred Journals, articles, newspaper, internet, books and ILO report on women entrepreneurs. The secondary data is also collected from the published reports of RBI, World Bank, Planning commission on self-help groups in A.P as well as the published report of the Geological survey of India.



A. To evaluate the factors that lead to the formation of the sand mining women entrepreneur self-help groups:

As per the report of the geological survey of India –

“Blessed with two major river systems, the Krishna and the Godavari, Andhra Pradesh is a state of fertile plains formed in the rivers’ basins. But its biggest asset has also been a curse, and has long attracted the gaze of major players in the sand mining industry – many of them operating outside the ambit of the law.

Numerous Indian laws – from a February 2012 Supreme Court order to an August 2013 ruling by the National Green Tribunal, a federal environment conservation agency – have banned river sand mining without the necessary permit. These orders notwithstanding, media reports have consistently drawn attention to the extraction activities of organised syndicates referred to as the ‘sand mafia’, allegedly responsible for removing truckloads of sand for a nifty profit from Andhra Pradesh and elsewhere.

In April 2015, Andhra Pradesh Finance Minister Yanamala Ramakrishnudu told the local press that illicit sand miners had robbed the state of 10 billion rupees (150 million dollars) in the past 10 years.

B. To study the assistance given by the A.P Government to the rural women entrepreneur self-help groups

It was not until 2014, following an outcry by the federal government’s own mining ministry about the “menace” of illegal sand extraction, that Andhra Pradesh cancelled all licenses issued under the 2002 Water, Land and Tree Act and handed power over to the women’s self-help groups.

Also, the sand quarrying and regulation subject has been transferred from Panchayat Raj and Rural Development Department to the Mines and Geology Department for scientific, regulation and effective realization of Mineral Revenue to the women entrepreneurs. The department has taken fresh initiative to conduct sand auctions throughout the State.



III. FORMATION OF THE RURAL WOMEN ENTREPRENEUR GROUP FOR SAND MINING IN A.P

women-led self-help groups (SHGs) have come together over a period of decades to pool their meagre savings and generate interest-free micro loans to jump-start small businesses and in Andhra Pradesh alone, an estimated 850,000 SHGs involving over 10.2 million poor, rural women have generated over 19 billion rupees (287 million dollars) in savings over the past decade.

“There are about 40 reservoirs in the state, some over a century old, which hold massive build-ups of sand. Undavalli village falls within one of these reservoirs – the Prakasam barrage, built in 1855, over the Krishna River – where sedimentation has been increasing at the rate of 0.5 percent to 0.9 percent every year”, according to officials from the state’s irrigation department.

The women’s self-help groups of the Undavalli village in Guntur district in A.P have formed into women entrepreneur group to undertake sand mining in A.P. These SHG’s are under strict orders to ensure that mining happens only in those areas where massive silt-deposits are causing environmental stress, including over-sedimentation resulting in a reduction of the river’s holding capacity.

At dawn every day the women gather at mining sites and at six am the mechanized dredging begins. Extracted sand is stockpiled on boats and then shifted to a fleet of waiting trucks, while excess water is pumped back into the river. “It takes three hours for the dredger to fill a boat. Each of the boats can carry 10 cubic meters of sand, enough to fill 20 large trucks,” tells MalleshwariYepuri, a sand miner.

IV. CHALLENGES FACED BY WOMEN ENTREPRENEURS IN SAND MINING

Putting women in charge is not a magic bullet for the ills of sand mining. The move does not tackle the issue of global demand for sand that is causing major environmental destruction in India.

But having rural women work in a male-dominated industry is certainly a major first step towards rural women entrepreneurship.



The work is not without its challenges.

An ILO report on women entrepreneurs identifies the following problems faced by rural women entrepreneurs:

1. Lack of Family Support-Sometimes the family may make the women feel guilty of neglecting the household duties in her pursuit of business obligations.
2. Lack of capital-Traditional sources of finance like banks are reluctant to lend to women entrepreneurs especially if they do not have any male or family backing. This is especially true of lower income women.
3. Lack of confidence and faith-Lack of role models undermines the self- confidence of women entrepreneurs. The activity of sand selling is considered prohibited to the female gender.
4. Lack of Education-Women are learning how to digitize their operations (with some using computers for the first time)
5. Lack of Experience- Despite the lack of experience the women entrepreneur groups are trying to keep their proceedings safe and continuously monitor environmental degradation and keep in mind the threats from the sand mafia.
6. Added to this a full working day in 40-degrees-Celsius heat with little shade and no security and they have a task that not many would voluntarily sign up for; yet, few are complaining.
7. Dealing with a few angry boatmen is not the last of their problems.
8. Powerful 'sand mafias' that operate throughout the state are another danger to be faced with
9. They are to deal with the threats of environmental degradation and poverty in this largely rural state.

V. HOW THE RURAL WOMEN SAND MINING ENTREPRENEURS EMERGED SUCCESSFUL

“These illegal sand mining boats in India’s populous Andhra Pradesh state are becoming a rare sight after women’s self-groups took over mining operations. Rural women who have taken over sand mining operations in the south-eastern Indian state of Andhra Pradesh are learning to use computers for the first time. At dawn women miners gather at allocated sites along riverbanks in



India's coastal Andhra Pradesh state to oversee the process of dredging, loading and shipping sand. "Stella Paul/IPS

But the sand mining women entrepreneurs are determined to make this enterprise work. Ensuring the extraction and transportation of sand in the A.P state has been their ticket to a decent wage and a degree of decision-making power over their own lives.

The women entrepreneurs are also learning that having women like them in charge of this sand mining operation is the best chance of avoiding unregulated sand mining, such as depletion of groundwater sources, erosion of river beds, increased flooding and a loss of biodiversity.

According to Arokiyaraj, women are now running 300 different mining sites (called 'reaches') across this state of 49 million people. A team, comprising 10 or 12 people, who previously earned less than a dollar a day, runs each site on behalf of the government.

Venketeshwara Rao, a government official in Guntur District who oversees the project, tells that the women of Undavalli village are licensed to operate within an eight-hectare area identified by federal environment authorities as part of de-siltation efforts around the reservoir.

By Rao's estimation, the women-led groups in the eight sand reaches in Guntur District alone have sold over a million cubic meters of sand since November 2014, amounting to some 70 million rupees (over a million dollars).

Prior to taking over management of the mines, the women had earned, on average, just under a dollar each a day as farm labourers. Now every woman miner takes home six dollars a day, and their respective cooperatives receive five rupees (0.07 dollars) for every cubic meter of sand mined under their leadership – a total of about 70,000 rupees (a thousand dollars) every year.

"As a revolutionary step, the government's decision to hand over sand mining to women of SHGs has fetched about Rs550crore. This has not only led to streamlining of sand mining and sale, it has also made SHG women financial independent and has become a growth driver for AP", the Chief Minister of A.P NaraChandraBabu Naidu said.

VI. SUGGESTIONS FOR THE DEVELOPMENT OF THE RURAL WOMEN SAND MINING ENTREPRENEURS



Women are often overlooked by initiatives and development programmes directed at catalysing the transformation of sand mining. Due to their critical role, not only in sand mining, but also in the development of sustainable communities, combined with their susceptibility to poverty, enhancing the role of women in sand mining may be a means to “bridge the gap” between the well- conceived technical and socio-economic changes often prescribed for sand mining, and the actual facilitation of positive transformation of the sand mining sector.

This may be accomplished in a number of ways, including:

- Gender-sensitive technology assistance initiatives;
- Enhancement of other skills, including managerial and accounting;
- Financial support through the establishment of credit lines and micro lending programmes;
- Support for the acquisition of sand mine titles;
- Consideration of women in the development of regulations and policies;
- The awareness of health and safety issues, with consideration of children who may accompany their mothers or take part in mining activities; and
- The challenging of social norms which prevent women from benefiting from these activities.

In present day world woman entrepreneurs are an important part of economic development and social progress. Today women want to make money, to be independent, to achieve, to use their skills and talents and to enhance their job satisfaction and work that provides personal satisfaction, intellectual growth and independence.

In the words of APJ Abdul Kalam “Empowering Women is a prerequisite for creating a good nation, when women are empowered, society with stability is assured. Empowerment of women is essential as their thoughts and their value systems lead to development of good family, good society and ultimately good nation”.

VII. CONCLUSION



A.P government has entrusted the sand mining sale and contracts to women of Self-Help Groups. Many rural women have shown excellent results from this. This is an outstanding example of rural women entrepreneurship.

This paper intends to explore the challenges faced by rural women in sand mining and provides a rationale and strategy for women to maximize potential benefits from participation in the sector.

The primary purpose of the paper is to understand the challenges faced by the rural women sand mining self-help groups and the way they emerged victorious thus paving way for others to follow.

This proves the emerging trend of women as having amazing ability to work hard and develop innovative ideas towards building an economically sound and healthy society.

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IMPLICATIONS OF CHANGE MANAGEMENT

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ABSTRACT

Change is inevitable. Globalization and the growth of technology make necessary, organizational change. When these developments occur, the organizations that adapt change quickest create a competitive advantage for themselves, while the companies that refuse to change get left behind. This can result in drastic profit and/or market share losses. Change is necessary in individual or an organization. Organization change refers to a process of growth, decline, or transformation within the organization or alteration of the status-quo. With the business environment experiencing “Change”, it is must for organizations to learn becoming comfortable with the change as well. The ability to manage and adapt to the organizational change is an essential requirement in the workplace. But, major and rapid organizational change is profoundly difficult because of the structure, culture, and routines of organizations that resist the change due to the impact of past imprints. The paper goes on about conceptual understanding of change, factors that influence change, adaptability of change in the organization, strategies to overcome the resistance of change.

The study is based on secondary data, collected from various text books, e-journals, articles and related websites. The hypothesis is taken as change management implication leads to growth of the organization. Through study it is found that the organizations need to adapt change to grow. Organizational change is about reviewing and modifying management structures and business processes. Small businesses must adapt to survive against bigger competitors and grow. However, success should not lead to complacency.

Key words: *Organizational change, facilitator, driving forces, restraining forces*

I. INTRODUCTION



Change management deals with how changes to the system are managed so they don't degrade system performance and availability. Change management is especially critical in today's highly decentralized, network-based environment where users themselves may be applying many changes.

Organizational change is the implementation of new procedures or technologies intended to realign an organization with the changing demands of its business environment, or to capitalize on business opportunities. Organizational change management is the process of recognizing, guiding, and managing these human emotions and reactions in a way that minimizes the inevitable drop in productivity that accompanies change. Organizations have to deal with new technology, and with upgrades for existing technology. They have to cope with reorganizations, process improvement initiatives, and mergers and acquisitions.

The term organizational change implies that creation of imbalances in the existent pattern or situation. Adjustment among people, technology, and structural set up is established when an organization operates for long time. People adjust with their jobs, working conditions, colleagues, superiors etc. changes require individual and organizations to make new adjustments. Complexity and fear of adjustment give rise to resistance of change. Change could be proactive or reactive. A proactive change is a planned change for anticipated future challenges. A reactive change may be an automatic response or a planned response to a change taking place in the environment.

II. METHODOLOGY

A. OBJECTIVES OF THE STUDY

1. To understand the concept of change and the reasons for change.
2. To know the forces that resist change in the organization.
3. To understand the model of change implementation.

B. DATA COLLECTION

The data collected for the study is descriptive in nature. It is collected from various books and online sources.



III. REASONS FOR CHANGE

- Growth in technology
- Changes in the economic environment
- Global competition
- Social trends
- Political system

The ability to change continually and successfully is considered to be essential to any organization's survival. The need for ongoing change requires an organizational ability to learn on a continual basis in a coordinated and progressive way (Zorn et al., 2000). This has been widely considered to be a significant factor in the private sector's ability to achieve and maintain a competitive advantage and, in the same manner, the public sector's ability to demonstrate continued value and relevance for citizens. Continuous learning processes with enhanced capacities for change are linked to the importance of past experiences and the transfer of knowledge as factors in organizational learning

Organizational change is a process by which a large company changes its working methods or aims. Reasons for desires to re-orient might include the need to develop and deal with new situations or markets (Beer, Einstat & Spector, 1990). Organizational change is at the core of an organization's existence because it occurs with increasing frequency and magnitude. The concept of change management has emerged as key for organizations. Change management is defined as the coordination of a structured period of transition from situation A to situation B in order to achieve lasting change within an organization (Bartkus, 1997). Change management practices can, and should be, a solution for organizations to adapt to external or internal shifts.

A. WHO BRINGS CHANGE?

Change agent or facilitator is the person who introduces change into the organization. Change agent plays a vital role in changing the attitudes, values, norms, behavior, communication etc.

B. RESISTANCE TO CHANGE



Despite the change is persistent, every organization face resistance in some form. Resistance may occur at individual level, or group level, or organizational level.

The common reasons for these restraining forces are

- Fear of reduction in employment
- Fear of demotion
- Fear of work load
- Need for training
- Need for social adjustment
- Etc.

To implement change restraining forces are to be decreased and driving forces are to be doubled

C. IMPLEMENTATION OF CHANGE

- Participation of employees
- Protecting employee interests
- slow introduction
- positive notion
- sharing the benefits
- training and development
- organization development

IV. STAGES OF IMPLEMENTING CHANGE

1) Communicate the Rationale behind the Need for Change

The first stage of introducing any change, however large or small, is to explain to employees why it is important for the change to occur and the intended benefits. This needs to be handled carefully and communicated to all affected parties. There should also be adequate opportunity for people to voice their concerns and contribute their thoughts, views and opinions.

Missing out on this stage of the process will almost certainly damage the change process before it has even properly begun.

2) Implement the Change in Phases



Change is usually best received when it is implemented in bite sized chunks, unless of course, this is impossible (as in the case of mass redundancy or bankruptcy). Most change can be broken down into phases that can be reviewed along the way.

Collaboration is key so, if circumstances allow, having a pilot group of employees to test the change before it is fully embedded is a good way to ensure that more people 'buy in' to what is happening and why.

3) Evaluate, Review and Report on Change

Careful monitoring of the entire change process is essential in order to be able to measure its impact and evaluate its success. People need to be kept informed about how things are progressing, the results that are occurring and whether the change program has met its objectives. An organization's intention when it decides to embark on a change program is usually to make improvements. It is, therefore, important that employees understand whether the change has had the desired effects and what is to be done if further work is needed.

V. FINDINGS AND SUGGESTIONS

1. It is found that changes are needed for the organizational growth and sustainability irrespective of the size of the organization.
2. Change is the result of dissatisfaction of the present situation.
3. It is identified that there exists different types of restraining forces in the organization which resist change.
4. All the restraining forces are to be tackled properly to bring change into the organization.
5. The facilitator can be an internal or external, but strong enough to inculcate the new values, new culture into the organization.
6. Effective communication is the most important factor in change management.
7. A clear vision is to be articulated to bring change into the organization.
8. An organization to grow has to be changed according to the environmental needs.

VI. CONCLUSION



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The rapid and continual innovation in technology is driving changes to organizational systems and processes. Many companies spend a lot of time and effort to accept new economic trends, while others adopt them easily. New business imperatives call for new organizational behaviors. It is no wonder that relentless change has become a fact of organizational life. Unfortunately, most companies' operational strategies and structures reflect past business realities—making organizational inertia one of the most significant obstacles to change. This failure almost occurs for a number of reasons, like the following:

- Absence of a change champion or one who is too junior in the organization
- Poor executive sponsorship or senior management support
- Poor project management skills
- Hope rested on a one-dimensional solution
- Poorly defined organizational objectives
- change team diverted to other projects

Failed organizational change initiatives leave in their wake cynical and burned out employees, making the next change objective even more difficult to accomplish. It should come as no surprise that the fear of managing change and its impacts is a leading cause of anxiety in managers. At the end it can be concluded that we should further recognize that we are living in the globalization era, or the Global Age, the new economy sets new standards of success and opportunities for small businesses which are related to forming strategic alliance, new technology use, experiences and knowledge exchange among entrepreneurs and similar. Leadership and management skills, such as visioning, prioritizing, planning, providing feedback and rewarding success, are key factors in any successful change initiative. This is something that small businesses must not ignore in the future.

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ROLE OF WOMEN ENTREPRENEURS IN THE ECONOMIC DEVELOPMENT

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ABSTRACT

Women in our country have always remained a victim of neglect and discrimination and were not allowed to perform their due role in the economic or social life of the society. Recognizing the injustice against women in the past, the special care was taken in our constitution to guarantee equality of rights and opportunities for women in political and social fields and to specifically prohibit any discrimination particularly in matters of employment, wages and conditions of work. In spite of forming 50% of the total population of the world women do not own even 1% of the world's poverty. Their role and contribution in industrialization have remained unaccounted. The position of women has remained neglected. Their share in the business is very small. There have always been some professional working women, using their educational skills for being teachers, doctors, nurses, secretaries, hairdressers, fashion designers etc, however, it was realized that they had to play their role in the economic maintenance of the country. The reason for this change was increase in number of educated women and their desire for economic independence. Women play an important role in joining, social progress with economic growth of developing countries. The specific role of women in the economic efforts has not yet been clearly defined but it ended for "Integration of women into development" is being particularly felt by women themselves. With the increase in number of women getting education, there is considerable awareness among women to be self-employed and gradually the role of women is changing in the society.

Key words: Gender Sensitive, Gross National Product, Gross Domestic Product, Gender Gap.

I. INTRODUCTION

Nearly one billion people are living on less than US\$1 a day, an estimated 70 percent of whom are girls and women (UNDP, 2008). One way to alleviate poverty is to empower women



economically, especially through projects that encourage women to engage themselves in entrepreneurial income generating activities (Chowdhury and Amin, 2011). An entrepreneur is someone who innovates and whose function is to carry out new combinations called “enterprises” and are the prime movers in economic development (Schumpeter, 1934). Women entrepreneurs have enormous potential to bring prosperity in the world and therefore encouraging women entrepreneurship is very important (McConnell, 2007). These women entrepreneurs are generally classified into self-entrepreneurs, inheritance entrepreneurs, and partner entrepreneurs (Starr and Yudkin, 1996).

The last half-century has witnessed monumental changes for women as income earners (Smith-Hunter, 2006). Many developed and developing countries are taking steps to promote women entrepreneurs among their people.

GEM surveys (including GEM special reports on women) consistently confirm that early-stage entrepreneurial activity is gender sensitive, for a combination of cultural, societal and economic reasons. Global findings suggest that early-stage entrepreneurial activity is dominated by men, and that women are more likely than their male counterparts to start a business venture out of necessity. India bucks this trend - In India there is relatively more men who started their businesses out of necessity.

Over the last 20 years women in Asia are making less of a choice for salaried employment at the start of their careers and are even giving up salaried employment for business ownership. (Siri Roland Xavier et al, (2012).

Economic development of a country is usually determined by the growth of per capita income. However, other than per capita income, in the essence of modern economic growth, we also know that, on average, it might be measured with other fundamental changes that occur. Such changes are, among other things, the way people live, as they are more likely to move to cities and work in factories, no longer in farms. That happens as the household industries tend to decline and replaced by larger enterprises. Development could be seen also from the point of view of employment progress, capital, business volume and consumption.



In other words, economic development can be seen in the structural change of the society, and implies more than just economic growth.

II. OBJECTIVES OF THE STUDY

1. To study the role of women entrepreneurs in economic Development
2. To study the present scenario of Women Entrepreneurs
3. To offer suitable suggestions for the growth of women entrepreneurship.

III. WOMEN'S ROLE IN THE ECONOMIC DEVELOPMENT

In Asia, women are the economy driving force. Their contribution in providing job openinings in business sectors continues to rise. They are involved in enterprises at all levels as Managers, Entrepreneurs, Owners and Investors. Combination of influence of more Education, Technology and Fast economic growth make Asian Women more assertive concerning their right, more aggressive in reaching their ambition while we already acknowledged that the number of Asian Women in the work force from country to country are almost as high as those of men. Surprisingly in most countries in Asia, women are dominating the Service Sector.

Table 1

Country	Contribution to GNP
Singapore	68%
Taiwan	61%
Vietnam	47%
Thailand	46%
Indonesia	45%
Hong Kong	77%
Korea	61%
Japan	55%

In the business world, women entrepreneurs play a big role in business development in the Pacific region. In Japan, 5 out of 6 new businesses are created by women, and they have atleast



five employees. The number of women-owned larger companies is not significant, but they start and manage the smaller companies.

Despite the tremendous hardships faced by women entrepreneurs, they seem to be better at fighting poverty than men. This can be attributed towards them using the profits from their business to improve their family's living conditions and lifestyle. They also tend to invest in their children's education in order to better their lives. Ultimately, this helps to stop the generational poverty cycle – thus stimulating economic growth.

IV. FROM THE MC KINSEY GLOBAL INSTITUTE REPORT (2015) IT IS REVEALED THAT:

- There is an estimated increased in \$ 12T to \$ 28 in 2025 through bridging the gender gap
- 40 out of 95 countries of the world have high or extremely high inequality on half or more of 15 Indicators
- Women are half of the world's working-age population but generate only 37% of the GDP
- 75% of the global unpaid work is done by women
- In the year 2014, Global GDP is \$75 T in which \$47 T were contributed by Male and \$ 27 T were contributed by Female
- In the year 2014, Business-as-usual growth was 33% in which 21% was contributed by Male and 12% was contributed by Female.
- *The following table reflects the Gender gap in Substantial Incremental GDP Contributed by Male and Female Entrepreneurs across the World:*

Table 2

Countries	Female	Male
India	17	83
Middle East and North Africa	18	82
South Asia (Excluding India)	24	76
Latin America	33	67
East and South East Asia (Excluding China)	34	66



Western Europe	38	62
Sub-Saharan Africa	39	61
North America and Oceania	40	60
China	41	59
East Europe and Central America	41	59

Table 3

Participation of Women Entrepreneurs in India and their Contribution to Income in India

Year	Participation of Women Entrepreneurs in India (%)	Contribution to Income (%)
2003	10.34	6.24
2006	11.27	8.54
2009	13.36	10.35
2012	15.38	13.13

Source : Indian Economic Survey 2011-12

V. STATUS OF WOMEN ENTREPRENEURS IN INDIA

A report published by ESCAP in 2005 titled “Developing Women Entrepreneurs in South Asia” pointed out that in India, a majority of Women Entrepreneurs in SMEs fall within the age group of 25-40 years. The States of Gujarat, Maharashtra and Karnataka count a greater proportion of entrepreneurs, mostly women from families which are already in business or have service-related backgrounds.

The Indian society has evolved as a traditionally male-dominated one. Despite an equal population, very few women were self-employed and the majority of them were engaged in informal sector.

65% of the population in India lives in Villages, Self Help Groups has paved the way for economic independence of rural women involved in micro-entrepreneurship.

According to the 2013 Human Development Report (UNDP, 2015), India ranks 152 out of 180 countries in its gender inequality Index. Factors which contribute to gender inequality in India



include high levels of illiteracy, the lack of decision-making power over child bearing and early marriage of women, which in turn limit the chances of women starting a career and becoming entrepreneurs.

VI. PROBLEMS FACED BY WOMEN ENTREPRENEURS

Besides the above basic problems the other problems faced by women entrepreneurs are as follows:

1. Family ties
2. Male dominated society
3. Lack of Education
4. Social barriers
5. Problem of finance
6. Tough competition
7. Low risk-bearing capacity
8. High cost of production
9. Limited mobility
10. Mimited managerial ability
11. Lack of entrepreneurial aptitude
12. Lack of self confidence
13. Exploitation by middle men
14. Legal formalities

VII. SUGGESTIONS

- Organizing awareness progress
- Enhance Standards of education of women in general
- Organize training programmes for professional competencies
- Vocational training
- Skill development programmes
- Educational institutions to tie-up with Government and Non-Governmental organizations



- Organizing Trade Fairs, Exhibitions, Seminars and Conferences
- Soft loans and subsidies
- Making avail of Micro Credit System and enterprise credit system
- Awareness by NGOs about Government Schemes
- Self Help Groups

VIII. CONCLUSION

It can be said today that we are in a better position wherein women participation in the field of entrepreneurship is increasing at a considerable rate. Efforts are afoot to usher in equal opportunities to the Indian women. Attempts to make laws ensuring their major parts being taken at the economy as brought promise of equality of opportunity in all spheres to the Indian women and laws guaranteed equal rights of participation in political process and equal opportunities and rights in education and employment were enacted. But unfortunately, the government sponsored development activities have benefited only a small section of women i.e. the urban middle class women. Women sector occupies nearly 45% of the Indian population. Despite all these odds, successful women's entrepreneurs do exist. They are not mentally geared to slip into an entrepreneurial role because of their family orientation, restricted mobility and limited access to resources. But given the opportunity, direction and guidance, they are capable of overcoming these limitations.

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WORK LIFE BALANCE OF FEMALE EMPLOYEES

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ABSTRACT

In the present scenario, Quality of Work Life (QWL) has come into existence due to stiff competition where organizations are trying to shape competitive advantage through human factor. Quality of work life is used as a means of bringing workers nearer to organizational goals and organization responds to employees' needs by developing a participative mechanism. It allows shareful decision making which affects their life at work. Organizational profitability can be achieved by managing the quality of work life and job satisfaction of employees. QWL is an approach to manage human resources, which enhances motivation and performance of employees, improves the culture of an organization and the well being of employees. It includes various aspects of work environment which facilitates for human development efficiently. In the present era, men and women are considered equal in many aspects. Women are handling high positions in offices like doctor, engineer, teacher and holding many other economically and socially vibrant positions. Quality of Work Life of female employees has now become extremely important for successful management of universities also. The aim of the study is to find whether the quality of work life of female employees prevailing in universities of Andhra Pradesh is pleasant and satisfying or not.

Keywords: *Quality of Work Life, Quality of Life, Job Security, Job satisfaction.*

I. INTRODUCTION



Due to changes in the labor market and the changing nature of work, work-life balance is now at the top of the agenda for any kind of organization. It is recognized that work-life balance can lead indirectly to productivity gains through increased retention and helps organizations to respond to customer needs more effectively. Today, Industries have realized the importance of the quality of work life balance of their employees. Organizations are setting up policies for maintaining a work life balance. They are introducing innovative methods to keep their employees happy and satisfied, as it makes office a better place to work and also impact positively on productivity.

Today's working women are incessantly challenged by the hassle of work and when the day is completed at the workplace, they carry home more of the responsibilities and commitments. The majority of women is working 30-40 hours per week and is under pressure to achieve work-life balance. Their life has become a juggling act that included manifold responsibilities at work and the daily routine tasks of life and home. Effectively creating work-life balance will eventually create more contented employees that contribute to efficiency and success in the place of work. (<http://www.indianmba.com>). Employers can smooth the progress of WLB with many schemes that can catch the attention of female employees and fulfill their needs which is popularly known as Quality of Work Life.

II. REVIEW OF LITERATURE

Bolhari, Razaeen and Bolhari (2012) discussed a range of correlation such as those between gender and quality of work life, age and quality of work life, work experience and quality of work life and income and quality of work life.

V. Varatharaj, S. Vasantha (2012) in their study of work life balance of working women in service sector concluded that work life balance entails attaining equilibrium between professional work and other activities, reduces friction between official and domestic life, enhances efficiency and satisfaction, in both the professional and personal lives. The findings of the study reveal the majority of the women Employees feel comfortable in their work place irrespective of their trivial personal and work place irritants.



Babatunde Akanji (2012) explored the perceptions of Work-Life Balance (WLB) practices in a developing nation of Nigeria. Thus, a qualitative approach was employed by conducting 61 in-depth interviews with Nigerian employees (41 women and 20 men) working in frontline employments in the banking, telecommunications and insurance sectors about their perceptions of WLB. The findings showed that though conflict situations existed more than work-family enrichment, but under different circumstances due to the long legacy of national challenges facing Nigeria.

Shankar and Bhavnagar (2010) identified model on Work-Life Balance construct and its relationship with other variables such as employee engagement, emotional dissonance and turnover intention.

Susi.S, Jawaharrani. K (2010) shows that a changing economy and an aging workforce can join together to create an employment environment where competent employees who are unhappy in their current situations are motivated to find a new place to "hang their hats". A highly engaged workforce is 50 % more productive than an unengaged workforce. The majority of HR professionals (78 %) feel employee engagement is important or extremely important to business success. Employee engagement is increasingly viewed as a "win-win" strategy for companies, employees, and their communities alike. In addition, work/life balance is increasingly important for engagement and affects retention.

Joanna Hughes, Nikos Bozionelos (2007) explored the views of male workers in a male dominated occupation on issues that pertain to work-life balance. It emerged that work-life imbalance was not only a source of concern, but also that it was the major source of dissatisfaction for participants. Furthermore, participants made a clear connection between problems with work-life balance and withdrawal behaviors, including turnover and non-genuine sick absence.



Ken Roberts (2007) studied why work-life balance has become a major issue, and the likely outcomes of the widespread dissatisfaction with current work schedules. Working time has not lengthened and complaints about time pressure are unrelated to hours actually worked. The sources of the widespread dissatisfaction with current work schedules will lie in a combination of other trends – increased labor market participation by women, work intensification, the spread of feelings of job insecurity, more work being done at odd hours, the spread of new information and communication technologies, free time increasing more slowly than spending power and aspirations, and relatively long hours becoming most common among employees (and the self-employed) in higher status jobs. An outcome is unlikely to be a general downward trend in hours worked on account of the substantial opportunity costs that would often be incurred by employees, and because some (mainly middle class) employees have access to a number of effective coping strategies .

III. OBJECTIVES OF THE STUDY

The main objectives of the study were as under:

1. To study the quality of work life of female employees in the Universities of Andhra Pradesh.
2. To study the job satisfaction level of Female employees in the Universities of Andhra Pradesh.
3. To analyze the attitude of different categories of employees towards the working conditions and physical facilities in Universities of Andhra Pradesh.

IV. HYPOTHESIS

1. The working environment in universities is positive and healthy.
2. The working women of universities have positive attitude about the work life balance.
3. The initiatives taken by the universities have positive effect on their working women.
4. There is a positive effect of work life balance on job satisfaction amongst the women.

V. RESEARCH DESIGN AND METHODOLOGY



Research methodology of the present study is as follows: -

1. **Research Design:** Research design of the present study is descriptive.
2. **Sample Design:** The sample design of the present study comprises the following Elements:..
 - **Sampling Element:** Four universities of Andhra Pradesh namely, Andhra University, Osmania University and Sri Venkateswara University and Jawaharlal Nehru Technological University of Hyderabad have been chosen for the present study.
 - **Sampling Unit:** - Sampling unit of present study consists of female employees of the universities under consideration.
 - **Sampling technique:-** Random sampling method is used to collect the data.
 - **Sample Size:-** 100
 - **Research approach** – Survey (Primary data is collected through self structured questionnaire from the Female employees of the targeted universities.) The data collected is analyzed using Chi-Square test.

Respondent's Profile

Out of 100 female respondents, 4% are below 25 years of age, 15% are 25-35 years of age, 30% are 35-45 years of age, 26% are 45-55 years of age and 25% are above 55 years. Among them 72% are married and 28% are unmarried. In terms of education of respondents 4% are Under Graduate, 46% are Graduate and 50% are Post- Graduate.

VI. RESULTS AND DISCUSSION

1. Quality of work life in Universities of Andhra Pradesh

Table-1: Age and Quality of Work Life

	Are you satisfied with quality of work life balance at work place?	
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Age	Yes	No	Total
Below 35 years	15 (78.9)	4 (21.0)	19(100)
35-55years	46 (82.1)	10 (17.8)	56(100)
56 & above	20 (80.0)	5 (20.0)	25(100)
Total	81 (81.0)	19 (19.0)	100

$\chi^2 = 0.103$; $df=2$; $\chi^2 (.05) = 5.991$

Note: Figures in paranthesis show percentages.

Table-1 presents the viewpoints of quality of worklife in the universities. The table shows that the majority (81.0%) of the respondents stated that they were satisfied with the quality of work life at work place. The large majority of respondents (82.1%) in the age group of 35-55 years were found satisfied with the quality of work life in the universities of Andhra pradesh. The χ^2 test of independence shows that there is a significant relationship between the variables.

2. Salary and Quality of Work Life

Table-2: Salary and Quality of Work Life

Salary	Are you satisfied with quality of work life balance at work place?		Total
	Yes	No	



(Rs.)			
Up to 30000	38 (77.5)	11 (22.4)	49(100)
30001-50000	17 (30.3)	9 (16.0)	56(100)
50000 & above	23 (92.0)	2 (8.0)	25(100)
Total	78 (78.0)	22 (22.0)	100

$\chi^2 = 5.27$; $df=2$; $\chi^2 (.05) = 5.991$

Note: Figures in paranthesis show percentages.

The results of table-2 shows that the large majority (92.0%) of respondents with salary 50,000 & above have stated that they were satisfied with quality of work life at work place. Similarly, 78.0% of the employees were found satisfied with the quality of work life at universities stated. The χ^2 test of independence shows that there is a significant relationship between the variables.

3. Post held and Quality of Work Life

Table-3: Post held and Quality of Work Life

Designation	Are you satisfied with quality of work life balance at work place?		Total
	Yes	No	
Administration level	6 (66.6)	3 (33.3)	9(100)



Assistant professor level	26 (86.6)	4 (13.3)	30(100)
Associate professor level	29 (80.5)	7 (19.4)	36(100)
Professor level	23 (92.0)	2 (8.0)	25(100)
Total	81 (81.0)	19 (19.0)	100

$\chi^2 = 3.678$; $df=3$; $\chi^2 (.05) = 7.815$

Note: Figures in paranthesis show percentages

Table-3 reveals that the majority from the position of professor level (92.0%) were highly satisfied and aggregate of 81.0% of employees from all the positions were found satisfied with quality of work life at the university. Further, χ^2 test of significance shows that the relationship between employee's designation and quality of work life is significant.

4. Future of Work Life is better

Table-4: Future of Work Life is better

Designation	Are you satisfied with quality of work life balance at work place?		Total
	Yes	No	



Administration level	7 (77.7)	2 (22.2)	9(100)
Assistant professor level	26 (86.6)	4 (13.3)	30(100)
Associate professor level	34 (94.4)	2 (5.5)	36(100)
Professor level	24 (96.0)	1 (4.0)	25(100)
Total	91 (91.0)	9 (9.0)	100

$\chi^2 = 2.9865$; $df=3$; $\chi^2 (.05) = 7.815$

Note: Figures in paranthesis show percentages

Table-4 reveals that the majority from the position of professor level (96.0%) is highly positive towards bright future of work life balance and aggregate of 91.0% of employees from all the positions are positive towards future of quality of work life at the university. Further, χ^2 test of significance shows that the relationship between employee's designation and quality of work life is significant.

VII. FINDINGS

- Female employees are satisfied with the management's policy of their respective university. This psychological feeling affects the working attitude of female employees in these universities.
- Female employees feel job satisfaction and job security as the significant factors affecting quality of work life. They feel pride in working with their respective university.



- There is a feeling that employers are investing in work-life balance, but the solutions offered are not always compatible with employee's needs.
- In some cases it is found that employers are not making sufficient investment in managing the implementation of initiatives.
- The leave policy of university is not satisfactory for the employees. So the universities need to take sufficient care in reviewing the current leave policies.
- Employees are pragmatic about workable solutions; although members have views about their idea working arrangement; they are prepared to settle for different arrangements and are willing to make compromises and to balance their own needs with those of the organization, customers and other staff.
- The research shows that mostly women employees work in banks for financial support and remaining to face life challenges.
- High quality of work life balance will improve the job satisfaction and vice versa.
- WLB is an important determinant of intrinsic aspects of job satisfaction.

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**STRESS, VIOLENCE AND HARASSMENT AT WORK PLACE –IT'S IMPLICATIONS
ON SOCIETY, PERFORMANCE AND PRODUCTIVITY**

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ABSTRACT

This report explores the issues of stress and violence at work with the aim of establishing the costs these problems may present and create to the individual, the organization and society. A number of socio-economic factors are identified which together appear to exacerbate the problems. Globalization has led to processes such as downsizing and restructuring with increasing pressures on people at work as a result. Demographic changes within the workforce, e.g. increasing female participation and increased diversity also heighten the vulnerability of particular groups. Workplace stress is explained in line with a transactional model of stress emphasizing the dynamic properties of the concept as well as the role of subjective processes such as appraisal and coping. This stress model is applied to various forms of workplace violence to explain the outcomes of violence as well as the relationship between stress and violence (with stress as an antecedent of violence) By means of examples from a wide selection of studies into stress and violence it is demonstrated that these problems represent a very real threat to a large numbers of workers worldwide. The most reliable of these studies suggest that approximately 30% of the workforce in developed countries, and possibly even a higher proportion in newly industrialized and developing countries, suffer from work related stress, a figure which appears to be on the increase. Violence represents a problem in a growing number of workplaces even though the number exposed directly to physical assault remains relatively low. Employees in service industries, e.g. retailing and health care are more at risk. For the organization stress and violence leads to an increase in sickness, absenteeism, increased turnover rates and reduced productivity. As far as violence is



concerned the effects extend to bystanders. For bullying and harassment grievance and litigation may also be the outcome.

Key words: *Stress, Harassment, Violence, Productivity*

I. INTRODUCTION

Stress is a complex phenomenon in the present changing economy and its implication on the society, work life and personal life of the employees are severe. That is the reason the study on stress, violence and harassment at work has been attracting the attention of researchers these days much. There is acute relation among these variable of workplace violence, harassment and stress and that relation is interdependent. It has been growing concern for management professionals to address these implications and calculate the impact on the productivity of employee and society. In this paper researcher made an attempt to explore the causes and factors that lead to stress and generate a relationship between workplace harassment and violence and stress and symptoms of stress and coping measures to deal at stress, violence and harassment at work. This report examines not only the causes associated with stress and violence and makes an attempt to assess the cost of stress and violence. However the research is considerably low in this regard but a decent recent research in Europe, the US and Australia indicates that it is the emotional and psychological abuse referred to as 'bullying' and 'mobbing', rather than the physical violence which represents the greatest threat to most workers. However, due to the increasing diversity of workforces, a number of studies also document the frequent presence of harassment on the basis of race or gender (e.g. Chappell & Di Martino, 2000). Many women, particularly in the developing world have also experienced that the workplace represents no safe haven from domestic abusers. This report will explore the problems of stress and various forms of violence.

II. OBJECTIVE OF THE STUDY

The present research focused on to identify the stress and various stressors its impact on society, productivity of employee and to study the relationship between the stress, violence and harassment at work.



III. RESEARCH METHODOLOGY

The present study is basically confined to secondary sources of data. Researcher mainly concentrated and studied various researches already available on this subject matter and wants to present an analytical view of the researcher.

IV. STRESS

Stress has been defined by various authors and researches differently. Simply stated, stress is what we feel when we have to respond to a demand on our energy. Stress is a natural part of life, and occurs whenever there are significant changes in our lives, whether positive or negative. It is generally believed that some stress is okay (sometimes referred to as challenge or positive stress) but when stress occurs in amounts that individuals cannot cope with, both mental and physical changes may occur (Canadian Centre for Occupational Health and Safety, 2000)

Work stress is defined as the harmful physical and emotional responses that occur when job requirements do not match the worker's capabilities, resources, and needs (National Institute of Occupational Safety and Health 1999). It is recognized world-wide as a major challenge to individual mental and physical health, and organizational health (ILO 1986). Stressed workers are also more likely to be unhealthy, poorly motivated, less productive and less safe at work. And their organizations are less likely to succeed in a competitive market. By some estimates work-related stress costs the national economy a staggering amount in sick pay, lost productivity.

V. WORKPLACE VIOLENCE

Workplace violence has been defined as the attacking the employee physically at work but the definition of workplace violence is not just a physical abuse, it is more than a mere physical abuse, and it includes threats, coercion and emotional abuse. Besides these, it also includes spreading malicious rumors about the victim and making false allegations in company documents, undermining or hindering the victim's work by, for example, giving the victim wrong information or withholding necessary information, constantly changing guidelines and expectations applicable to the victim, removing responsibilities from the victim and making the



victim feel useless, blocking the victim's applications for leave, training or promotion, assigning unreasonable duties to the victim, constantly and persistently criticizing the victim's work.

VI. HARASSMENT AT WORK

The occupational health and safety Act defines workplace harassment as engaging in a course of vexatious comment or conduct against a worker, in a work place-behavior that is known or ought reasonably to be known to be welcome.

VII. RELATIONSHIP BETWEEN STRESS, VIOLENCE AND HARASSMENT AT WORK

It can be believed that Stress is a dependent factor and can be adjusted to the various stressors and violence and harassment at work are the stressors that can lead to stress and in some cases it is interdependent. Stress causes an employee to indulge in more violent behavior and violence at workplace can cause stress. Harassment at workplace can also lead to stress and can develop violent behavior among employees.

VIII. IMPLICATIONS OF STRESS, VIOLENCE AND HARASSMENT AT WORK

Stressed individuals tend to work longer hours. They can experience health issues and be more prone to conflict. These factors can put great strain on the family. The quality and quantity of family time is reduced. The longer the stress lasts, the greater the impact it can have on the family. Stress can be a factor in divorce and separations. Stress often results in health problems – physical, mental and addictions. This leads to a greater strain on the health service which has to cope with these issues. Voluntary organizations and charities provide valuable services to communities. They are dependent on volunteers to get their work done. One of the first things cut from a stressed person's schedule is non-work, non-family related commitments such as these. At the same time stress often leads to an increase in demand for the services of these organizations. Clubs and societies lie at the heart of every community. They provide leisure and fun activities for members of the communities. They too require volunteers to conduct their work. The loss of even one or two members can lead to the club/society struggling to stay alive. It may become necessary to suspend some of its activities. Given that clubs and societies support



the emotional wellbeing of their members, this can in turn lead to increased stress levels. increased stress levels leads to reduced productivity, more accidents and an increase in industrial relations issues. All of these events have a negative impact on economic output which itself impacts all members of the society.

IX. ORGANIZATIONAL STRATEGIES

There is no single prescription for reducing stress, violence and harassment in the workplace. Each organization is unique and operates in a different social and economic environment. When planning workplace issues, employers may want to consider the organization's culture, history, size, industry and workforce.

A. Foster a supportive, harmonious work environment – Creating a culture of mutual respect can help reduce harassment and hostility in the workplace. In such a culture, employers strive to communicate openly, give employees adequate control in their work and provide them with support and recognition. Conflict and stress are lower when employees feel empowered to work independently and are motivated to work cooperatively.

B. Train supervisors and employees how to resolve conflicts – Conflict on the job can be reduced by developing employees' skills in negotiating, communicating effectively, team building and resolving disputes. Furthermore, programs that encourage respect for diversity can help to lessen interpersonal conflicts.

C. Develop effective policies to protect employees from harassment – While all companies strive to build a culture devoid of harassment and discrimination, they can advance this goal by having systems in place to address infractions. The key is a company harassment policy that clearly denounces harassment and states unequivocally it will not be tolerated. A thorough policy defines harassment, specifies how to report it, explains how complaints will be investigated and presents the consequences.

D. Establish procedures for handling grievances – Employees need to: understand grievance procedures for reporting complaints of unfair treatment, discrimination or harassment; believe those procedures will be followed; and feel confident concerns will be addressed promptly and confidently.



E. Provide personal counseling through an employee assistance program – Family, marital, financial and personal issues can have a profound impact on employees' work performance, as well as their social interaction at work. An employee assistance program provides employees with a free, easily accessible and confidential resource for addressing personal concerns. In addition, supervisors can be trained about how to document and address work-performance and attitude problems and refer employees for help. If a violent or threatening incident occurs at work, support services can be made available to help employees cope with their fears and concerns.

F. Implement security programs that protect employees – Employers have a variety of methods for ensuring workers' safety, such as full-time or after-hours security guards, high-tech monitoring systems, emergency warning systems, limited access key cards, strict visitor sign-in policies, new employee background screening, and safety awareness and training. Companies that regularly evaluate their security programs can best determine if they are meeting company and employee needs. Also, employers need to make sure employees are aware of and understand existing security policies and procedures.

G. Provide employee safety education programs – In addition to making workers aware of company safety policies and employee support services, employers can provide educational materials and seminars about ways to maximize safety at work.

H. Provide job counseling for employees who have been laid off or fired – Because a job is often closely tied to one's identity, being laid off can be traumatic. Employee counseling and support services can help workers develop job-seeking skills, learn how to cope with life changes, and personally and financially prepare for the future. These services also help existing employees feel the company cares about them. It is helpful to train supervisors to sensitively communicate layoffs and firings.

I. Train supervisors how to recognize signs of a troubled employee – One way to reduce the potential for workplace violence is to intervene before an incident reaches a flash point. Supervisors can be given training about how to recognize signs and symptoms of a potentially violent employee, such as threatening behavior or preoccupation with violence. Also, supervisors can be instructed about how to be sensitive to signs of possible abuse among employees, such as frequent absences or depression.



J. Set up a crisis plan – Employers may consider developing a crisis plan for dealing with violent incidents. The plan can include details about how to report the incident, which key internal managers and external authorities should be alerted, how to maintain the safety of unaffected workers and security precautions to prevent further trouble. Companies can also arrange to provide individual crisis counseling and support groups for affected employees soon after the incident occurs.

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MAKE IN INDIA AN INITIATIVE IN TRANSFORMING INDIA INTO GLOBAL MANUFACTURING HUB

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ABSTRACT

Make in India concept initiates India to become economically strong and Creative platform for many inventions and Innovations. A major new national program designed by the BJP Government to transform India into global manufacturing hub. The objective is to create job opportunities and skill enhancement of countries citizens and economic growth of the nation. India's rigid and complex policies were the main problem for the foreign direct investment (FDI). Since 1991 the regulatory environments in terms of foreign investments has been consistently eased to make it, investors friendly and to boost investor confidence in the country. Make in India is a platform for entrepreneurs all over the world to establish the manufacturing units in India as the government is pro industry government, and our core advantages are still strong and relatively unaffected from the global slowdown. Make in India While encouraging investors conveyed that, not to look at India as merely a market but also an opportunity to create manufacturing hubs and also to revive manufacturing sectors in India. The initiative's diligent efforts towards reinforcing production methodologies and maximizing effective investments to put in India on a path for its excellence, The Make in India contributes to nurture the country's economic and industrial transformations, and for steering the country towards an environment conducive to domestic and global manufacturing and investment.

Key words: Make in India, transform, manufacturing, investments, economic growth and Creative platform.



I. INTRODUCTION

Concept of Make in India

The Make In India an initiative launched on September 25th, 2014 at Vigyan Bhawan, New Delhi by Our Hon'ble Prime Minister Shri Narendra Modi which aims at providing global recognition to the Indian economy. The Government of India invited Department of Industrial Policy & Promotion (DIPP), Ministry of Commerce & Industry to be partner in this initiative. The program comprises new initiatives designed to boost investment, enhance innovation, protect intellectual property, and build best-in-class manufacturing infrastructure. Make in India aims to manufacture from auto mobiles to agro products, hardware to software, satellite to submarine, television to telecom, pharma to biotech, paper to power plant, roads to bridges, houses to smart cities, friend ship to partnership, profit to progress Whatever to be made make in India. Make in India strictly focus on Zero defect and Zero effect i.e. High quality and Environment friendly products

Make in India allows doing business easy and to transform India into a global manufacturing hub with industrial friendly policies like Improving Business Environment, Enabling Manufacturing and opening up Foreign Direct Investment. This initiative is launched to give boost to different sectors like automobiles, Information Technology, Aviation, Chemicals Pharma, Textiles, Engineering & Manufacturing, Railways, Defense, Renewable Energy, Mining, Bio-technology, Electronics, Leather, Tourism & Hospitality etc

The focus of Make in India is to attract Foreign Direct Investment which allows inflow of investment in key sectors from all over the world to boost country's economy and also enhances skill development, job opportunities

II. OBJECTIVES OF THE STUDY

In this paper, our basic aim is to focus on the following aspects: -

1. To study about 'The Make in India' campaign of Government of India.
2. To know the key changes brought in under 'Make in India' to attract foreign investments.



III. METHODOLOGY

Source of data have been collected from various secondary sources like Authorized websites, Newspapers articles and Reports.

IV. THE KEY CHANGES BROUGHT UNDER MAKE IN INDIA TO ATTRACT FOREIGN INVESTMENTS

Convenient manufacturing infrastructure – Make in India aims to facilitate efficient infrastructure for manufacturing quality goods

Government of India identified and launched five industrial corridor projects and established National Industrial Corridor Development Authority (NICDA) for the development of all industrial corridors. The Five Industrial corridors to build up manufacturing units are Delhi-Mumbai Industrial Corridor, Bengaluru – Mumbai Economic Corridor, Chennai-Bengaluru Industrial Corridor, Chennai-Vizag Industrial Corridor, Amritsar-Kolkata Industrial Corridor. Manufacturing units in each of these corridors is key to develop economy and these projects raises the share of manufacturing in India's Gross Domestic Product from the current levels of 15% to 25% by 2022. Along these corridors, the development of 100 Smart Cities had also proposed which integrates the new workforce that will enhance manufacturing along the industrial corridors. Development of smart cities and industrial corridors will ensure that ideas get transformed into products.

The focus of Make in India is also to protect intellectual property by establishing vibrant IP regime and adopting best practices in IP processing by inducting additional manpower and IT facilities with highest level of transparency.

Make in India” program came up with certain tax incentives to investors which drives manufacturing sector. In order to encourage the growth of India as a manufacturing hub, the domestic tax provisions should exempt foreign principals from creating a taxable presence in India in case of toll manufacturing arrangement with Indian manufacturers



Honorable Prime Minister Shri Narendra Modi of India announced National Skill Development Agency (NSDA) to develop labor market information system which helps industries to fulfill skilled Manpower requirement

Apart from this the government has also designed policies and goals for specific industries. Area based incentives (SEZs), state based incentives, export incentives and relaxation on FDI caps are the highlights of the program. The roadmap for each sector has been laid separately as well.

A. Recent Policy Measures

The government has put in place an investor-friendly policy on foreign direct investment (FDI), Opening up Foreign Direct Investment in key sectors, government eases FDI norms in 15 major sectors.

- Townships, shopping complexes & business centers – all allow up to 100% FDI under the auto route. Conditions on minimum capitalization & floor area restrictions have now been removed for the construction development sector.
- India's defence sector now allows consolidated FDI up to 49% under the automatic route. FDI beyond 49% will now be considered by the Foreign Investment Promotion Board. Government approval route will be required only when FDI results in a change of ownership pattern.
- Private sector banks now allow consolidated FDI up to 74%.
- Up to 100% FDI is now allowed in coffee/rubber/cardamom/palm oil & olive oil plantations via the automatic route.
- 100% FDI is now allowed via the auto route in duty free shops located and operated in the customs bonded areas.
- Manufacturers can now sell their products through wholesale and/or retail, including through e-commerce without Government Approval.
- Foreign Equity caps have now been increased for establishment & operation of satellites, credit information companies, non-scheduled air transport & ground handling services from 74% to 100%.
- 100% FDI allowed in medical devices



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- FDI cap increased in insurance & sub-activities from 26% to 49%
- FDI up to 49% has been permitted in the Pension Sector.
- Construction, operation and maintenance of specified activities of Railway sector opened to 100% foreign direct investment under automatic route.
- FDI policy on Construction Development sector has been liberalized by relaxing the norms pertaining to minimum area, minimum capitalization and repatriation of funds or exit from the project. To encourage investment in affordable housing, projects committing 30 percent of the total project cost for low cost affordable housing have been exempted from minimum area and capitalization norms.
- Investment by NRIs under Schedule 4 of FEMA (Transfer or Issue of Security by Persons Resident outside India) Regulations will be deemed to be domestic investment at par with the investment made by residents.
- Composite caps on foreign investments introduced to bring uniformity and simplicity is brought across the sectors in FDI policy.
- 100% FDI allowed in White Label ATM Operations.

Note: Citizen or entity from Bangladesh & Pakistan can invest only under the government route, also investor from Pakistan cannot invest in defense, space, atomic energy and sectors prohibited for foreign investment.

Incentives are provided for units in SEZ/NIMZ as specified in respective acts or setting up project in special areas like North East Region, Jammu & Kashmir, and Himachal Pradesh & Uttarakhand.

B. Sectors Where Foreign Direct Investment Is Prohibited

- Lottery Business including Government/ private
- Lottery, online lotteries, etc.
- Gambling and betting including casinos etc.
- Chit funds.
- Nidhi company-(borrowing from members and lending to members only).



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- Trading in Transferable Development Rights (TDRs).
- Real Estate Business (other than construction development)
- Construction of Farm Houses.
- Manufacturing of Cigars, cheroots, cigarillos and
- Cigarettes, of tobacco or of tobacco substitutes.
- Activities/ sectors not open to private sector
- investment e.g. Atomic Energy and Railway Transport

C. Sectors Requiring Central Government Approval

- Tea sector, including plantations – 100%.
- Mining and mineral separation of titanium-bearing minerals and ores, its value addition and integrated activities -100%.
- FDI in enterprise manufacturing items reserved for small scale sector – 100%.
- Defence – up to 49% under FIPB/CCEA approval, beyond – 49% under CCS approval (on a case-to-case basis, wherever it is likely to result in access to modern and state-of-the-art technology in the country).
- Teleports (setting up of up-linking HUBs/Teleports), Direct to Home (DTH), Cable Networks (Multi-system operators operating at National or State or District level and undertaking up gradation of networks towards digitalization and addressability), Mobile TV and Headend-in-the Sky Broadcasting Service(HITS) – beyond 49% and up to 74%.
- Broadcasting Content Services: uplinking of news and current affairs channels – 26%, uplinking of non-news and current affairs TV channels – 100%.
- Publishing/printing of scientific and technical magazines/specialty journals/periodicals – 100%.
- Print media: publishing of newspaper and periodicals dealing with news and current affairs- 26%, Publication of Indian editions of foreign magazines dealing with news and current affairs- 26%.
- Terrestrial Broadcasting FM (FM Radio) – 26%.
- Publication of facsimile edition of foreign newspaper – 100%.



Special issue, ICCENT 2015

- Airports – brown field – beyond 74%.
- Non-scheduled air transport service – beyond 49% and up to 74%.
- Ground-handling services – beyond 49% and up to 74%.
- Satellites – establishment and operation - 74%.
- Private securities agencies – 49%.
- Telecom-beyond 49%.
- Single brand retail – beyond 49%.
- Asset Reconstruction Company – beyond 49% and up to 100%.
- Banking private sector (other than WOS/Branches) – beyond 49% and up to 74%, public sector – 20%.
- Insurance - beyond 26% and up to 49%.
- Pension Sector - beyond 26% and up to 49%.
- Pharmaceuticals – Brownfield – 100%.

V. FINDINGS

- Make in India initiative enhances job opportunities to the unemployed youth
- Technical skill enhancement will take place by this initiative to become competent in manufacturing sector globally
- Standard of living improves in the country
- Make in India supports small scale industries which lead to a possibility of development in other areas along with manufacturing sector in India
- It's a good sign that they clearly mentioned percentages of FDI in various sectors and also restrictions of FDI in some sectors
- It takes time to transform India into global manufacturing hub if lag in implementation of Make in India initiative

VI. SUGGESTIONS



- Reforms in this initiative are ought to be executed to gain good will of countries globally on manufacturing sector of India.
- 100% Foreign Direct Investment in some sectors may lead to negative consequences as the investor holds complete authority on the unit established
- Make in India campaign should be continued irrespective of Indian Governments in future
- Government of India should heed to the environment issues in Make in India initiative
- Transparency in creating the business with foreign investors.

VII. CONCLUSION

This initiative is an opportunity to the country to not only focus on service sector but also on manufacturing sector to emerge India as a global competent manufacturing country. Technology updates at faster pace than earlier through Make in India campaign. It is a helpful platform for entrepreneurs and business men and overseas manufacturers to avail and grab the opportunities available to manufacture their products at lower manufacturing cost and to start companies easily with the structural and administrative changes and friendly policies of the government.

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WOMEN ATROCITY IN ORGANISATION

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ABSTRACT

The paper mainly concentrates on atrocities which are being committed by the organisation or individual members working in it. This explores an idea that atrocity is an attack on mundanity which is causing and caused by disturbance of mental states. Generally these atrocities occur in the organisation may be because of paying less attention on harmonious relations of employees. Atrocity may be the result of disturbed individual acting alone with a desire to disrupt others because of misconception. This paper focuses to curb violence against employees. This paper tries to analyse how the organisations try to prevent these atrocities against employees which is causing defamation and thus securing the organisation and image building.

Key words: Atrocity, Defamation, sexual harassment, campaign, gender discrimination.

I. INTRODUCTION

Atrocity is one of the major problems the organisation is facing not only in India but also in all parts of globe. The atrocities against women may be highly influenced by observity depicted in the media/cinema. Women today have proved themselves in almost every field of life affirming that they are no less than men. The reports of violence against them are much larger in number than against men (A.M.Sharma 12th edition 2008). Even after India gained independence, gender discrimination has not changed. Women are still looked down upon as weaker sex and lagging behind in various areas due to the prevailing social stigmas. Though many acts are implemented against atrocity, unfortunately these crimes continue to happen all too often.



II. CAUSES OF ATROCITY

Atrocity is, above all, a manifestation of power relations – women are much more likely to be victims precisely because they more often than men lack power, are in more vulnerable and insecure positions, lack self confidence, or have been socialized to suffer in silence. In order to understand why women endure the vast majority. It is important to look at some of the underlying causes of this phenomenon.

III. MALE SELF PERCEPTION

The relationship between the sexes in many countries around the world includes a considerable amount of violence against women.

Violence by men against women exists in the workplace, as it does in other settings. Some scholars, such as Susan Faludi, the author of *Backlash: the Undeclared War against American Women*, suggest that male hostility toward women in the workplace is closely connected to male attitudes about the “proper” role of a man in society. Surveys on men’s perception of masculinity, carried out in the U.S., for example, indicate that the leading definition of masculinity is being “a good provider for his family.” Ms. Faludi concludes that some men perceive the “feminist drive for economic equality” as a threat to their traditional role. Thus, sexual harassment is a form of violence perceived as self-protection.

The problem of sexual harassment relates to the roles which are attributed to men and women in social and economic life, which, in turn, directly or indirectly, affects women’s positions in the labour market.

IV. DISCRIMINATION AS A FORM OF WORK PLACE CONTROL

Catherine MacKinnon, author of *Sexual Harassment of Working Women*(1979), was the first legal scholar to draw attention to the connection between sex discrimination and sexual harassment:

... [W]omen tend to be in low-ranking positions, dependant upon the approval and goodwill of male [superiors] for hiring, retention and advancement. Being at the mercy of male superiors



adds direct economic clout to male sexual demands.... It also deprives women of material security and independence which could help make resistance to unreasonable job pressures practical...

... [S]exual harassment of women can occur largely because women occupy inferior job positions and job roles; at the same time, sexual harassment works to keep women in such positions.

If sex discrimination forces women into lower-paying jobs, sexual harassment helps keep them there. This may not be the intention of the harasser in every instance, but it is often the effect.

Seen in this context, male workers who harass a woman on the job are doing more than annoying her. They are reminding her of her vulnerability, creating tensions that make her job more difficult and making her hesitant to seek higher paying jobs where she may perceive the tension as even greater. In short, sexual harassment creates a climate of intimidation and repression. A woman who is the target of sexual harassment often goes through the same process of victimization as one who has suffered rape, battering or other gender-related crimes- frequently blaming herself and doubting her own self-worth.

V. HOW ATROCITY DISTURBS WORKPLACE

1. Increased absenteeism due to anxiety, panic attacks, fear, depression, stress and ill-health.
2. Unaddressed stress can often lead to errors at work, injury, fatigue, illness and disease.
3. Reduced performance and productivity caused by isolation, breakdown in work relationships, distraction and low morale.
4. Unhappy unmotivated staff.
5. Increased staff turnover.
6. Increased management time spent investigating and dealing with complaints.
7. Unhealthy workplace culture and ongoing conflicts.
8. Industrial action.
9. Damaged reputation.
10. Expensive litigation procedures and negative publicity.



VI. RESEARCH METHODOLOGY

The collection of information has been done through secondary sources. The collected data have undergone statistical process.

Scientific research aims at generating valid knowledge about the topic

1. To understand the reality of women by discovering and uncovering actual facts of women's lives and the atrocities they face and experience in their lives. Which have been hidden, inaccessible, suppressed, distorted, misunderstood and ignored.
2. To change present attitudes and values in the society regarding women's roles and rights to one of equal participation in all levels of development.

This study is intended to test

1. Atrocities against women in organisation.
2. Atrocities against women reinforce women's subordinate status socio culturally.

VII. STATISTICS

According to the latest data released by National Crimes Records Bureau, India (NCRB)

"A woman is raped = every 54 minutes

An act of eve-teasing = every 51 minutes

One act of criminal offense against women = every 7 minutes

Table 1 : Incidence of IPC crimes under sexual offences during 2014

s.n o	State	Rape	Atte mpt to rape	Assault on women with intent to outrage	Insult to the modesty of women	Total sexual offences under IPC	% share	Crime rate	%to total IPC cogniz able crimes
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				her modesty					
1	Andhra Pradesh	961	165	4547	2649	8322	6.3	32.8	7.3
2	Arunachal Pradesh	83	10	121	3	217	0.2	35.5	7.6
3	Assam	1980	227	3099	1	5307	4.0	34.2	5.6
4	Bihar	1127	484	572	69	2252	1.7	4.6	1.3
5	Chhattisgarh	1436	21	2122	79	3658	2.8	29.0	6.3
6	Goa	95	2	202	57	356	0.3	39.3	8.0
7	Gujarat	841	6	1352	173	2372	1.8	8.1	1.8
8	Haryana	1174	136	1688	102	3100	2.3	25.2	3.9
9	Himachal Pradesh	283	5	538	60	886	0.7	25.9	6.3
10	Jammu and Kashmir	331	20	1421	237	2009	1.5	34.5	8.4
11	Jharkhand	1050	208	440	18	1716	1.3	10.7	3.8
12	Karnataka	1324	22	5263	170	6779	5.1	22.4	4.9
13	Kerala	1347	36	4367	257	6007	4.5	33.2	2.9
14	Madhya Pradesh	5076	56	9609	429	15170	11.4	41.8	5.6
15	Maharashtra	3438	15	10001	1575	15029	11.3	26.8	6.0
16	Manipur	75	1	98	0	174	0.1	13.8	4.8
17	Meghalaya	118	26	105	54	303	0.2	22.5	8.2
18	Mizoram	120	1	97	29	247	0.2	48.8	11.5
19	Nagaland	30	3	16	1	50	0.0	4.5	4.3
20	Odisha	1978	33	5543	379	7933	6.0	38.2	10.6



21	Punjab	981	154	1113	35	2283	1.7	17.3	6.1
22	Rajasthan	3759	373	5999	18	10149	7.6	29.8	4.8
23	Sikkim	47	9	34	3	93	0.1	31.2	8.7
24	Tamilnadu	455	16	1105	229	1802	1.4	5.3	0.9
25	Telangana	979	73	3188	1142	5382	4.0	29.8	5.0
26	Tripura	239	35	492	11	777	0.6	42.3	14.1
27	Uttarprades h	3467	324	8605	29	12425	9.3	12.4	5.2
28	Uttarakhan d	270	41	343	4	658	0.5	12.9	7.2
29	West Bengal	1466	1656	5670	543	9335	7.0	20.8	5.0

Table 2: Crime committed against women cases by police during 2014

S.no	Aspect	At office premises	In places related to work
1	Disposal of crime against women cases by police during 2014 1. Cases pending investigation from previous year. 2. Cases reported during this year. 3. Total cases for investigation	15 57 72	225 469 693
2	Persons arrested for crime committed against women. 1. Persons in custody 2. Persons arrested	Male -7 female -0 Male -55 female -0	Male -17 female -0 Male -643 female -2
3	Persons arrested committing crimes		



	against women by courts		
1.	Persons in custody	Male -28 female -0	Male -84 female-0
2.	Persons against whom cases were compounded by court	Male -2 female -0	Male -84 female-0
3.	Persons convicted	Male -2 female-0	Male -78 female-0
4.	Persons acquitted	Male -7 female-0	Male -335 female-0

VIII. PREVENTIVE MEASURES

1. To notify, publish and circulate express prohibition of sexual harassment.
2. To provide appropriate work conditions for woman in respect of work, Leisure, health and hygiene.
3. To ensure that there is no hostile environment towards women at work Places.
4. For private employers, the prohibitions must be included in the standing orders under the “Industrial Employment (Standing Orders) Act, 1946”
5. To create rights awareness among the female employees, the guidelines must be prominently displayed.
6. Issue of sexual harassment should be discussed in the Employer-Employee meetings.
7. Employer should ensure that the victim or witnesses are not victimized or discriminated while dealing with sexual harassment complaints.
8. The women victim can ask for transfer of the perpetrator. She can even ask for her own transfer.
9. In case of sexual harassment by third parties or an outsider, the employer should ensure that preventive action is taken and the victim is assisted and supported.
10. It is the duty of the employers to send an annual report to the Government department regarding the compliance of the guidelines and the reports of the compliance committee.
11. Forming anti-atrocity committees or women protection cell in the organisation.

IX. NARRATING ATROCITIES: ILLUSTRATIVE CASES



Campaign 1: Kadam Badhao campaign to address women atrocities

JAIPUR: As part of a new initiative to address the issue of growing violence against girls and women in rapidly urbanizing areas of the country, and bringing the intervention plans to the desert state of Rajasthan, a collective programme was organized here recently to focus on the Kadam Badhao Campaign. The ground-breaking innovative campaign is going to be launched shortly in Jaipur.

Over a period of 15 months, the Kadam Badhao Campaign intends to reach out to and influence the attitudes of all individuals directly linked to ensuring that girls and young women develop full personhood and equal participation in all walks of life, including sustainable economic development.

Campaign 2: Tata Power Company event for women to get justice against atrocities

MUMBAI: Tata Power Company has extended support to women to help them achieve justice against atrocities through case registration centres (CRCs).

It recently organised a 'Mahila Melava' to promote women empowerment and self-sustenance and organised a daylong event to train the women. Said a TPC spokesperson, "Tata Power created awareness about the CRCs operated by the company for women in association with CORO at a special event, 'Mahila Melava' for the women self-help groups in Trombay. The CRCs assist and provides support to women to achieve justice against the atrocities being committed towards them. The daylong programme witnessed the attendance of close to 250 women."

X. CONCLUSION

This research paper enquires the events of reported atrocities committed to women and experienced by women in India especially in working premises and in organisation. In the paper of United States institute of peace (Jones Claes), it is suggested the prevention techniques



through persuasion and deterrence. We have tried best to describe the minute details, as we think it

will do good to understand the cases in a self -reflexive way.

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TRAINING NEEDS ANALYSIS FOR SPECK SPATIAL TECH LIMITED

(W.r.t Speck Spatial Ltd, A.S.Rao Nagar, Hyderabad)

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ABSTRACT

Training needs analysis is the first stage in training process and involves a procedure to determine whether training will indeed address the problem, which has been identified. Training can be described as “the acquisition of skills, concepts or attitudes that result in improved performance within the job environment”. Training analysis looks at each aspect of an operational domain so that the initial skills, concepts and attitudes of the human elements of a system can be effectively identified and appropriate training can be specified. Training Analysis is most often used as part of the system development process. Due to the close tie between the design of the system and the training required, in most cases it runs alongside the development to capture the training requirements. Training Needs assessment focuses on the identification and prioritization of training needs. The analysis of training needs for this company will provide a focus and direction for the investment it makes in its employees' professional development plans. The purpose of this study is to survey employees of Speck Spatial Tech Ltd , collect data and provide recommendations for improvement. Data were collected through a a survey. This study conducts a systematic needs assessment to differentiate training solvable needs from other organizational needs within Speck Company.

I. INTRODUCTION

Speck is a manufacturer of products and developer of strategic, tactical and developmental solutions enabling Geospatial Technologies. With strengths in Optoelectronics, Mapping & GIS, Containerization & Ruggedization, Communication, Software, Unmanned Aerial Vehicles and System Integration, we are a natural partner for global leaders and a niche technology incubator for powering domestic markets and offset requirements. Training costs money; therefore, it must to add value to the organization by developing people in the most effective way. "Whether you



are an experienced or inexperienced training professional, or the person responsible for 'people' issues, making your training count is the way to influence the future success of your organization. In order to do this, you must be able to match all training directly to the needs of the organization and the people in it

II. SCOPE OF THE STUDY

The scope of the study is limited to the assessment of training needs of employees of speck systems limited at Dr. A.S. Rao Nagar in hyderabad.

III. OBJECTIVES OF THE STUDY

- To study the training practices prevailing in speck.
- To know the satisfactory level of the employees regarding the training and development programs.

IV. RESEARCH METHODOLOGY AND DESIGN

A. Source of the data

To carry out the objectives, the researcher has used both primary and secondary data.

The secondary data and information have been collected from company website.

The primary data is collected through structured questionnaire from the employees of speck

B. Sample design

For the purpose of the study, the researcher selected the employees of speck on the basis of random and stratified technique. Random and stratified sampling is the least expensive and least time consuming of all sampling techniques. The sampling units are accessible, easy to measure and cooperative. The researcher personally contacted 100 employees of speck and was appraised about the purpose of the study and request was made to them to fill up the questionnaire with correct and unbiased information.



V. DATA ANALYSIS AND INTERPRETATION

Category1: perception of employees regarding induction program

Table:1 Induction training contains all the necessary contents which are required to train you

	Strongly agree	Agree	Indifferent	Disagree	Strongly disagree	Total
No.	16	50	17	10	7	100
%	16	50	17	10	7	100

Inference: table i shows that 16% of employees strongly agree, 50% agrees, 17% are indifferent, 10% disagree and 7 % strongly disagree that induction program of speck have necessary contents which are required to train them.

Table:2 Induction training is of sufficient duration

	Strongly agree	Agree	Indifferent	Disagree	Strongly disagree	Total
No.	5	43	40	10	2	100
%	5	43	40	10	2	100

Inference: table 2 shows that about 5% of employees strongly agree, 43% agrees, 40% are indifferent, 10 % disagree and 2 % strongly disagree that induction program of speck is of sufficient duration.

Table:3 Induction training is given sufficient importance

	Strongly agree	Agree	Indifferent	Disagree	Strongly disagree	Total
No.	10	50	34	5	1	100
%	10	50	34	5	1	100

Inference: Table 3 shows that about 10% of employees strongly agree, 50% agrees, 34% are indifferent, 5 % disagree and 1 % strongly disagree that induction program of speck is given sufficient importance by the management .

Table:4 Induction training is the base by which you decide to work or not with organization



	Strongly agree	Agree	Indifferent	Disagree	Strongly disagree	Total
No.	16	51	21	10	2	100
%	16	51	21	10	2	100

Inference: table 4 shows that about 16% of employees strongly agree, 51% agree, 21% are indifferent, 10% disagree and 2% strongly disagree that induction program act as a base for them to decide whether to work in organization or not.

Table:5 You would expect induction program to have some practical sessions related to the job

	Strongly agree	Agree	Indifferent	Disagree	Strongly disagree	Total
No.	35	37	20	8	0	100
%	35	37	20	8	0	100

Inference: table 6 shows that about 35% of employees strongly agree, 37% agree, 20% are indifferent, 8% disagree and 0% strongly disagree that they expect some practical knowledge from speech

Category2: Need analysis based training

Table:6 You are aware of career path in the organization

	Strongly agree	Agree	Indifferent	Disagree	Strongly disagree	Total
No.	28	43	16	6	7	100
%	28	43	16	6	7	100

Inference: table 7 shows that about 28% of employees strongly agree, 43% agree, 16% are indifferent, 6% disagree and 7% strongly disagree that training that is provided in the company helps them to develop knowledge about career path.

Table:7 you have opportunity at work to learn and grow

	Strongly agree	Agree	Indifferent	Disagree	Strongly disagree	Total



No.	4	50	35	8	3	100
%	4	50	35	8	3	100

Inference: table 7 shows that about 4% of employees strongly agree, 50% agrees , 35% are indifferent, 8 % disagree and 3 % strongly disagree that they have opportunity to grow at work because of the training given to them by speck.

Table:8 In past two years does the company innovated its way of conducting training

	Strongly agree	Agree	Indifferent	Disagree	Strongly disagree	Total
No.	13	54	24	6	3	100
%	13	54	24	6	3	100

Inference: Table 8 shows that about 13% of employees strongly agree, 54% agrees , 24% are indifferent, 6% disagree and 3 % strongly disagree that in past two years the company has changed its way in conducting training .

Table:9 Your job gives you opportunity to learn variety of skills

	Strongly agree	Agree	Indifferent	Disagree	Strongly disagree	Total
No.	14	46	29	10	1	100
%	14	46	29	10	1	100

Inference: Table 9 shows that about 14% of employees strongly agree,46% agrees ,29% are indifferent, 10 % disagree and 1 % strongly disagree that their job gives them scope to learn variety of skills.

Table:10 You have high degree of technical knowledge from your job

	Strongly agree	Agree	Indifferent	Disagree	Strongly disagree	Total
No.	27	45	20	5	3	100
%	27	45	20	5	3	100



Inference: Table 10 shows that about 27% of employees strongly agree, 45% agree, 20% are indifferent, 5% disagree and 3% strongly disagree that they get high degree of technical knowledge from their job.

Category 3: Effect of training on performance

Table: 11 In your opinion does training need analysis lead to training effectiveness

	Strongly agree	Agree	Indifferent	Disagree	Strongly disagree	Total
No.	24	45	19	3	9	100
%	24	45	19	3	9	100

Inference: Table 11 shows that about 24% of employees strongly agree, 45% agree, 19% are indifferent, 3% disagree and 9% strongly disagree that this type of analysis studies helps in designing training procedures more effectively.

Table: 12 To what extent you got training according to your job

	Strongly agree	Agree	Indifferent	Disagree	Strongly disagree	Total
No.	6	48	37	8	1	100
%	6	48	37	8	1	100

Inference: Table 12 shows that about 6% of employees strongly agree, 48% agree, 37% are indifferent, 8% disagree and 1% strongly disagree that they are being trained according to their job.

Table: 13 Continuous evaluation of training provided.

	Strongly agree	Agree	Indifferent	Disagree	Strongly disagree	Total
No.	11	51	27	10	1	100
%	11	51	27	10	1	100



Inference: Table 13 shows that about 11% of employees strongly agree, 51% agree, 27% are indifferent, 10 % disagree and 1 % strongly disagree that their training procedures have been continuously evaluated.

Table:14 In your opinion where speck stand in respect of developing the way of training in past few years.

	Strongly agree	Agree	Indifferent	Disagree	Strongly disagree	Total
No.	15	48	30	6	1	100
%	15	48	30	6	1	100

Inference: Table 14 shows that about 15% of employees strongly agree, 48% agree, 30% are indifferent, 6 % disagree and 1 % strongly disagree that speck stand in respect of developing the way of training in past few years

Table:15 Training helps in increasing employee's productivity.

	Strongly agree	Agree	Indifferent	Disagree	Strongly disagree	Total
No.	25	20	44	8	3	100
%	25	20	44	8	3	100

Inference: Table 15 shows that about 25% of employees strongly agree, 40% agree, 24% are indifferent, 8 % disagree and 3 % strongly disagree that their training helps in employee productivity.

VI. FINDINGS

1. It is understood that speck employees are satisfied with induction program.
2. SPECK induction is of sufficient time and company is giving enough importance to induction.
3. It is good to see that employees agree that induction program of speck has given them enough scope to set career in speck and also they expect some practical sessions.
4. SPECK employees feel that training gives the opportunity to grow.



5. Employees of speck say that training given to them gives them opportunity to learn new set of skills and adds technical knowledge too.
6. Almost 65% employees agree that company they get training according to their job.
7. Speck constantly evaluating its training methods and upgrading them
8. SPECK training are a bit lacking in leading to employee productivity

VII. RECOMMENDATIONS

1. There is need for a continuous program of training for every individual to work as a member of an effective team and activate the potential to achieve the corporation's goal.
2. For effective training output the hr department should provide the training to the workers with in their working hours.
3. It would be imperative to maintain organized training staffs which are capable of performing all training functions including needs assessment analysis and evaluation.
4. There is still found informal training need assessment procedure in speck. It could be most important to involve most of the training staff in needs assessment and evaluation and also could consider formal needs assessment procedure.
5. Speck has to concentrate on designing its training methods that improve productivity of employees.
6. The benefits of training and development methods have to be utilized for practical purposes rather than they being used just to reflect it on paper.

VIII. CONCLUSIONS

Training is necessary in the changing environment, planned and systematic training should be made compulsory in all private and public banks. The result of the present study shown that the training practices in the selected company speck are average and there is lot of scope for improvement. Researcher found that the training and effectiveness programs have a positive impact on the employees. The overall opinion about the training conducted by the speck among the employees is very good and effective, it is very much helpful to improve the individual



career and the organization growth too and they are satisfied with the training process and method of teaching.

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TALENT MANAGEMENT – A PARADIGM SHIFT

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ABSTRACT

Talent management is the science of using strategic human resource planning to improve business value and to make it possible for companies and organizations to reach their goals. People management can be defined as the process of controlling and monitoring individuals. The concept of people management is widely used in organizations where the manager's most important task is to manage people. In order to increase the efficiency of the people the manager has to lead, motivate and inspire people. The objective of the study is to analysis whether the market and organization are away from “talent” and now focus on “people. The study is basically from random survey conducted by meeting the HR working in cooperates in telagana state. To support the primary data some of the conclusions are drawn from the secondary data which includes blogs, few trusted website, magazines and books on talent management

Key words: Talent Management, People Management, Paradigm Shift, Management

“Good people management is the most important and challenging skill required in the workplace”

I. INTRODUCTION

Key to today's working world is a focus on the team hands on mangers who empower small teams, teams who work well together and people who fit and want to be part of the team mission.



Talent on demand gives employers a way manage their talent needs and recoup investments in development , a way to balance the interest of employers and a way to increase the level of skills in society. At its heart, talent management is simply a matter of anticipating the need for human capital and then setting out a plan to meet it.

II. NOW, LET'S UNDERSTAND WHAT TALENT MANAGEMENT IS

Talent management is not an end in itself. It is not about developing employees or creating succession plans, nor is it about achieving specific turnover rates or any other tactical outcome.

It exists to support the organization's overall objectives, which in business essentially amount to making money.

Talent management recognizes a person's inherent skills, traits, personality and offering him a matching job. Every person has a unique talent that suits a particular job profile and any other position will cause discomfort. A wrong fit will result in further hiring, re-training and other wasteful activities such more expensive training software. It is beneficial to both the employers and the employees.

III. TALENT MANAGEMENT FOR THE TWENTY-FIRST CENTURY

Over the past generation talent management practices, especially in the United States, have by and large been dysfunctional, leading corporations to rock from surpluses of talent to shortfalls to surpluses and back again. Therefore, the boss is expected to give explicit instructions which will be followed to the letter - even if everybody knows full well that the instruction is incorrect. Vague requests for action, with the expectation that staff will show the necessary level of initiative are likely to end in inaction, as staff will be left confused as to the wishes of the manager. Managing people in India requires a level of micro-management which many western business people feel extremely uncomfortable with, which is likely to bring the best results



IV. HOW WE GOT AT THIS POINT (LITERATURE REVIEW)

Our latest research shows that your ability to attract talent (the *right* people, not just anyone) is now one of the biggest differentiating factors in business. We see a fast-growing new marketplace for tools and vendors which help you assess your culture and find people who “fit” – fit with your strategy, your culture, your team, as well as the job. New talent analytics tools and strategies now help you figure out who fits, find people who fit.

The older companies like PepsiCo and GE that still invested in development became known as “academy companies”: breeding grounds for talent simply by maintaining some of the practices that nearly all corporations had followed in the past.

According to a recent Monster.com study, nearly 80% of CEOs say HR issues are core to a company's success. Around 73% of CEOs spend a fourth of their time in talent development, with a similar percentage spending it on retention of the best performers. Nearly 61% have employee satisfaction as an integral part of their goals.

"Over the past three to four years, addressing the needs of employees and talent management has gained prime importance for CEOs, especially since unemployability remains an issue," says Modi.

V. THE JOURNEY OF HR FROM TALENT MANAGEMENT TO THE NEW THOUGHTS OF PEOPLE MANAGEMENT

People management is a better HR development process than talent management. Every company today's wants to have a better working environment. They not only are concentrating on growth and profit objectives but also on long and stay happy of an employee. If India as a developing country is compared with west& Asian companies specially Japan. The strategy of the Japanese employers is to make continuous evaluation of work is done. A well-known feature of Japanese management is the follow of permanent employment (shushin koyo).



India, the land of wisdom provides solution for all modern problems and challenges. The Sanskrit synonym for “TALENT” is “GUNA” means the innate quality and ability in a person which has genetic racial, cultural and psychological roots. Different people have different talent which the manager should identify, discover, explore and excavate. Talent may be constructive or destructive. A thorough knowledge of human psyche is essential for an effective and creative talent management.

VI. TALENT MANAGEMENT MODEL AGAINST PEOPLE MANAGEMENT METHODS

Important question to be asked **Are we all just “talent” to be used by our employers? Are we defined entirely by our skills and ability to drive results or do work for the organization?**

While each one is here to drive results in some fashion, I would suggest that thinking of people entirely as “talent” has become a limiting conception. Of course we want to hire, train, develop, and lead people so they deliver results – but today we have to imitate on the fact that each individual who works for us are actually individual people, coming to work for their own.

For example, most companies no longer think about people from “pre hire to retire” any more. As Reid Hoffman discusses in his book the Alliance we hire people like we hire professional athletes.

We come to work because we like it and the compensation and benefits we receive is only one of the many reasons we show up and not to sell skill. We have outside lives, personal career goals, individual passions, and we want to be creative. I would suggest we are more than just “talent,” from a management perspective – we are simply “people” – just like our customers are “consumers.”

We know this swing has happened because all research shows that engagement and retention has become one of the major issues in MNC’s today. This is why new tools to understand the drivers of engagement analyze and predict retention, and manage flight risk are among the hottest new areas of HR (people management).



VII. EMPLOYEES AS CONSUMERS – CHANGE OF PERCEPTION

If MNC's start to consider employees as "people" or consumers (ie. they can always go elsewhere), then all of a sudden they think about "talent management" in a fresh way. It's not just a way to amalgamate HR processes; it's a series of strategies, programs, investments, and promises that make employee's life, work, and career better. This is where work is going – we now work in a world of independent free agents, each of which is like a voluntary "consumer" who may choose to stay or leave.

Bill Jensen, an entrepreneur who has written on work simplification, just finished a large study of work he calls "The Future of Work – Search for a Simpler Way." It's a great read, and what he talks most about is how passion is the new driver of employment success.

The Deloitte Center for the Edge recently publishes a series of papers on worker passion, and they also explain that only around 13% of the world is truly "passionate" about their work. These "passionate explorers" absolutely love their work, and they are responsible for many of the most innovative products and services we have.

Now think "Talent Management"- dead? Is it? In HR process thinks from a wide concept and implication of holistic approach so TM's concepts and principles are not exodus. But the focus is now "Talent Management" to "People Management".

MNC's need a much more holistic view of how to manage people, one focused on each individual as a voluntary consumer, and a strategy which builds a culture of focus, inclusion, support, and results.

- In "talent management" we focus on identifying the "top talent" and segmenting, ranking, and rating people based on performance and potential. In "people management" we focus on everyone's strengths and find roles that help people leverage their skills, empowering them to add value wherever we can.
- In "talent management" we think about people in terms of the way they add value to the company, training and focusing them on what the business needs. In "people management"



we focus on each individual as an “owner” and try to create an environment where they feel part of the mission and give them flexibility to add value in unique and special ways.

- In “talent management” we create talent pools and try to group people into segments and clusters to manage them better. In “people management” we embrace and honor diversity and realize that every person is unique and try to remove unconscious bias and empower people to thrive in their own way.

VIII. METHODOLOGY

The study is basically from random survey conducted by meeting the HR working in cooperates in telagana state. To support the primary data some of the conclusions are drawn from the secondary data which includes blogs, few trusted website, magazines and books on talent management. While the study was conducted through oral interviews with the HR’s, this study was conducted during the month October and November. Following are the points we consider important for the study,

In these organizations the

- ✓ Policies for talent management are set by hierarchy.
- ✓ Talent management and people management are implemented based on requirements / demand for certain project.
- ✓ HR’s also mentioned retention and job rotation policy a very important role in talent management.
- ✓ Compliances procedure and reward system are based on client process and budget.
- ✓ Difficult to find talented people in the India (developing country) but on the other hand easy to empower people in the organization (people management)
- ✓ The company's brand image has to be about people and if you do not get your right people, chances are you won't get anything else right.
- ✓ With Indian companies currently in the throes of a high growth trajectory, talent management and talent creation are becoming key responsibilities,



Special issue, ICCEMT 2015

- ✓ Manager, who is people's manager, needs to use team member's uniqueness to blend their skills into a team and then get out in front and guide.
- ✓ Employment culture and engagement plays important role.
- ✓ Employee assessments give deep insights to the management about their employees.
- ✓ Employee development needs, career aspirations, strengths and weaknesses, abilities, likes and dislikes. It is easier therefore to determine what motivates whom and this helps a lot Job enrichment process.
- ✓ People management help manager be a good leader and fulfill the objective.

IX. SECONDARY DATA ANALYSIS

- In organization today employees need to manage many things like employers behaviour, retention, high competition both inside and outside.
- New software's to test talent of the people (continuous evaluation)
- Does a top "best place to work" ranking correlate with business success?
 - Employer brand 1. Google 2. Apple 3. MS 4. Face book
 - Market cap value 1.Apple - \$478 b 2.Exxon - \$406 b 3.Google - \$403 b 4.MS - \$315 b 13 Facebook - \$211b (as per 2012)
 - Product brand 1. Google 2. Apple 3. IBM
- Realize that most of your firm's productivity comes from your top performers how much more do top performers produce? The top 1% of your workforce produces what % of your total output? The top 5% produce 5% A top performer produces how much more than the average employee in the same job? - 10 times more than the average GE & Yahoo - 25 times more than average employee - 300 times more than the average - 1000 times more than the average Apple Google Microsoft 26% (5X) - U of Indiana study
- Three factors are considered important in people management motivation, relationship skills and skills

X. SUGGESTIONS (FURTHER POINTS FOR IMPLEMENTATION)



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- Engagement is perhaps the single-most important x-factor reduces hierarchy so that people can get stuff done! Let people build their careers on their own. With more of research and theories to explain the people management we can help employees become 'volunteers', work will become a vocation!
- Often employees focus on their job titles and lose sight of their roles and responsibilities.
This can lead to confusion about who does what and why.
- Good managers make convinced their people know not only their own jobs but everyone else's too, so that better human relation can be maintained.
- Key thought to remember as a leader in today's MNC culture is that people can't be pushed far or for very long, but they can be pulled a long way. As a leader, it is his job to get out in front with the vision and pull your people along.
- When managers don't trust people to do their jobs, this lack of trust plays out in a number of injurious ways. Micromanaging is one example
- MNC's need not necessarily have to treat every employee the same, but they must feel as if they receive equal treatment. The perception that is been looked at is have pet employees or that you play favorites will undermine your efforts to manage people
- Fail to communicate effectively and withhold important information.

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**CORPORATE SOCIAL RESPONSIBILITY – A MYTH OR REALITY CASE OF
CAPGEMINI INDIA PRIVATE LIMITED**

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ABSTRACT

Corporate social responsibility is also called corporate citizenship, as human beings are abide to fundamental duties, same way corporate are required to perform some duties towards their stakeholders and to the society at large. With a view to protect the society, rules and acts are framed under the companies act which are been amended from time to time, the latest amended of companies act i.e., new act 2013 provides strict rules and acts with regard to social responsibility.

Proving to be a good corporate citizen, an leading IT firm, Capgemini India pvt ltd taken-up CSR initiatives and activities at the various work- centres and locations of Capgemini in India. The initiative and/or activities are directed towards the benefit of different segments of society specifically covering the deprived, underprivileged and people with disabilities, providing equal opportunities and thereby empowering them towards a dignified life.

This activities which encompasses the company's philosophy for delineating its responsibility as a Responsible Corporate Citizen and lays down the guidelines and mechanism for undertaking socially useful program for welfare and sustainable development of the community at large, is titled as the 'CAPGEMINI INDIA CSR Policy' ("CSR Policy"). This policy shall apply to all CSR initiatives and activities taken up at the various work- centres and locations of Capgemini, for the benefit of different segments of the society, specifically the deprived, underprivileged and differently abled persons

Key-words:-*corporate social responsibility, companies act, society, Capgemini India Pvt Ltd*



I. INTRODUCTION

Corporate social responsibility is also called **corporate citizenship**, as human beings are abide to fundamental duties, same way corporate are required to perform some duties towards their stakeholders and to the society at large. With a view to protect the society, rules and acts are framed under the companies act which are been amended from time to time, the latest amended of companies act i.e., new act 2013 provides strict rules and acts with regard to social responsibility.

Corporate Social Responsibility (CSR), a term widely use for defining the responsibilities of Corporate world towards the society & environment. Although the term is not new in this Corporate world but its scope & meaning has undergone major changes from treating it as a mere charity in comparison with the responsibilities/duties of the Corporate towards the outer world. There are many big entities who have been actively engaged in the CSR activities but unfortunately the number is relatively less.

Proving to be a good corporate citizen, an leading IT firm, capgemini India pvt ltd taken-up CSR initiatives and activities at the various work- centres and locations of Capgemini in India. The initiative and/or activities are directed towards the benefit of different segments of society specifically covering the deprived, underprivileged and people with disabilities, providing equal opportunities and thereby empowering them towards a dignified life.

This activities which encompasses the company's philosophy for delineating its responsibility as a Responsible Corporate Citizen and lays down the guidelines and mechanism for undertaking socially useful program for welfare and sustainable development of the community at large, is titled as the 'CAPGEMINI INDIA CSR Policy' ("CSR Policy"). This policy shall apply to all CSR initiatives and activities taken up at the various work- centres and locations of Capgemini, for the benefit of different segments of the society, specifically the deprived, underprivileged and differently abled persons.

II. OBJECTIVES OF THE STUDY

1. To understand the concept of corporate social responsibility



2. To forecast the CSR activities of service sector through IT firm
3. To exhibit the importance of CSR activities to the companies and society at large.

III. RESEARCH MYTHOLOGY

The research has been done with the help of secondary data only which includes the following:-

Company website

Company prospectus, annual reports

Telephonic conversation with the employee

Corporate social responsibility and the companies Act 2013:-

The Companies Act, 2013, is scheduled to come into effect for fiscal years beginning April 1, 2014. While the Act contains many provisions that affect Indian companies, perhaps none has been the subject of as much discussion as Section 135, which covers CSR. The basic Requirements are few, but the options for implementing the act are vast. The requirements of the Section 135, which covers CSR, are as follows:

Who is required to spend & how much?

The law applies to all Indian companies that are subject to the Companies Act, 2013. CSR requirements come into place during any financial year in which a company has:

- Rs. 500 crore or more net worth
- Rs. 1000 crore or more in turnover or
- Rs. 5 crore or more net profit

Companies that meet one or more of these conditions are required to spend 2% of the average Net profit for the preceding three financial years on CSR initiatives.

What are they required to do?

Companies that meet the financial criteria also have organizational and reporting criteria.



The board of directors must establish a CSR Committee. The Committee must have a minimum of three members.

The CSR Committee is required to:

- develop and report on the CSR policy and associated initiatives to the board every year
- budget and monitor the CSR policy
- Report on the CSR policy and initiatives undertaken during the year as part of the report of the board, which is circulated along with the annual report

The board is required to:

- oversee implementation of the policy
- ensure that 2% of profits are spent on CSR
- provide justification in the event that CSR spending falls short of 2%

If the board does not publicly explain reasons for its spending shortfall, the company is subject to a fine and possible imprisonment of officers.

Background of the Capgemini India Pvt Ltd

Capgemini India was established in 2001 with its first office in Mumbai, and today it serves as a world-class offshore centre through its unique Right shore Strategy to serve global customers. It also services Indian markets through its Local Business Services arm. More than 55,000 employees work for 600+ clients, operating from nine cities – Mumbai, Bangalore, Gurgaon, Pune, Hyderabad, Chennai, Kolkata, Salem and Trichy.

Capgemini India is part of the global Capgemini Group that is one of the world's foremost provider's of **consulting, technology, outsourcing services** and **local professional services**. Present in over 40 countries with almost 180,000 people, the Capgemini Group helps its clients transform in order to improve their performance and competitive positioning. Headquartered in Paris, Capgemini is a public-listed company with its annual revenues crossed 10.5 Billion Euros in 2014.

Capgemini Group offers an array of integrated services that combine top-of-the-range



technology in **six industry sectors** – Consumer Products and Retail, Manufacturing & Life Sciences, Public Sector, Financial Services, Telecom and Energy and Utilities.

Capgemini's **Consulting Services** help businesses and organizations to identify, build and carry through transformation programs that will improve growth and sharpen their competitive edge on a long-term basis. **Technology Services** design, develop and implement a wide range of technology projects that involve complex systems integration and IT application development.

With a strong focus on quality, Capgemini India is **CMMI SVC Level 5, ISO 9001:2008, ISO 20000:2011 and ISO 27000 certified**. It follows a stringent delivery mechanism that involves Standardised Processes, and Quality & Risk Management. Having won several awards for its pursuit of high quality services

CSR and Sustainability at Capgemini

The company CSR approach in India is based on four thematic areas; these are **Education, Employability & Livelihood, Environment and Emergency Response & National Building**. In all of these thematic engagements with communities, the key enabler is employee engagement. It seek credible NGOs/Sec 8 companies to partner with us for project implementation in these areas

Capgemini Sustainable Procurement Principles

1. Human Rights
2. Respect for national, international, regional and local applicable laws
3. No forced or compulsory labor
4. No child labor
5. Equality and diversity
6. Employee well-being and development
7. Disciplinary practices



8. Freedom of association
9. Health and Safety
10. Confidentiality and intellectual property
11. Refusal of bribery and corruption in business practices
12. Environmental impacts.

Environmental Sustainability

Although Capgemini does not manufacture products, it recognizes that services and business activities still impact the environment. They are, therefore, working to reduce our environmental impacts as part of our overall Corporate Responsibility & Sustainability program, particularly focusing on energy use, business travel and waste. They are also committed to complying with legal and other relevant requirements in force within our operational geographies.

Capgemini believe that environmental sustainability is a driver of shareholder value. Taking steps to go beyond simple environmental compliance, provides it with opportunities to support clients with new service offerings as well as to improve our efficiency and ultimately lower operational costs

Power

Capgemini main environmental impact comes from the consumption of electricity, gas and oil to light, heat and power to our offices and data centres. Data processing centres are particularly energy intensive due to the high level of IT equipment to be housed, powered and cooled. As an example, around 78% of the electricity we use in its operations is consumed by the data processing centres alone

Travel

The business journeys undertake, including journeys by road, rail, air and stays in hotels all consume fossil fuels, contributing greenhouse gas (GHG) emissions and impacting climate change. This is a major challenge for IT industry, whose business relies on the mobility of their employees in order to utilize their skills and experience in serving our customers worldwide.



It continues to take advantage of the opportunities created by technology such as videoconferencing, supported by virtual hosting services. It also introduced or improved some collaborative tools to facilitate remote working and allow a greater flexibility. In many countries they monitor the emissions from our car fleets, especially by setting emission limits or by promoting the use of hybrid vehicles.

Waste management

Much of the waste that the Group produces is generated from office consumables and packaging. It aims to minimize the amount of waste that is sent to landfill by providing recycling facilities in key offices. We also try to engage our people and work with key suppliers to reduce the overall amount of waste in the business, generated by daily operations. We ensure that all electronic equipment is recycled in accordance with local laws.

Community activities

Our community philosophy is to support skills acquisition, education and social inclusion. We collaborate with partners that offer a range of activities, and give our people the opportunity to get involved close to where they live and work.

Nurture talent & employability

As such, the company recognizes its responsibility to the communities in which it operates. Company focus on community projects is very much aligned to its corporate purpose and values and it recognizes its responsibility to contribute to the talent and skills of the wider population. Company fundamental community philosophy is to support skills for the future, education and inclusion. It acknowledges that diversity is a source of richness and competitive advantage so its aim is to support diversity and nurture future talent in all its forms. It operates in communities across the world both from network of offices and from its client and Right shore sites. Its longevity depends in part on its support of these communities and the interest of our employees at local, national and international levels. Its intention is to provide as many opportunities as they can for their employees and to engage in activities for which they have passion and commitment.



Additionally, it align and embed community program with its business activities and client work to ensure sustainability. they share this with people, community partners and clients through communication vehicles such as externally published Corporate Responsibility & Sustainability Review, internet site and intranet and regular internal campaigns. it also measure progress through its annual Group Employee Survey. Work on its global community policy continued in 2013 with a view to rolling out in 2014

As a major global player, Capgemini works with national and international organizations on community projects ensuring that charitable organizations are legitimate and their goals are compatible with the Group's values, Code of Business Ethics and Community policy. Capgemini actively encourages its employees at all levels to get involved in the communities where they live and work. it channel its time, energy and creativity into having a positive impact through partnerships with various foundations, volunteering, pro bono work, fundraising and also by awarding funding, where appropriate. Joining forces to help others strengthens team spirit, improves communication skills and procures a better understanding of the communities around it

Naandi foundation

Capgemini maintain a strong partnership with the Naandi Foundation and its Nanhi Kali Initiative, focusing on supporting young girls through their school education. By the end of 2013 they will have supported over 63,000 school years of education. Company remain Nanndi's largest corporate sponsor of Nanhi Kali internationally and the second largest for the foundation overall. Nanhi Kali has been officially adopted in the Community Engagement approach in 13 countries across Capgemini with Italy being the latest to launch a Naandi initiative.

In addition to directly supporting students, Capgemini has opened 10 Hamari school libraries in schools attended by Nanhi Kali girls, providing them with access to a wide choice of books, newspapers and educational documents. The libraries are managed by a full-time librarian. Summer 2012 also saw the launch of a new initiative by Capgemini ;

the Last Lap program supports smaller groups of girls in their final two years of school and with aspirations that the students will go onto further education. Support is given to see them through



their final school leaving exams by providing extra exam coaching, skills building sessions, and an opportunity to get some work experience with Capgemini India business.

Capgemini ASPIRE business unit, continued the adoption of a school in Mumbai thanks to fund-raising efforts which to date have generated a little over 23,500 from the sale of samosas at the ASPIRE offices. This funding enables Naandi to provide basic academic knowledge to children from the severely underprivileged area in which the school is located and to encourage them to continue their education

Capgemini Norway supported a client in opening a further 10 Hamari school libraries in Mumbai and continues to back project Nanhi Kali as its global Community Engagement initiative. Capgemini India opened up the Nanhi Kali sponsorship scheme to all 44,000 plus employees across India and is also supporting Capgemini UK in delivering the Last Lap program

Invest in good ideas

Some of its National Initiatives includes Capgemini grant program 'We invest in good ideas' was designed in response to numerous grassroots initiatives of employees being aware of the acute social problems in their local surroundings.

Employees engaged in volunteering activities aimed at solving these problems. Capgemini supported with funding, know-how and organizational support to the employees who came forward with the best ideas. Ten projects were realized in 2012, another 15 were started in In. 2013, involving 180 volunteers of which 58 were Capgemini employees. Beneficiaries of the program included a nursery school, an orphanage, an elderly citizen's club and an animal shelter. With this program the BPO Centre in received the European Outsourcing Award in the Corporate Social Responsibility category.

The WeKare initiative

India, Capgemini supports WeKare, a registered charity dedicated to improving the lives of impoverished people. Today, more than 150 volunteer organizations work with 50+ partners across three major cities in India



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Through the WeKare initiative, Capgemini India financially assists its housekeeping and physical security staff in meeting educational expenses of their children. Started in 2010 at the Chennai location, the initiative was also taken up in other locations of Hyderabad and Pune in 2012.

The students in this program are from primary level up to students pursuing their graduation. They are meritorious but have a financially weak background. The funds provided help with fees and the purchase of stationery and school uniforms and in some cases lodging and boarding expenses. In 2012 with a total of 212,870 students benefitted from them. It is the main partner of TADEO, a communication platform which allows deaf and hearing impaired people to receive and make phone calls, participate in meetings and be trained in all autonomy. Tadeo provides a wide range of real-time remote services such as: Instant Speech-to-Text Transcription (ISTT), Visio-interpretation in French Sign Language, Cued Speech Transcription (CST), Lip reading associated with Transcription (RepeaWriting – RW).

Capgemini is one of the companies sponsoring the Belgian Punch Powertrain Solar Team. Seventeen students form the basis of this team. They have 15 months to design and construct a solar car, in order to participate in the 2013 World Solar Challenge, the world championship for solar cars. The team members come from the electro-mechanics and electronics streams of Group T – at the International University of Leuven. Company conducted their first regional day of service, branded “Capgemini Cares”, on September 21, 2012. A thousand employee volunteers united and served side by side with other colleagues in their local communities at 21 sites across the country.

Each community service project was identified by a local team and included everything from supporting the local food bank, or cleaning up a local park, to assisting at a local homeless shelter. In one day we completed over 3,000 volunteer hours in communities where we work and live.

Project theatre

Project Theatre has become a major Capgemini Poland event involving many employees each year. In 2012, after 3 months of non-stop rehearsals, 32 Outsourcing professionals transformed



into actors, producers and stage designers, put on a one hour show of singing, dancing and laughing for a 1,000 strong audience. With this first ever musical in the history of Project Theatres, Little Red Riding Cap, Capgemini Poland collected 3,200 euro for partner organization Siemacha. Siemacha runs institutions for children's sociotherapy, emergency care, education and psychotherapy.

Digital school

Capgemini Italy has teamed with two of our IT partners, to create the digital school 'School 2.0' at the Ettore Majorana technical institute in Bari. Capgemini Italy provided the platform for this innovative model in the educational sector where students can access, through a notebook or PC, school material on a shared network and attend online, subject specific, discussions and forums with teachers and fellow students. The project is being expanded to thirteen other schools and institutions throughout Italy creating a virtual and national academic network where teachers have the ability to upload their lessons real time via touch screen electronic 'blackboards'. Students then have the opportunity to download these same lessons and notes, which is allowing greater inclusivity for students who may not be able to attend regular school lessons; increasing collaboration and knowledge sharing; reducing the need for physical books and raw materials; allowing the inclusion of parents; connecting them directly with teaching staff; and leveraging the expertise of our own employees.

Micro-Financing

Capgemini and its Sogeti division actively participate in PlaNet Finance, an international non-profit organization created to help the world's poorest people fulfil their professional economic potential through micro financing.

Our involvement in PlaNet Finance goes beyond financial support: we also provide technological expertise and critical IT systems support enabling PlaNet Finance to invest more time and money in microfinance initiatives. Since 2005, we've managed the organization's computer system by hosting computer applications including intranet, electronic messaging and online training.



IV. CONCLUSION

In the services business, success is powered as much by shared values as by employee skills. Capgemini's business objectives and shared standards are designed to benefit not only shareholders and employees, but also every other participant in the value chain. It is firm belief that these objectives can only be achieved through mutual respect and cooperation.

Along with the business profit the company pay special attention to the communities in which it operate and in which it live by acting in a socially responsible manner. They are involved in numerous community programs, and are committed to minimizing the impact of our business activity on the environment through an ongoing drive towards sustainability.

Hence we can conclude by stating that no matter whether it's a production or a service industry, sustainability and give back to society in the form of corporate social responsibility should be a part and parcel of mission of the corporate world so that it will be a better place to live for the coming future generation

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**IMPACT OF HRM PRACTICES ON JOB SATISFACTION : EVIDENCE FROM
PRIVATE SECTOR BANKS IN VISAKHAPATNAM CITY**

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ABSTRACT

This study aims at exploring the impact of HR practices on job satisfaction in the context of Private sector banking employees in Visakhapatnam city. A total of 85 respondents from different private sector Banks were collected and analyzed. It was found that HR practices have significant association with job satisfaction. In addition other practices like Training, Performance Appraisal, Team Work and Compensation were found to have positive impact on job satisfaction. On the other hand Employee Participation has no significant impact on job satisfaction.

Key words: HRM, HR Practices, job satisfaction, Team work, performance appraisal, employee's participation.

I. INTRODUCTION

Human Resources Management (HRM) has been considered as very vital aspect, right from inception, manpower planning, induction, training programme development & promotion. In every particular area HR Department helps for increasing the productivity & organizational goals both in long time and short time in the changing environment either for existence or for stability. For growth, the contribution of HR department is immeasurable though a considerable work has been done in this particular area a lot more is to be done. Human resource department is entitled to manage and control the employees by adopting and implementing different techniques of motivation, hiring, training, compensation plans and all other relating to workforce. They can



play an important role in success because job satisfaction is determined by the human resource policies and practices. Job satisfaction, compensation plans, organizational citizenship behavior and appraisal are the most dominated issue inside the organization for employees.

Job satisfaction is the feeling of being fulfilled by the demands that any employee requires in terms of physiological, psychological and esteem. It is usually linked with motivation and job design as well because these factors determine the satisfaction level of the employee at the job place. Satisfaction is of intrinsic in nature and affects the person more than any other constraint in the life. Job satisfaction level is the most measured and evaluated constraint in the organization because it is major factor of efficient and effective performance. The employees are considered to be the most fragile component of the organization in terms of satisfaction because of human nature. Organizations give most importance to the satisfaction level of their best employees who are considered to be the valuable assets of the organization.

Job satisfaction is a crucial indicator of how employees feel about their job and describes how much they are contented with his or her job. The satisfaction level of employees also associated with increase output of the organization. Job satisfaction of an employee is essential to the success of an organization. Many researchers have pointed out that Human Resource Management Practices impact on the outcomes such as employee satisfaction, employee commitment, employee retention, employee presence, social climate between workers and management, employee involvement, employee trust, employee loyalty, organizational fairness [Edgar and Geare (2005); Paauwe and Richardson (1997); and Storey (1989)].

II. REVIEW OF LITERATURE

Arunima Shrivastava, (2009) Study was conducted to determine the level of job satisfaction between the private and public sector banks of India. The study used random sample t-test and qualitative analysis to study the difference. Private bank employees perceive greater satisfaction level with pay, social and growth aspects of job whereas public sector employees are more



satisfied due to job security. These results signify the impact of human resource policies on job satisfaction.

Chopra and Khan (2010) states that job satisfaction is a complex and multifaceted concept, which can mean different things to different people. The Link between job satisfaction and performance may prove to be a spurious relationship instead, both satisfaction and performance are the result of personality. Hence the behavioural aspect of HRM has to be kept in mind by the organizational decision makers.

Srivastava (2004) stated in Fanie Mae case analysis that Fanie Mae's HR Policies and practices were quite successful as they had positive impact on organizational performance. The company benefited in the form of low employee turnover, less inter group conflict, faith and trust in the group and teams, higher job satisfaction, positive community image.

As Santrupt (2003) Director, Birla Management Corporation pointed out, HR's contribution can be measures, and people do measure it. One of the ways is employee satisfaction.

Boselie and Wiele (2002) study, in the Ernst & Young, an international organization with accounting activities and consultancy on tax issues, had 2,300 respondents and found that positive perceptions of individual employees on the HRM practices leads to a higher level of satisfaction and less intention to leave the organization.

Eskildsen and Nussier (2000) conducted a study among the Danish companies. This was done through a questionnaire survey collecting data from 215 Human Resource managers from Denmark. The result of the study was that HRM practices effect on employee satisfaction and loyalty.

Sangwan (2005) better Human Resource Management lead to satisfied employees.

Jackson and Schuler (1992) described in their integration framework employee satisfaction is one of the HRM outcomes.



III. OBJECTIVES OF STUDY

The main objective of the study is to examine and analyze the impact of human resource management practices on job satisfaction of private sector banking employees.

IV. RESEARCH METHODOLOGY

The present study is an exploratory research seeks to examine and analyze the impact of human resource management practices on job satisfaction of private sector banking employees. For the present study Different Private sector banking employees in Visakhapatnam city is taken as case study. The sample units include executives, middle level managers and managers Different Private Banks, For the study 85 respondents were contacted for obtaining the information regarding HRM practices. But due to busy time schedules of bank employee and their engagement in various activities the numbers of respondents were restricted up to 70. Interview method is used for obtaining the required information and structured schedule is filled by the researcher.

Methodology:

For the current study two methodologies are followed. The first is Qureshi and Ramay (2006) scale on HRM practices comprised of 25 statements on training, team work, performance appraisal, compensation, and employee participation. The second is Singh (2001) scale on job satisfaction comprises of 20 statements. The reliability and validity of these instruments is found to be within acceptable norms.

Model Specification

Further for analyzing the impact of human resource management practices on job satisfaction the multiple linear regression models have been applied using SPSS. The regression model is depicted as:

$$JSit = \beta_0 + \beta_1 (T) + \beta_2 (P) + \beta_3 (TW) + \beta_4 (EP) + \beta_5 (C) + eit$$



In the above equation β_0 is constant and β_i are the regression coefficient of the explanatory variables, while ϵ_i is the residual error of regression.

Dependent and Independent Variables

The Job Satisfaction (JS) of Private bank employees is taken as dependent variable in the regression model. The independent variables used in model are Training (T), Performance Appraisal (P), Team work (TW), Employee Participation (EP) and Compensation (C).

Hypotheses

For examining the impact of HRM practices on Job Satisfaction the following null hypotheses have been framed.

H01: Training has no significant impact on job satisfaction.

H02: Performance Appraisal has no significant impact on job satisfaction.

H03: Team work has no significant impact on job satisfaction.

H04: Employees Participation has no significant impact on job satisfaction.

H05: Compensation has no significant impact on job satisfaction.

V. DATA ANALYSIS AND INTERPRETATION

The training practices provide satisfaction to all the respondents between “small extents” to “very great extent”. On an average the respondents are satisfied to a large extent from the training practices provided by the organization. The performance appraisal system provides satisfaction to all the respondents between “moderate extents” to “very great extent”. On an average the respondents are satisfied to a large extent from the performance appraisal system provided by the organization. Respondents are satisfied to a small extent with the training practices and Employee participation practices offered by the Private Banks. The most important factor compensation showed that respondents are satisfied “to a large extents” with the salary packages and other remunerations benefits. The average value (3.46) showed that the employees



are satisfied to large extent with the HRM practices offered by the Private Banks. The mean value of Job satisfaction showed that the employees are satisfied to a large extent.

Table I Showing the Mean Value and Standard Deviation of HRM practices and Job Satisfaction.

	N	Minimum	Maximum	Mean	Std.Deviation
Training	70	2.00	5.00	4.02	0.78
Performance	70	3.00	5.00	4.00	0.53
Team Work	70	2.00	3.00	2.45	0.40
Employee Participation	70	1.00	5.00	2.80	1.15
Compensation	70	4.00	5.00	4.48	0.33
Total HRM	70			3.55	
Job satisfaction	70	3.00	5.00	4.34	0.51

The training practices provide satisfaction to all the respondents between “small extents” to “very great extent”. On an average the respondents are satisfied to a large extent from the training practices provided by the organization. The performance appraisal system provides satisfaction to all the respondents between “moderate extents” to “very great extent”. On an average the respondents are satisfied to a large extent from the performance appraisal system provided by the organization. Respondents are satisfied to a small extent with the training practices and Employee participation practices offered by the Bank. The most important factor compensation showed that respondents are satisfied “to a large extents” with the salary packages and other remunerations benefits. The average value (3.46) showed that the employees are satisfied to large extent with the HRM practices offered by the Bank. The mean value of Job satisfaction showed that the employees are satisfied to a large extent.



Findings of Regression Model

In order to determine the existence of multicollinearity problem, the simple correlation matrix among independent variables is analyzed and presented in the table (1). Cooper and Schindler (2003) argued that a multicollinearity problem exists when correlation scores are 0.8 or greater.

Table (II) Showing the Correlation between HRM and Job Satisfaction.

	JS	T	P	T W	EP	C
	Job satisfac tion	Trai ning	Perform ance Apprais al	Te am W or k	Employ ee Particip ation	Compens ation
J S	1.00					
T	0.281*	1.000				
P	0.097	- 0.046	1.000			
T W	0.764*	0.096	0.311*	1.0 00		
E P	-0.187	0.187	-0.203	- 0.2 08	1.000	
C	0.086	- 0.025	0.039	- 0.1 25	0.366*	1.000

*Indicates correlation significant at level 5%

From the table 1 it can be concluded that none of the HRM practices variables have no high correlation or presence of multicollinearity, which is above the standard rule of thumb 80%.



The results from correlation analysis indicate that job satisfaction of employees is negatively correlated with employee participation and other HRM practices like training, performance appraisal, team work and compensation are positively correlated with job satisfaction.

Regression Analysis Results

Table III Showing the Multiple Regressions.

Explanatory Variables	Constant	T	P	TW	EP	C
Variables		Training	Performance Appraisal	Team Work	Employee Participation	Compensation
β_i	0.720 * (0.341)	0.153 * (0.012)	-0.182 (0.054)	0.890* (0.00)	-0.090* (0.048)	0.403* (0.008)
t-values	0.965	2.641	-1.994	8.259	-2.047	2.826
R^2	0.717	Adj. R^2 0.677				
F-Test	18.31	Durbin Watson 2.168				

(*) indicates significant at 5% level.

Coefficient effect (β_i) is a predictor of each variable related to HRM practices. The regression analysis results reveal the following observations.



1. The adjusted value of R^2 highlights that 67.7% variability in the job satisfaction of employees can be explained by HRM practices (independent variables).
2. The Durban Watson test value 2.168 indicates the absence of no serial correlation among the variables.
3. An F-Test value is 18.31 and p-values less than 5% for the data variables indicates the very well fit of regression model. In other words the null hypothesis (H_0 : There is no effect of given explanatory variables on dependent variables) is rejected.
4. The regression results highlights that performance appraisal has no significant effect on job satisfaction at 5% level of significance.
5. The regression coefficients of the other independent variables of HRM practices are statistically significant at 5% significance level and they have significant influence on job satisfaction of the employees of Private Banks.

As shown in the above table the results of regression analysis can also be depicted in the regression equation form based on regression coefficients.

$$\text{Pit} = 0.720 + 0.153T - 0.182P + 0.890TW - 0.090 EP + 0.403C$$

Based on the above equation it can be inferred that Performance Appraisal (P) has negative and insignificant influence on Job Satisfaction (JS), whereas Employee Participation (EP) has negative but significant influence on Job Satisfaction (JS). The β_1 is 15.3%, t-value is 2.641 which is less than p-value at 5% level of significance. Thus H_{01} is rejected. It means Training has significant influence on Job Satisfaction in Private Banks.

The β_2 coefficient shows -18.2% influence of Performance Appraisal (P) on Job satisfaction. But these results are not statistically significant at 5% significance level. The t-value is -1.994, which is more than p-value at 5% level of significance. Thus H_{02} is accepted and it is inferred that the Performance Appraisal has no significant influence on Job satisfaction.



In the HRM practices Team Work (TW) shows positive correlation with Job Satisfaction. The β_3 shows 89% influence on the Job Satisfaction, t-value is 82.59 and p-value is less at 5% significance level hence H03 is rejected.

The regression results reveal that Employee Participation (EP) has negative and significant influence on Job Satisfaction. The β_4 coefficient shows 9% influence on the Job Satisfaction, t-value is -2.047 and p-value is less at 5% significance level. Hence H04 is rejected. Thus it is observed that in case of Private bank Employee Participation has significant impact on the Job Satisfaction.

The regression coefficient β_5 which measures compensation has 40% influences on Job Satisfaction of sample employees. The t-value is 2.826 and p-value is less at 5% significance level. Hence H05 is rejected.

VI. CONCLUSION AND SUGGESTION

The present study is an attempt to examine and analyses the impact of human resource management practices on job satisfaction of private sector banking employees in Visakhapatnam City. In the present study, the estimated regression model identified that the HRM practices like Training, Performance Appraisal, Team Work and Compensation has significant impact on job satisfaction. On the other hand Employee Participation has no significant impact on job satisfaction of the employees of Private sector in Visakhapatnam City.

The study recommends that Private Banks has to build new policies to improve employee's participation at middle level and senior level management. Other practices like Training, Performance Appraisal, Team Work and Compensation need to be maintained in order to achieve high level of job satisfaction.

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A STUDY OF STRESS MANAGEMENT AT SELECT EDUCATIONAL
INSTITUTIONS

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ABSTRACT

Anything that poses a challenge or a threat to our well-being is a stress. Stress produces numerous physical and mental symptoms, which vary according to individuals situational factors. Another word for stress is tension or anxiety. When someone experiences stress, there are many different symptoms and repercussions, which affects millions of people, the most common form of stress relates to career and workplace. Some stresses get you going and they are good for you - 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 study what are the major causes of stress, types of stress, how to respond stress, how it affects body, thoughts, feelings and behavior, signs and symptoms of stress overload, etc., Factors that influence stress tolerance and what determines the ability to manage stress have been discussed. The study has been carried on taking information from primary data and secondary data to know the consequences of stress of an individual at workplace. The various circumstances leading to stress, different model, types of stress and the stress releasing methods are considered to support the study. The hypothesis is taken as factors causing stress are at higher rate at workplace. The findings of the study inferred as even though there is stress at work place, depending on individual's behavior, situations and capability of tackling of situation, the stress could be easily managed.



Key words: Stress, Stress management, good and bad stress, individual behavior, stress tolerance.

I. INTRODUCTION

People were living their own simple life over thousands of years, but an industrial revolution started to change their life in so many aspects. Today, with progress in all respects, human is facing new challenges in many different fields as if progress in turn creates new problems. The nature of working has been changed widely, and still these changes are in progress. The changed working style introduced stress in our life.

II. DEFINITION

Stress may be defined as a reaction to a threat to (real or imaginary) mental, physical and emotional health which can lead to series of reactions or physiological problems. (Mohsenzadeh, 2007, p. 1)

III. OBJECTIVES

- To study the factors causing stress among faculty members in educational institutions.
- To know various techniques to overcome stress.

IV. RESEARCH METHODOLOGY

The study has been carried on collecting data from primary sources. The sample size is taken as 150, through random sampling technique. The hypothesis statement is considered as:

“Factors causing stress at work life are at higher rate than at social life”, for the study.

Null Hypothesis: “Factors causing stress at work life are at higher rate than at social life”

Alternate hypothesis: “Factors causing stress at work life are at lower rate than at social life”

V. CAUSES FOR STRESS

The situations and pressures that cause stress are known as stressors. Usually stressors are



thought as negative, such as an exhausting work schedule or a rocky relationship. However, anything that puts high demands or forces to adjust 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 self-generated. What causes excessive stress depends, on perception of it. Something that's stressful to one may not faze someone else; they may even enjoy it.

What determines your ability to manage stress?. Some people seem to be able to roll with life's punches, while others tend to crumble in the face of far smaller obstacles or frustrations. Some people even seem to thrive on the excitement and challenge of a high-stress lifestyle.

But if you don't get a handle on your stress and it becomes long-term, it can seriously interfere with your job, family life, and health. More than half of Americans say they fight with friends and loved ones because of stress, and more than 70% say they experience real physical and emotional symptoms from it.



a. SIGNS AND SYMPTOMS OF STRESS



Stress can affect all aspects of life, including emotions, behaviors, thinking ability, and physical health. No part of the body is immune. But, because people handle stress differently, symptoms of stress can vary. Symptoms can be vague and may be the same as those caused by medical conditions. So it is important to discuss them with doctor. Any of the following symptoms of stress experienced

Emotional symptoms of stress include:

- Becoming easily agitated, frustrated, and moody
- Feeling overwhelmed, like you are losing control or need to take control
- Having difficulty relaxing and quieting your mind
- Feeling bad (low self-esteem), lonely, worthless, and depressed
- Avoiding others

Physical symptoms of stress include:

- Low energy
- [Headaches](#)
- [Upset stomach](#), including [diarrhea](#), [constipation](#), and [nausea](#)
- Aches, pains, and tense muscles
- [Chest pain](#) and rapid heartbeat
- [Insomnia](#)
- Frequent [colds](#) and infections

b. FACTORS THAT INFLUENCE STRESS TOLERANCE

The factors that influence people's appraisals of potentially stressful events and their emotional, physical, and behavioural responses to stress are:

- Support network
- Exercise levels.
- Diet
- Sense of control
- Attitude and outlook
- Ability to deal with your emotions
- Knowledge

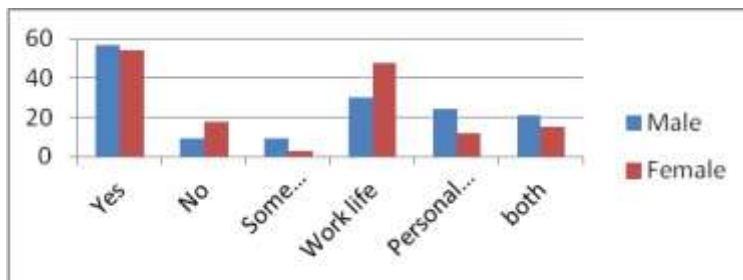


VI. DATA ANALYSIS AND INTERPRETATION

The following data was collected from respondents of various colleges through questionnaire.

Do you feel stressed? What makes you feel stressed?

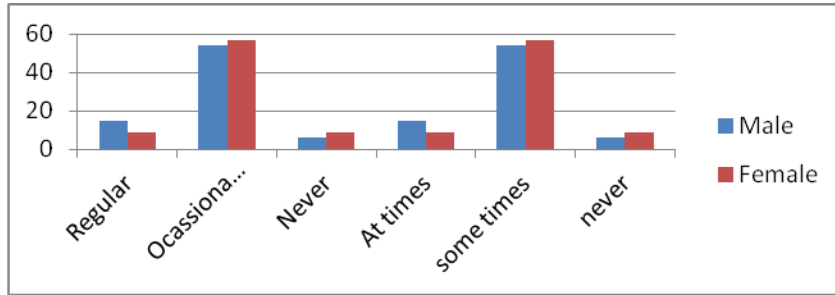
Gender	Yes	No	Some times	Work life	Personal life	both
Male	57	9	9	30	24	21
Female	54	18	3	48	12	15



It is observed from the above table that, majority of the respondents feel stressed due to work life factors.

Does extended working hours make you feel stressed?

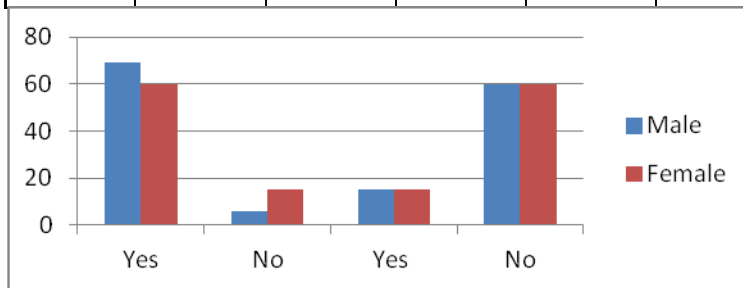
Gender	Regular	Occasionally	Never	At times	some times	never
Male	15	54	6	15	54	6
Female	9	57	9	9	57	9



Occasionally, extended working hours makes employees feel stressed.

Are you informed about extra working hours and are they paid?

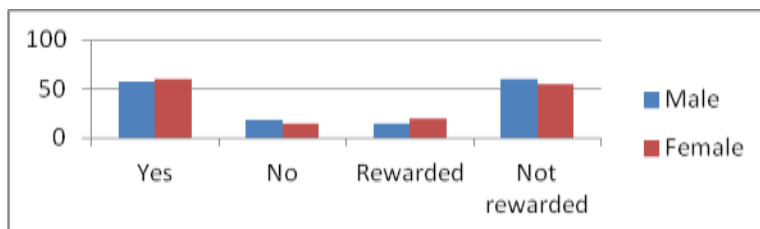
Gender	Yes	No	Yes	No
Male	69	6	15	60
Female	60	15	15	60



It has been observed from the above graph that most of the times extra working hours are informed, but usually not paid.

Does your work recognised by the management and rewarded?

Gender	Yes	No	Rewarded	Not rewarded
Male	57	18	57	18
Female	60	15	60	15

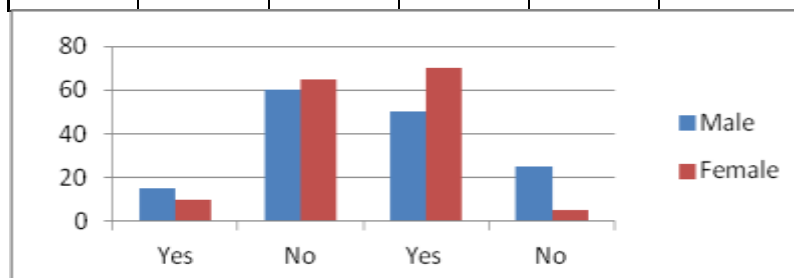




It is inferred from the above data that the work done is recognised by management and maximum times it is not rewarded.

Is transport facility provided, are you stressed with conveyance?

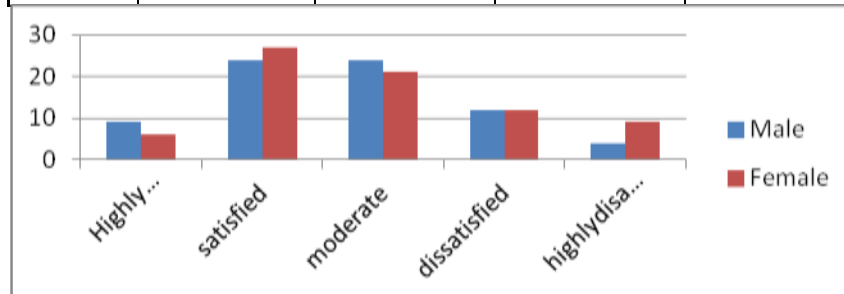
Gender	Yes	No	Yes	No
Male	15	60	50	25
Female	10	65	70	5



From the above data it is understood that many educational institutions do not provide transportation. Respondents respective conveyance is also causing a factor of stress

Are you satisfied with your leave structure?

Gender	Highly Satisfied	satisfied	moderate	dissatisfied	Highly dissatisfied
Male	9	24	24	12	4
Female	6	27	21	12	9

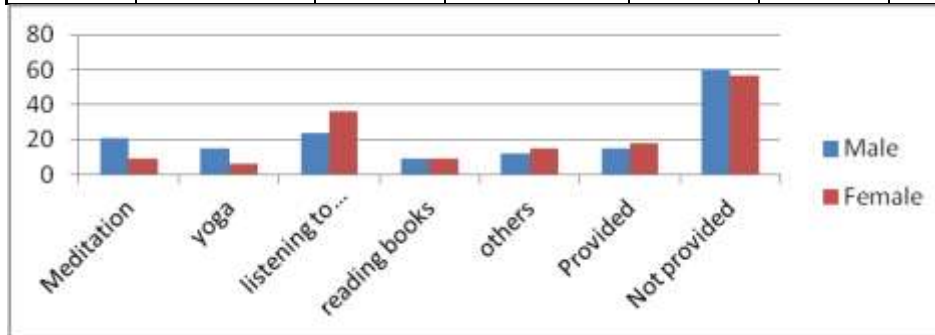


The above chart reveals that employees at educational institutions are satisfied with their leave structure.



What are your stress relieving activities? Any recreational facilities provided at workplace?

Gender	Meditation	yoga	listening to music	reading books	others	Provided	Not provided
Male	21	15	24	9	12	15	60
Female	9	6	36	9	15	18	57



From the above chart it is observed that many educational institutions does not provide recreational activities to relieve stress, but respondents take up activities depending on their personal interest.

VII. FINDINGS

- It is observed that majority of the respondents feel stressed due to work life factors.
- Occasionally, extended working hours makes employees feel stressed.
- Most of the times extra working hours are informed, but usually not paid which causes stress
- Many educational institutions do not provide transportation. Respondent's respective conveyance is also a causing factor of stress.
- Employees at educational institutions are satisfied with their leave structure.
- Respondents take up stress relieving activities like meditation, yoga, listening to music, reading books, etc., depending on their personal interest. There are no specific stress relieving facilities provided by the educational institutions.



- There exists a friendly atmosphere among faculty members in the educational institutions

VIII. SUGGESTIONS

Present work scenario is causing stress. Following are the suggestions given, which may be implemented in educational institutions to relieve stress of their employees:

- The extended working hours should be appropriately paid.
- As conveyance is the major cause of stress, it could be managed if transport facility is provided.
- Educational institutions should provide training to employees in yoga and meditation, as they are relievers of stress.
- Stress management books could be included as part of their library.
- Social gatherings and get together could be encouraged at the weekends to improve the peer relationship.

IX. CONCLUSION

As the study reveals that there is stress at higher rate at work life. Hence the hypothesis ‘Factors causing stress at work life are at higher rate than at social life’ can be considered as null hypothesis.

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Human Resource Management – A text book by P. Subba Rao



GREEN HRM: A NEAR FUTURE OR AN IMPOSSIBILITY?

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ABSTRACT

In the wake of sustainability, corporates and big businesses have taken to green measures ranging from green recruitment to rewards. The concept of paperless offices is on the green agenda in various organizations. However, it is highly challenging to eliminate it altogether, thus efforts are made to curtail the use of paper. 'Less paper office' is a go green initiative whereby, all physical records, documents and other papers are converted into digital form. This practice is driven by various forces, including cost saving factor. While countless benefits can be reaped out of digitalized, properly managed information, certain concerns hinder its entirety. The present study focuses on the trends in green HRM and its credibility. Secondary data from trusted websites, published papers and blogs are primarily used to comprehend and arrive at conclusions. Through this study, the potential of emerging green HRM is analyzed, whether it will take over the working world or remain an impossibility.

Keywords: Sustainability, Green HRM, Paperless office, digital form, credibility, concern

I. INTRODUCTION

The world has taken to measures to conserve the environment after convening various summits around the world. Businesses and corporates now have to address ecological issues, apart from economic factors and curtail carbon footprints of their employees to foster sustainable development. This calls for Green HRM practices, whereby the human resources jointly and actively seek to work for better environmental conditions. In recent times, Green HRM has



become a key element of corporate strategy through which Human Resources are stimulated to conserve the environment by going green.

Green HRM policies range from going green in functional areas of human resources management including recruitment, training & development, compensation and performance management system, to green initiatives such as conservation of energy, green buildings and paperless offices. A large part of today's workforce feels strongly for the environment as young employees are committed and attracted towards organizations proactively adopting green measures.

The practice of paperless offices greatly reduce the consumption of paper and allied costs of paper usage comprising of copying, printing, and storing, and also save the time used for searching paper documents. Borzykowski (2013) quotes the example of a Vancouver-based digital agency named Idea Rebel founded by Jamie Garratt in 2008, which is an entirely paperless office. The 'Greening of HR Survey' 2009 revealed that promoting reduction of paper was the one most common green initiatives incorporated by employers in the implementation of Green HRM.

By committing to being a paperless organization, core makeup of the business and the basis for daily operations are greatly changed. Great efforts are made to digitize official records and documents and reduce the use of paper within the organization. As a part of this green initiative, employees are discouraged from unnecessary printing and focus on the three R's- Reduce, Reuse and Recycle.

Green HR efforts are perceived to improve efficiencies, reduce cost and enhance productivity, besides enabling employee retention and other tangible benefits. The future of Green HRM appears promising for all the stakeholders of HRM- employers, employees, practitioners, and academicians. Priya et. Al (2013) developed a model for Green HRM according to which an organization can increase savings, focus more on CSR and improve its social image by adopting green practices like green printing, E-filing and many more.



II. NEED FOR THE STUDY

We are all aware that a variety of resources are required to meet our ends on a daily basis. Since, the resources are limited; we have been looking for alternative source of energy or ensuring that we don't exhaust the available resources. Over the past few years, our environmental concerns have gone up and everyone is looking for a more 'sustainable' approach for performing all the activities. Green HRM is a new concept that is yet to be implemented. It talks about paperless office and digitizing the organization. Since it's an emerging topic, formulating the policies might be the key to solve our green concerns.

III. OBJECTIVES

The aim of the study is:

- To study the trends in Green HRM and digitization process
- To analyze if the approach is practical

IV. METHODOLOGY

Green HRM is still an upcoming concept and has not been implemented fully by any big organization yet. This study involves a thorough understanding the trend of thoughts in Green HRM by going through different articles from business magazines and referring to research papers submitted by several authors in promoting Green HRM.

V. REVIEW OF LITERATURE

According to Dutta (2012), Green HRM includes two major elements: environmental-friendly HR practices and the preservation of the knowledge capital. Marhatta & Adhikari (2013) defined Green HRM as, "The use of HRM policies to promote the sustainable use of resources within organizations and, more generally it promotes the causes of environmental sustainability".

Through the review of literature, it is comprehended that Green HRM gained prominence because it promotes managerial efficiency and enhances the firm's competitiveness, ultimately



ensuring sustainability. It is revealed that Green HRM appears promising for all stakeholders of HRM and the best attempts lie in operating through electronic channels.

VI. INFERENCES

Green HRM – the most happening topic in business these days suggests that a company should frame their HR policies in such a way that the company operations can drastically reduce the damage caused to the environment. Some academicians even suggest that in performance appraisal the employee's contribution towards 'green' activities must be a Key Performance indicator. But if that is implemented, then organizations shall face new challenges with regard to employees who have no interest in taking part of green activities but are forced to do so to get a better rating during evaluation. We all are familiar with a fact that an unsatisfied employee shall create a group of unsatisfied employees and it ultimately hits the company.

Another major concern for top management will be that productivity shouldn't be hampered. At the end of the day, for business to go on it needs new clients and the money flowing in. If certain section of employees is more focused on green activities than getting the new clients for the business, they will manage to get a decent performance rating to stick in the organization which will increase the workplace conflicts to a whole new level.

Yet another aspect of Green HRM is about reducing the paperwork and digitizing every possible document. This will result in conflict with the very foundations of the audit procedures that we have laid out from a really long time. The history of audit dates back to the period of Roman rule throughout the Europe somewhere around 5BC. The happenings of 20th century and 21st century have shaped the audit procedures as they are now. If we are talking about digitizing of documents like sales invoices, attendance, business contracts into Microsoft Word/Excel and Adobe PDF, which means we are bound to replace the physical documents with the e-copy/e-versions. Microsoft Excel and Word provide us with certain features where we can identify the author of the documents. But now the cyber-attacks are made in such a way that the data in the documents are changed without altering the data captured by Microsoft Word/Excel. Other software's such as Adobe PDF do not capture even the basic information like authors name like



excel does. But if it's a physical document, changes can be noted easily. Pro-Green HRM academicians also suggest that data should be virtually stored more than in physical files. If that is done, then the organizations are relying on a bunch of wires and plastic devices/magnetic tapes which can be tampered easily and, data can be altered by changing the physical conditions of the storage of these devices.

To ensure the data privacy, organizations get into agreement with Third Parties to store their data safely and securely. But when the third party's themselves are not sure of the safety of storing their data, how will they ensure the safety of others?

VII. CONCLUSIONS AND SUGGESTIONS

It is found through the review of literature that Green HRM is still in the stage of infancy and has a long way to go. The scope is wide as green practices cannot be imbibed in every operational function of Business. However, it requires enormous dedication of the HR executives and employees to spend some time in brainstorming sessions and come up with creative solutions. Instead of going to team lunches to lavish hotels, the team can come up with creative solutions for going green in a more feasible way and have team building activities in such ways. In the path to becoming a paperless organisation by digitizing records, companies and businesses must invest hugely in technology. For medium and small firms, this initiative is far from reality as they cannot afford to instill and maintain sophisticated technology. On the other hand, for global firms, the implementation of initiatives across different countries takes quite a bit of time. E-hr may gain popularity, but security will always remain a concern. Unlike physical records, digital files are prone to manipulations. Considering the compensation perspective of green HRM, even while payrolls are processed online, it is ultimately sanctioned only after a signature on a printed copy in some organisations. It can thus be asserted that penetration of Green HRM into all facets of HR functions is challenging. Only time will tell whether Green Human Resources Management is a near future or a mere impossibility.



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DETERMINANTS OF QWL OF DOCTORS IN HOSPITALS

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ABSTRACT

The increased competition of today's environment poses several challenges to hospital management. It is very essential in health care organizations to attract and retain the employees. QWL is a way of thinking about people, work and organizations involving a concern for employee well-being and organizational effectiveness. However, reliable information on the quality of work life of doctors is very limited. The study mainly focused on identifying the factors influencing the quality of work life of doctors. A structured questionnaire was distributed to doctors in Twin cities of Andhra Pradesh. An actual sample size of 516 was taken for the study. Respondents were selected based on convenience sampling method. The major factors identified were work environment, working conditions, compensation and comfort, support personnel, professional growth and hospital image.

Key words: Quality of Work Life, Factor analysis, Cronbach alpha, principal component analysis, Job satisfaction.

I. INTRODUCTION

In the Union budget for 2011 then the finance minister Mr. Pranab Mukerjee introduced a five percent tax on services rendered in the corporate hospitals. By doing so, the government has recognized health care as a business enterprise. Profits drive the commercial enterprise and can be only increased, if the services provided by the hospital are utilized regularly. As a result, doctors are in tremendous pressure to use the services that are provided by the institution that leads to unnecessary investigations. This adds costs as well as discomfort to the patients.



They are able to offer good service to their patients only when the environment in which they are working is congenial to offer such services. It may be clean environment, good equipment, efficient para-medical staff or reasonable working hours, in terms of number of hours or the timings of their work. All these factors constitute the quality of working life of a doctor.

II. QUALITY OF WORK LIFE (QWL)

The term Quality of Work Life (QWL) is reputed to have originated from an international labour relations conference in 1972 at Arden House, Columbia University, New York (Davis & Cherns, 1975)⁽¹⁾. It received more attention after United Auto Workers and General Motors initiated a QWL program for work reforms. From 1980 onwards, QWL was increasingly placed on employee centered productivity programs. In the mid 1990s until today faced with challenges of economize and corporate restructuring. In 1995, the University of Pennsylvania took initiatives to introduce the concept "Quality of Work Life" to enhance faculty and staff opportunities for a constructive, productive, and positive work experience. It is a complex, multi dimensional, generic concept (Hsu & Kernohan, 2006)⁽²⁾ and system of analyzing how individuals experience work and organization. It shows attitudes and feelings of staff towards their job (Beaudoin & Edgar, 2003)⁽³⁾. QWL is considered as a factor beyond job satisfaction and is related to personnel's well-being. In India, QWL offers a value frame and the social technology of organizational change leading to task effectiveness of micro-entities through utilization and unfolding of human potential. Quality is no more a specialized word but has become a necessary and a must work for the best survival. In this era, Quality of human inputs is the greatest asset to any organization. Maintaining the quality of such human inputs raises farm maintaining the quality of work life perfectly. A perfect quality of work life would help the organization. Rise in the quality of work life would help employees' well being thereby the well-being of the whole organization. This is an attempt to capitalize the human assets of the organization (Sirgy & Lee, 2001)⁽⁴⁾.

III. REVIEW OF LITERATURE

In a study conducted by Vagharseyyedin et al. (2010)⁽⁵⁾ identified six themes as major predictors of the nurses' QWL. These included leadership and management style/decision-making latitude,



shift work, salary and fringe benefits, relationship with colleagues, demographic characteristics, and work load/job strain. In terms of the QWL definitions, the researchers of this review found that many authors considered QWL as a 'subjective phenomenon' that is influenced by personal feelings and perceptions. On the other hand, some authors considered QWL as an 'outcome', whereas others saw it as a 'process'. Wan Norhayati Mohamed et al. (2012)⁽⁶⁾ determined the factors that measure QWL of nurses with a sample consisted of 392 nurses working in the Obstetric and Gynecology, and Pediatric departments of the state level public hospitals. Both exploratory and confirmatory factor analysis produced a good fit and a reliable nine items, two factors measurement model of nurses' QWL. The factors generated were labelled: Communication and Opportunities for Career Growth and Work-Family Life Balance. The study suggests that improvement in the different aspects of QWL which are related to nurses' needs for communication and career growth opportunities and work-family life balance may effectively retain the nursing workforce. In an another study John W. Beasley et al. (2004)⁽⁷⁾ conducted a survey based on a literature review and augmented by focus group data on QWL. A Questionnaire was sent to 1482 members of the Wisconsin Academy of family physicians in 2000. Overall response rate was 47%. Three hundred ninety-seven of the respondents were employed by 81 different health care organizations having 10 or more respondents. There were significant differences among Wisconsin's health care organizations in terms of physician's satisfaction negative correlation between satisfaction with one's organization and turn over intention and a strong positive correlation between satisfaction with one's organization and ability to achieve one's professional goals. There were also significant, though less strong, correlations between satisfaction with one's organization and satisfaction with being a physician and perceived quality of care delivered. Some organizations are doing better than others at working with their family physicians to maximize this physician's satisfaction with the organization, reduce the likelihood of turnover, and enable then to reach their professional goals. Ben-tzion karsh et al. (2004)⁽⁸⁾ determined users of employee medical records (EMRs) perceived their medical records to be of higher quality than users of paper records and also examined the relationship between EMR use and perceptions of working conditions, quality of work life and quality of care among family physicians. A cross-sectional survey of family physicians 1482 was conducted in a Midwest state in the US. Survey items included measurement of use of an EMR,



perceptions of medical records; working conditions, job satisfaction, and quality care. 23 percentage of physicians use EMRs and are satisfied with the quality of their medical records. EMR was not related to other outcomes. While EMR users value their record systems higher than non-users value the traditional system, EMR systems did not appear directly influence the other variables. In a study, Saima Diderichsen et al. (2011) ⁽⁹⁾ investigated future life expectations among male and female medical students in their first and final year in Swedish. The study was cross-sectional and in 600 invited students, 507 answered open-ended questions about future life. Women constituted 60% of the respondents. Today's medical students expect more of life than work, especially those standing on the doorstep of working life. They intend to balance work not only with a family but also with leisure activities. The results reflect work attitudes that challenge the health care system for more adaptive working conditions. Male doctors expected Work, family, leisure and quality of personal life while, female doctors expected more of leisure activities. Students are work centered but intend to balance and negotiate the work domain not only with a home domain but also with a leisure domain. Students opined when these three domains are balanced that Quality of personal life is achieved.

IV. RESEARCH METHODOLOGY

In order to determine the number of factors influencing quality of work life of doctors, the factor analysis was performed with the help of SPSS software (version-15). A sample of 516 doctors working in public and private hospitals was covered in Twin cities of Andhra Pradesh. Convenience sampling was used.

V. FACTOR ANALYSIS AND RELIABILITY STUDY

The first step involves calculation of correlation matrix, which exhibited the interrelationship among the observed variables. To extract minimum number of factors, Principal Component Analysis (PCA) with varimax rotation was used. A principal component analysis is a factor model in which the factors are based upon the total variance. In addition to select the factor model, was factors are extracted in such a way that each factor is independent of all other factors. Therefore, the correlation between the factors is arbitrarily determined to be zero.



Further, to decide the number of factors to be extracted, the most commonly used technique is referred as the latent root (eigen values) representing the extent of variance in data. To interpret the factors, i.e; with factor loadings which were greater than 0.30(ignoring the negative signs) and loaded them in the extracted factors (Hair et.al, 2008) ^[10]. A factor loading is the correlation between the original variables and the factors squared factor loading indicate what percentage of the variance in an original variable is explained by a factor. Finally, the factors based on appropriateness for representing the underlying dimensions of a particular interpretation were suitably named. The strongly influence the name or level selected to represent a factor. The 41variables used for the factor analysis were coded. Moreover, to study the appropriateness of factor analysis Kaiser-Meyer-Olkin (KMO) and Bartlett's test statistic was used. If, the KMO value is greater than 0.6 is considered as adequate (Kaiser and Rice, 1974)^[11]. Further, KMO measures the magnitude of observed correlation coefficients. A value of greater than 0.5 is desirable. Bartlett's test measures the correlation of variables. A probability of less than 0.5 is acceptable (Singh and Jain, 2009) ^[12].

Table 1

KMO and Bartlett's Test Result for Quality of Work Life of Doctors

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.889
Bartlett's Test of Sphericity	Approx. Chi-Square	13044.325
	Df	8200
	Sig.	.000

Source: Computed from Primary Data

From the **table 1**, it can be seen that KMO value is acceptable. Bartlett's test result also showed that the values were significant and thus acceptable. The items in the respective category were individually subjected to principal component analysis (PCA) with varimax rotation and Kaiser Normalization using SPSS (version 15).

The items having factor loading less than 0.30 were eliminated (Hair et, al; 1995) ^[13]. Finally, 6 factors comprising 41 items, all having eigen values of unity and above were extracted and the results are shown. Further, in order to assess the appropriateness of the data for factor analysis, the commonalities derived from the factor analysis were reviewed. These were relatively larger (greater than 0.5), suggesting that the data were appropriate (Stewart, 1981) ^[14].The individual



dimensions of proposed instruments explained total variance exceeding 60 percent, suggesting the appropriateness of the process.

Also tested the reliability of items by computing the coefficient of Cronbach alpha test by measuring the internal consistency of the items.

Table 2

Cronbach's Alpha Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Number of Items
.861	.863	42

Source: Computed form Primary Data

From the **table 2**, alpha coefficients value was 0.861, which is higher than 0.7, indicating good consistency among the items and for a measure to be acceptable, coefficient alpha should be above 0.7 (Nunnally, 1978) ^[15].

The scree test was used to identify the optimum number of factors that can be extracted. The scree plot demonstrated the eigen values for initial 41 items of the study. Starting with the first factor, the plot slopes steeply down ward initially and then became an approximately horizontal line. The Point at which the curve first begins to straighten out was considered to indicate the number of factors to extract. In the present study, the eigen values more than 1, was considered and found six factors. All factors beyond 1 for which these eigen value level off were excluded from consideration (Cattel and Vogelman, 1977) ^[16].

Next step principal component analysis with varimax rotation, which helped to extract factors. In the present study, 41 variables were considered. Hence, based on the eigen value (above 1), six factors were identified. The output of the factor analysis was obtained by principal component analysis and specifying rotation. The output table will have eigen values, variance explained, and cumulative variance for factor solution and another table of factor loadings of all the variables. The extraction sum of squared loadings group gives information regarding the extracted factors.

VI. DETERMINANTS OF QUALITY OF WORK LIFE

The **table 3** exhibited 41 items based upon their appropriateness for representing the underlying dimensions of a particular focus have been summarized in to six factors. These factors were



named as work environment, working conditions, compensation & comfort, support personnel, professional growth and hospital image.

Table 3

Influencing factors of Doctors Quality of Work Life

Factor -1	Factor-2	Factor-3	Factor-4	Factor-5	Factor-6
Work Environment	Working Conditions	Compensation & Comfort	Support Personnel	Professional Growth	Hospital Image
W1:Overall infrastructure provided is sufficient	WL1:Non-medical tasks are rotated	COM1:My present salary is satisfactory	S1:Adequate standby doctors are available	PG1:Promotion criteria considered is satisfactory	HI1:I feel proud to work in the organization
W2:Medicines available on time	WL2:Patient load is appropriate in the organization	COM2:Substantial allowances are provided to me	S2:Capabilities of paramedical staff are good	PG2:Timing of promotion is good in the organization	HI2:I feel human resource policies are very much clear
W3:Ambience of premises are good	PR1:Protection for attendees & politicians if necessary	COM3:Substantial incentives are provided to me	S3:Work of menials is satisfactory	PG3:I feel appraisal system is appropriate & satisfactory	HI3:I like quality of services provided by the organization
W4:Good canteen facilities are provided	PR2:Protection from goondas/hooligans if	AUT1:Freed from given for investigation, treatment	S4:Adequate personnel to cater casualty/emergency	PG4:Management encourages in my	HI4:I like team oriented approach work in the



	necessary		gencies are present	academics	organization
W5:Record maintenance is outstanding	SO1:Contin ous up gradation of medical equipment	AUT2:Supp ort will be given to my initiatives	ML1:Forensic assistance should be given, if necessary	PG5:I have management support in research	HI5:Discrimi nation based on caste, creed, gender and place at work place is less
W6:Healthy safety standards are maintained	SO2:Medica l gadgets are readily available	AUT3:My ideas are considered by the organization	ML2:Legal support should be provided, if necessary	PG6:I get recognition for my achievement s	HI6:Ilike to socialize in the activities performed at work place
	SO3:Reliabl e diagnostic facilities are available	AUT4: Freedom given to communicat e with patients			
		W1:My work timing and rest pause is balanced			
		W2:I see my leisure time to be very qualitative			



		W3:I have enough time for routine activities			
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Source: Determined from primary data

Factor 1: It was named as Work Environment. It is the grouping of W1, W2, W3, W4, W5 and W6 of items.

Factor 2: It was named as Working Conditions. It is a combination of WL1, WL2, PR1, PR2, SO1, SO2 and SO3 of items.

Factor 3: It was named as Compensation & Comfort. It is a blending of COM1, COM2, COM3, AUT1, AUT2, AUT3, AUT4, W1, W2 and W3 of items.

Factor 4: It was named as Support Personnel. It is the grouping of S1, S2, S3, S4, ML1 and ML2 of items.

Factor 5: It was named as Professional Growth. It is a combination of PG1, PG2, PG3, PG4, PG5 and PG6 of items.

Factor 6: It was named as Hospital Image. It is the grouping of HI1, HI2, HI3, HI4, HI5 and HI6 of items.

Table 4
Factor Analysis Results

	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6
	Work Environment	Working Conditions	Compensati on & Comfort	Support Personne l	Profession al Growth	Hospital Image
Eigen Value (EV)	5.568	3.975	2.803	1.672	1.568	1.495
Total Variance	33.094	7.257	4.399	4.078	3.826	3.645
Cumulati	33.094	40.350	44.749	48.827	52.653	56.298



ve EV						
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Source: Computed from primary data

From the above **table 4** it can be observed that, it can be observed that work environment with eigen value 5.568 which is highest indicating perception of doctors with variance 33.094. The eigen value for working conditions is 3.975 with variance 7.257. For comensation & comfort, the eigen value is 2.803 with variance 4.399. The eigen value for support personnel is 1.672 with variance 4.078. For professional growth, the eigen value is 1.568 with variance 3.826. Finally, for hospital image eigen value is 1.495 with variance 3.645.

VII. RELIABILITY ANALYSIS

The reliability of scales internal consistency was tested, using Cronbach's alpha coefficient. Ideally, this coefficient value should be above 0.7. From the table, it can be seen that the scales used to measure the quality of work life have high levels of consistency .The Reliability of the scale used for measuring the perceived QWL of doctors in hospitals is given below in the **table 5**.

Table 5
Reliability Analysis for QWL Factors

Scales	Cronbach's Alpha	No. of items
Work Environment	0.907	6
Working Conditions	0.831	7
Compensation & Comfort	0.813	10
Support Personnel	0.796	5
Professional Growth	0.905	6
Hospital Image	0.749	6
I am happy working in Hospital		1
Total Items		42

Source: Calculated from Primary Data



The present study adopted 41 items that were grouped into six factors. They are work environment, working conditions, compensation & comfort, support personnel, professional growth, hospital image.

The Cronbach's Alpha of all the items showing above 0.7 indicates highly reliable for measuring the perceived QWL of doctors working in hospitals. In all the six factors, work environment and professional growth have high coefficients. It can be observed from the table Work environment factor has six items that measure the QWL of doctors showing 0.907, which is high. The second factor working conditions factor has seven items that measure the QWL of doctors showing 0.831. Third factor compensation & comfort has ten items that measure the QWL of doctors showing 0.813. A fourth factor support personnel has five items showing 0.796 coefficients. Fifth factor professional growth has six items showing 0.905 alpha coefficients that are high. From the literature review, various factors were found influencing quality of work life of employees working in organizations in various industries. In particular, to health care industry there were fewer studies. These studies were related to nurses and other health care professionals working in different departments. Moreover, studies that were related to doctors are foreign context. The present study helped in finding the factors influencing quality of work life of doctors working in hospitals in twin cities of Andhra Pradesh. To address this question, initially opinions were collected from focus groups about quality of work life of doctors. Next, questionnaire was prepared, tested and distributed to doctors. To know the relative strength of the each factor and the number of factors to be extracted, the factor analysis was performed with the help of SPSS software version-15. The factors extracted were work environment, working conditions, compensation & comfort, support personnel, professional growth and hospital image. Last hospital image has 6 items showing 0.749 alpha coefficient.

VIII. CONCLUSION

The present study helped in identifying the determinants of QWL factors of doctors working in hospitals in twin cities of Andhra Pradesh. The factors were work environment, working conditions, compensation & comfort, support personnel, professional growth and hospital image.



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A STUDY ON HANDLOOM CLUSTER IN TELANGANA STATE

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ABSTRACT

Handloom industry is one of the oldest and primitive industries in India from time immemorial. This industry existed in India from many centuries and was passes from one generation to another generation over the ages. The handloom industry faced many ups and downs in its transit as it was first considered as a cottage industry but with time the industry gained its due recognition and importance, due to governmental interventions in the form of both monetary as well as policy and regulatory interventions. The present study deals with the handloom clusters in the newly formed state of Telangana. The paper concentrates on the state of the handloom industry and the various problems faced by the handloom weavers in terms of finance, marketing, raw material availability and support from government. The study is mainly based on secondary data to analyze the various issues related to handloom clusters. The main data source was the official websites of the state government.

Keywords: *Handloom industry, Clusters, Telangana, Weavers, Marketing*

I. INTRODUCTION

It is virtually impossible for any industry to remain relevant for centuries but the handloom industry in India has been surviving since time immemorial. It is popularly believed that this industry has survived due to the monetary and regulatory interventions of the government. It is true that millions have been spent by the various governments in the last 100 years but the



industry has also had the innate doggedness to survive and remain relevant to the current textile needs of the country. Textile entrepreneurs (also known as master weavers) have played an important role in making handloom extremely competitive. It is their tenacity to subsist when markets are down and their ability to innovate when the markets are up that has played a crucial role in the survival of the industry. Government of India has acknowledged that 75% of the weavers function under the master weaver segment but little is known about their functioning. This paper addresses the limited knowledge about these master weavers and throws light on their functioning. Two main entrepreneurial processes will be described –transaction costs and social capital. The aim is to document the entrepreneurial functioning of a master weaver and understand how he sells in the same markets where the cooperatives are unable to sell Handloom is a traditional product . Marketing and distribution system for handloom is also conventional type. West Bengal, Tamilnadu, Uttar Pradesh, Andhra Pradesh, Telengana , Assam and Manipur are the major handloom states in India. Three fourth of handloom weaving in the country comes under these six states .Almost all handloom products in India is for domestic market. Only 1.3 percent of working looms produce for export markets.

Marketing is a major constraint for the handloom sector . The middle men play a major role in selling the cloth to the consumer. In this paper , need for market assessment, problems , marketing strategy&marketing mix and suggestions.

II. REVIEW OF LITERATURE

The survey of literature plays an important role in establishing the backdrop for any research work in social sciences. To analyze any field of study, it is vitally important to go through and discuss, various reviews and articles worked out by many eminent scholars and writers who have vividly and sagaciously studied and analyzed with their Intellectual perception. Review of literature helps to know the existing literature on the topic being pursued and also on the related aspects. It finds the gaps and also the uncovered areas on the topic. The methodologies adopted, statistical tools employed and also the conclusions inferred can be known. All these help and guide the researcher to know some new insights into the current topic for arriving at meaningful



conclusions. Hence, an attempt is made hereunder to review some of the earlier studies on various aspects of Handloom Industry.

N.G. Ranga's (1930) survey of the economic and social conditions of the handloom weaving industry describes the conditions prevailing in substantial parts of Andhra Pradesh and Madras Presidency. Measures to improve work conditions and end exploitation of weavers, provisions of credit and encouraging co - operative methods of organization are some of his suggestions.

Nityananda Kanungo (1953) to make an in - depth study of textile mills and decentralised sector, the committee recommended the conversion of handlooms into semi - automatic looms or powerlooms to make them technically more efficient, and recommended abolition of middlemen to eliminate exploitation of primary producers.

Similar problems of labour and finance are mentioned in Raghubir Sahai's (1933) enquiry into the industry and identified the Indebtedness of weavers to local sources and yarn dealers as the crux of the problem, indicating that one way of freeing them will be to take up co - operative forms of association. The co operative movement in the handloom sector also realigned the overall organization of weaving in various parts of the country. Though these co - operatives were initially responsible for mediating in weavers' access to scarce raw materials (yarn) over time market mediations too become a reality.

III. METHODOLOGY

In order to evaluate challenges faced by handloom weavers and to identify the welfare schemes being implemented by government, data has been collected from secondary Sources. To prepare a comprehensive frame work of this study, data was collected from office of the director for handlooms, Government of Telangana which has been taken from various annual reports, information from other agencies, books, journals d other published reports.

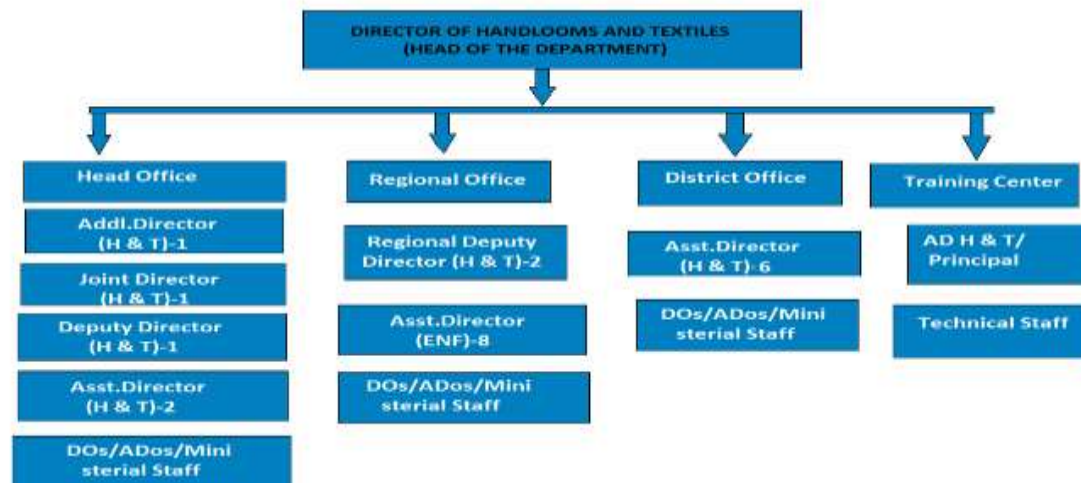
IV. OBJECTIVE OF THE STUDY

1. To explore the present status of Handloom Industry in Telangana



2. To probe various challenges faced by handloom weavers.
3. To study the various schemes implemented by both state and central governments.

V. ORGANISATIONCHART



The Department of Handlooms and Textiles is concerned with Handlooms, Powerlooms in the Co-operative and decentralized sector and setting up of Apparel and Textile Parks in the Garment sector. Telangana is one of the important States in the Handloom Industry. There are about 82,435 handloom weavers in cooperative fold and 1,58,902 in outside cooperative fold. There are about 48,967 Powerlooms working in the State. There are 475 Weavers Cooperative Societies in the State consisting of Cotton-253, Silk-50, Wool-44. Besides this, there are 128-Tailor Powerlooms and other societies.

VI. PROBLEMS OF COTTON TEXTILE INDUSTRY



From the review of literature the problems related to production, marketing and other issues are identified. Although cotton textile is one of the most important industries of India, it suffers from many problems. Some of the burning problems are briefly described as under:

1. Scarcity of Raw Cotton: Indian cotton textile industry suffered a lot as a result of partition because most of the long staple cotton growing areas went to Pakistan. Although much headway has been made to improve the production of raw cotton, its supply has always fallen short of the demand.

2. Obsolete Machinery: Most of the textile mills are old with obsolete machinery. This results in low productivity and inferior quality. In the developed countries, the textile machinery installed even 10-15 years ago has become outdated and obsolete, whereas in India about 60-75 per cent machinery is 25-30 years old. Only 18-20 per cent of the looms in India are automatic whereas percentage of such looms ranges from cent per cent in Hong Kong and the USA., 99 per cent in Canada, 92 per cent in Sweden, 83 per cent in Norway, 76 per cent in Denmark, 70 per cent in Australia, 60 per cent in Pakistan and 45 per cent in China.

3. Erratic Power Supply: Power supply to most cotton textile mills is erratic and inadequate which adversely affects the production.

4. Low Productivity of Labour: Labour productivity in India is extremely low as compared to some of the advanced countries. On an average a worker in India handles about 2 looms as compared to 30 looms in Japan and 60 looms in the USA. If the productivity of an American worker is taken as 100, the corresponding figure is 51 for U.K. 33 for Japan and only 13 for India.

Table 1 Value of Cotton Textile Exports (Rs. Crore):

Year	1960-61	1970-71	1980-81	1990-91	1995-96	2000-01	2001-02	2002-03	2003-04
Cotton	65	142	408	2,100	8,619	16,030	14,655	16,217	15,600



Yarn, Fabrics, made ups, etc.									
Readymade Garments	1	29	550	4,012	12,295	25,478	23,877	27,536	28,634
Total	66	171	958	6,112	20,914	41,508	38,532	43,753	44,234

The Expert Committee on Textile Policy set up in 1998 submitted its report to the Government in August 1999. One of the important targets outlined in the Textile Policy 2000 was to push textile and apparel exports from \$ 11 billion to \$ 50 billion by 2010 with the share of garments at \$ 25 billion. The main destinations of our exports are the USA, Russia, U.K., France, East European countries, Australia, New Zealand, Nepal, Singapore, Sri Lanka and some African countries.

VII. MAJOR CHALLENGES FACING THE HANDLOOM SECTOR

Handloom, being a state subject, its development is primarily the responsibility of the State Governments. Government of India has been supplementing the efforts of the States with its policy of promoting and encouraging the sector through a number of policies, programmes and financial assistance. The role of women in the handloom industry is largely unacknowledged. But this sector derives a majority of its skills and work from women who constitute more than 70% of weavers and workers engaged in this sector.

VIII. RISING INPUT COSTS

The issue of easy sourcing of raw materials (both yarn and dyes & chemicals) at reasonable prices has been a key problem across centres of handloom production. The problem is far more acute for individual weavers. Cotton yarn is the major input for handloom weaving. In recent years, there has been a phenomenal rise in the prices of yarn.



IX. MARKETING BOTTLENECKS

Dearth of innovation and limited dynamism is associated with the handloom sector, particularly in the field of marketing. One major factor impeding the expansion and growth of this sector is lack of adequate investment, participation and stake-holding by the private sector, mainly in marketing and supply chain. As 61.1% of the total weaver workforce (24% for non-North Eastern States) comprise of independent workers, a majority of the weavers necessarily bear all the risks associated with the business of procurement, marketing and sale, with obvious consequences.

X. POOR INSTITUTIONAL MANAGEMENT

The Handlooms sector was encouraged to adopt a co-operative model and the Government policy facilitated the formation and running of Primary Cooperative Societies at the village/taluka level and Apex Societies at the State level. Unfortunately, in the last 5 to 10 years, several Apex Societies/Handloom Corporations have become dormant due to a host of reasons such as financial losses, lack of professional management, over-staffing and poor marketing and distribution channels.

1. Poor Policy Dissemination Lack of information to weavers regarding various Government policies and schemes under implementation, is a significant cause for the dwindling fortunes of the weaver community. Sometimes, the implementing agencies and the concerned Governments Departments may not possess complete information, resulting in critical gaps in implementation.

2. Infrastructure gaps

Infrastructure in the handloom sector continues to be inadequate, particularly in the North Eastern Region. Facilities such as clean drinking water, sanitation, effluent treatment plants and electricity, are not available in all hubs of handlooms production.

Systems that ensure efficient supply chain management from the stage of availability of handloom raw materials up to sale of finished goods, essential for providing the weavers easy



access to inputs and markets throughout the country and thereby resulting in higher returns for their products, are yet to be set up.

3. Information and Resource gaps

Major institutions providing inputs-credit, research, technology, management and market development, etc. are largely centralized and, hence unable to reach the dispersed and largely home-based weavers.

4. Data Base

Inadequacy of a dedicated data base for the sector continues to be a major drawback, which adversely affects policy formulation and review. Its absence also hinders attempts at inter-sectoral comparisons with related departments.

5. Monitoring and Evaluation

A critical success factor for any scheme is a robust monitoring and evaluation system to ensure timely completion of project activities as well as attainment of objectives of increasing incomes of weavers, increasing output, maximizing coverage and ensuring a sustainable impact.

6. Education, Skills, Research and Training

The formal education system, including research institutes, have not included teaching, training and skill development for the handlooms sector into their mainstream curricula/activities. With rapid changes in technology and processes have taken place globally, practices in the domestic handloom sector have tended to be relatively static and consequently unable to meet the market requirements..

XI. CONCLUSION

In spite, of the various policy measures taken by the government by way of institutional support and direct financial assistance to the handloom weavers, they are suffering miserably due to myriad problems and are incurring continuous losses. At present, most of the weavers are living below the poverty line. The main problems that are faced by them are unemployment and mounting debts, along with many other problems faced by the handloom industry. The crisis in



the industry has reached to a stage which is alarming as some weavers are committing suicides, and are also leaving their current occupation and are migrating to other occupations.

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**A COMPARATIVE STUDY ON THE IMPORTANCE OF HUMAN RESOURCE
INFORMATION SYSTEMS (HRIS) IN STRATEGIC HUMAN RESOURCES
MANAGEMENT (SHRM)**

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ABSTRACT

Increasing demands placed on human resources (HR) by co-workers as well as internal and external forces are rendering manual HR management completely inadequate (Beckers and Bsai, 2002). Given such trends, information systems (IS) has considerable potential as a tool that managers can use, both generally and in human resourcing functions in particular to increase the capabilities and innovations in the organizations (Tansley and Watson, 2000). Those managing the HR functions have not ignored such advice and a widespread use of human resource information systems (HRIS) has occurred (Ngai and Wat, 2006). Consequently, HR managers as well as IS researchers are stressing the need to better understand the factors that contribute to the success or otherwise of HRIS (Ngai and Wat, 2006; Hussain et al, 2007). Information technology is expected to drive Human Resource (HR)'s transition from a focus on Human Resource Management (HRM) to Strategic Human Resource Management (SHRM). This strategic role not only adds a valuable dimension to the HR function, but also changes the competencies that define HR professional and practitioner success.

The study aims at investigating the role of Human Resource Information Systems (HRIS) in SHRM. It was an attempt to examine how HR professionals and managers in different organizations see the effects of HRIS on strategic HR tasks and job roles. It also tried to



find out if there was any significant difference in the usage of HRIS between Small/Medium (SME) size and Large size companies. A survey questionnaire based on Hussain et al., (2006) model of research was sent to a random sample of 150 companies from all business sectors . The target group of the questionnaire was HR managers, HR directors, and HR professionals in companies based in India. The study includes both large and small/medium sized organizations across all the business sectors. The results of the survey reveal that HR professionals not only consider HRIS usage as a support for strategic HR tasks but also perceive it as an enabling technology. The study also indicates that large sized firms are most likely to experience considerable HRIS usage in support of strategic HR tasks. Moreover, there was no significant difference in proportion to the size of a company regarding HRIS usage in support of commitment management and managing trade union relations with organizations.

I. INTRODUCTION

Invariably, human resource management (HRM) issues have been major concern for managers at all levels, because they all meet their goals through the efforts of others, which require the effective and efficient management of people (Dessler *et al.*, 1999). The spacious array of HRM activities for example, planning, recruiting, selection, and training just to mention but few place enormous responsibilities on supervisors and managers alike. These embrace analyzing jobs, planning labor needs, selecting employees, orienting and training employees, managing compensation, communicating (which includes counseling and disciplining), and maintaining employee commitment. In addition to the already mentioned activities are, ensuring fair treatment, appraising performance, ensuring employee health and safety, building and maintaining good employee/labor relations etc.

However, according to Stewart (1996), the human resource management function has faced a scuffle in justifying its position in organizations. Firms easily justify expenditures on training, staffing, reward, and employee involvement systems in favorable conditions, but when



faced with financial difficulties, such Human Resource (HR) systems become prime target for cutbacks. Nonetheless, introducing strategic human resource management (SHRM), in exploring HR's supportive role in business strategy, presented a possibility for demonstrating its value to the firm. Consequently, Walker (1978) called for a connection between strategic planning and human resource planning marking the commencement of the field of SHRM, but it was not until early 1980s before extensive work was carried out on this proposed linkage. For instance, a comprehensive study by Devanna, Fombrum and Tichy (1984) was devoted to exploring the link between business strategy and HR. Since then, SHRM's evolution has consistently been followed by a few years of developments within the field of strategic management.

Lately, the increasing pressure to support strategic objectives and the greater focus on shareholder value have led to changes in both job content and expectations of HR professionals (Storey *et al.*, 2001; Ball, 2000). Similarly, Schuler *et al.*, (2001) and Mayfield *et al.*, (2003) noted that one such major changes included contemporary use of Information Systems (IS) in support of the HRM process. More so, a careful analysis indicated that increased human resource information systems (HRIS) usage enabled improved professional performance and thus facilitated involvement in internal consultancy activities (PMP (UK) Ltd 1997). Tannenbaum (1990) defines HRIS as a technology-based system used to acquire, store, manipulate, analyze, retrieve, and distribute pertinent information regarding an organization's human resources. Kovach *et al.*, (1999) defined HRIS as a systematic procedure for collecting, storing, maintaining, retrieving, and validating data needed by organization about its human resources, personnel activities, and organization unit characteristics. Furthermore, HRIS shape an integration between human resource management (HRM) and Information Technology. It merges HRM as a discipline and in particular basic HR activities and processes with the information technology field (Gerardine DeSanctis, 1986). As is the case with any complex organizational information system, an HRIS is not limited to the computer hardware and software applications that comprise the technical part of the system it also includes the people, policies, procedures, and data required to manage the HR function (Hendrickson, 2003).



In addition, according to Ulrich (1997), using HRIS provides value to the organization and improves HR professionals own standing in the organization. In another development, Brockbank (1999) suggested the need for HR to become a strategic partner. HRIS provides management with strategic data not only in recruitment and retention strategies, but also in merging HRIS data into large-scale corporate strategy. The data collected from HRIS provides management with decision-making tool. Through proper HR management, firms are able to perform calculations that have effects on the business as a whole. Such calculations include health-care costs per employee, pay benefits as a percentage of operating expense, cost per hire, return on training, turnover rates and costs, time required to fill certain jobs, return on human capital invested, and human value added. It must be noted though, that, none of these calculations result in cost reduction in the HR function (Gerardine DeSanctis, 1986: 15).

Consequently, HRIS is seen to facilitate the provision of quality information to management for informed decision-making. Most notably, it supports the provision of executive reports and summaries for senior management and is crucial for learning organizations that see their human resource as providing a major competitive advantage. HRIS is therefore a medium that helps HR professionals perform their job roles more effectively (Grallagher, 1986; Broderick and Boudreau, 1992). Further, various studies had offered a conclusive evidence to affirm the role HRIS plays in support of strategic decision-making. There has been a dramatic increase in HRIS' usage. For example, Lawler and Mohrman (2001) in Hussain *et al.*, (2007) established that the use of HRIS had consistently increased over the previous years, irrespective of the degree of strategic partnership held by the HR function. Definitely, HRIS usage had increased substantially even in firms where HR had no strategic role. They cautioned, however, that HRIS usage and, in particular, fully integrated HRIS systems, did not necessarily ensure that HR would become a full strategic partner. Even though, numerous studies in this area have provided substantial empirical and theoretical contributions to the field of HRIS this area of investigation is still in its infancy. Interestingly, little however is known about the role of HRIS in SHRM. As the pressure to shift from HRM to SHRM keeps on mounting, coupling with severe global competition, and in conjunction with the ever-



increasing demand for HRIS, further research is still needed in this field and it has become important to understand properly the role HRIS plays in SHRM.

This will enable a careful analysis and diligent consideration of HRIS application to strategic HR tasks since a successful execution is rewarded with numerous benefits including improved accuracy, provision of just-in-time information, and costs saving. Also HRIS involves huge investment, this study will help to realize other uses of HRIS and how important it is for an organization. This may also encourage small scale companies, who still do not use HRIS to automate their system.

II. RESEARCH OBJECTIVES

This study explores the role of human resource information systems (HRIS) in strategic human resource management (SHRM). The question to address in this study therefore is “What role if any do HRIS play in SHRM”? In order to investigate this, a number of strategic HR tasks identified by various researchers is used to test for HRIS role in SHRM such as communications, human resource development, workplace learning, career management, managerial leadership, business process reengineering, commitment management, trade unions management, and decision making.

The study examines the following research questions:

- ☐ Do HRIS play any role in strategic HR tasks?
- ☐ Do small and medium sized companies in support of strategic HR tasks relative to large sized companies use HRIS differentially?

III. RESEARCH DESIGN

The questionnaire used is modified version of questionnaire used by Asafo-Adjei Agyenim Boateng in his research carried out in Finland based on Hussain *et al.*, (2006) model of research questions. The questions are designed to ascertain demographic information about the respondents and their organization, with the aim of obtaining information about the HR tasks they perform, and the extent to which those HR tasks that they perform are considered strategic compared to the proposed strategic HR tasks by the study. It is also to establish

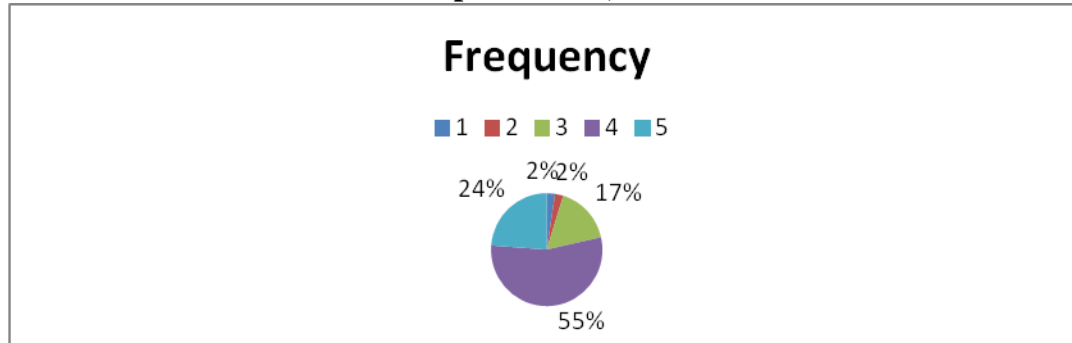


their level of experience as HR professionals and the role/position in the organization. Likewise, it is intended to find out the extent of HRIS role especially in strategic HRM, the propose HRIS impact on the professional standing after use, and the proportion of HRIS usage in SME and large companies. To select a sample of 150 companies from the large list of companies based in India, random sampling was used. For this purpose the list of companies based in India was obtained from sites like Wikipedia and list-of-companies.org/india . Further their HR contact address were searched and listed, using the sites like linkedin.in etc. On this list of companies stratified sampling was performed to separate SME from large scale industries. Following which random sampling was performed using random tables to obtain a sample list of large scale and SME based in India. The questionnaire was sent to 150 companies out of which 47 were returned representing 31.33% response rate. However, only 42 (28 %) out of the 47 were actually used. This rate of response was low, and this can be attributed to several reason. Five of the responses were not usable because, the questionnaires were not properly filled. The 3 out of the 5 questionnaire were rejected because they were filled in inaccurate manner, same response was given for all the questions and were incomprehensive. The other 2 questionnaire bore the name of non-existent companies so they could not be accounted for. This response rate was low but it can be attributed to the fact that the complete and accurate information about the mailing address was not available , managers tendency of not replying to unknown emails etc.

IV. DATA ANALYSIS

In order to verify the 1st objective the respondents were asked, “To what extent do HRIS play a role in strategic HR tasks?”

Fig1: To what extent do HRIS play a role in strategic HR tasks?



Results of this analysis showed that 24% HR professionals have agreed that HRIS plays a very important role in SHRM, while 55% rated that HRIS plays an important role in SHRM. So 79% of the respondents agreed that HRIS plays a crucial role in SHRM. The empirical results of the study revealed that HRIS play a key role in strategic HR tasks. This is an indication that HRIS capabilities in shaping the integration between HRM and IT (Hendrickson, 2003) are also applicable to SHRM. This means that HR professionals would be able to cope with their new roles without panicking because their new role, SHRM, is still supported by HRIS.

Objective 2 questions, “whether HRIS will be used differentially by Small and medium sized companies in support of strategic HR tasks relative to large sized companies”. To investigate this proposition, data responses were used. The independent sample t-test carried out revealed that the degree of HRIS usage in respondent’s organization in the SME differed significantly from the large organizations. The results from the associated statistical tests are presented in Table 1.

	SME N=11		Large Organization N=31		F - Value	Sig - Value
	Mean	Standard Deviation	Mean	Standard Deviation		
To what extent do you think that HRIS are	2.91	1.044	4.19	0.654	4.485	0.000



used in support of strategic HR tasks?						
To what extent are HRIS used in support of the following strategic HR tasks?[Human resource development and workplace learning]	3.18	0.603	4.16	0.638	0.0086	0.000
To what extent do you think that HRIS are used in support of strategic HR tasks? [Career management]	2.64	0.674	4.13	0.846	1.292	0.000
To what extent do you think that HRIS are used in support of strategic HR tasks? [Leadership management]	2.45	0.688	3.00	0.632	2.166	0.021
To what extent do you think that HRIS are used in support of strategic HR tasks? [Managing relations with the organization's trade unions]	2.27	0.467	2.97	0.657	0.071	0.003
To what extent do HRIS play a role in	3.09	0.944	4.26	0.575	1.560	0.000



strategic HR tasks?						
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Table 1 : T-test Analysis

However, in the case of specific strategic HR tasks, the degree of the support depended on the type of organization. Larger firms/companies experienced a great deal of HRIS support in most of the strategic HR tasks namely communication, human resource development and workplace learning, career management, business process reengineering, and decision-making. On the contrary, HRIS usage in support of commitment management, leadership management and managing trade union relations with organizations did not reveal any significant difference in proportion of users in SME and large companies. It implies that users of HRIS need to identify their strategic HR tasks and organization type before embarking on any HRIS implementation in order to enjoy the full benefit of using HRIS both to HR professionals and to the organization as a whole.

V. CONCLUSION

The study suggests that HRIS play a key role in SHRM, but the degree of the role was also very much dependent on the type of organization. This provides some insights into the usage of HRIS in strategic HR tasks, which should help HR practitioners acquire a better understanding of HRIS role in SHRM.

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**AN EMPIRICAL STUDY OF PERFORMANCE APPRAISAL IN
TELECOMMUNICATION SECTOR WITH RESPECT TO BSNL**

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ABSTRACT

The purpose of the study is to explore the impact of human resource management in the field of telecommunication with respect to BSNL. Human Resource (or personnel) management, in the sense of getting things done through people, is an essential part of every manager's responsibility. hrm is the process of recruitment, selection of employee, providing proper orientation and the developing skills, assessment of employee, providing proper compensation and benefits, motivating, maintaining proper relations within the company. Performance appraisal is the most traditional but widely used method of measuring employee performance on the job, his relative abilities and skills to enable him to take up higher job responsibilities. Now-a-days the organization are putting increased accentuate on performance of the employee on the one hand and use it as a motivational tool on the other hand, Bharat Sanchar Nigam Limited (BSNL) is a leading telecom operator, owned by the Indian government. Its services includes wire line, CDMA based mobile services; GSM based mobile services, 3G services and broadband services. As of March 2013, the company has 101.206 million wireless subscriptions (11.66% market share) with net addition of 536,058 subscriptions during January-March 2013 and 20.44 million subscriptions with respective market share of 67.67%.

Key words: performance appraisal, ability, motivation, training, job responsibility.

I. INTRODUCTION



My research project deals with “Performance Appraisal as carried out at Bharath Sanchar Nigam Ltd. (BSNL)”. In this report, I have studied & evaluated the performance appraisal process as it is carried out in the Hyderabad City. Organizations are run and selected by people. It is through people that goals are set and objectives are realized. The performance of an organization is thus depends upon the sum total of the performance of its members. Performance can be measured by some combinations of quality, quantity, time and cost.

An overview of Bharath Sanchar Nigam Limited:

On October 1, 2000 the department of telecom operations, government of India became a corporation and was christened Bharath Sanchar Nigam limited (BSNL). Today BSNL is the Number 1 telecommunications company and the largest public sector undertaking of India with authorized share capital of \$3600 million and net worth of \$13.85 billion it has a net work of over 45 million lines covering 5000 towns with over 35 million telephone connections.

Existing performance appraisal programme in BSNL:

The performance appraisal programme is a grading system basically conducted in two stages in the first stage appraisal is done immediate supervisor and in the second stage self appraisal system exists, where employee is asked to analyze his strength and weakness. The appraisal form is an important document, which is kept confidential. It provides basic and vital inputs for assessing the performance of an officer and for his/her future advancement in his/her career. The reporting officer in the beginning of the year set quantitative /physical/financial targets in consultation with each of the officer with respect to whom he is required to report upon. Performance appraisal is a joint exercise between the officer reported upon and the reporting officer. The targets are set at the commencement of the reporting year i.e., April, in the case of all India service officers. In the case of an officer taking up a new assignment in the middle of the reporting year such targets are set at the time of assumptions of the new assignment.

Performance appraisal is the most traditional but widely used method of measuring employee performance on the job, his relative abilities and skills to enable him to take up higher job



responsibilities. Now-a-days the organization are putting increased accentuate on performance of the employee on the one hand and use it as a motivational tool on the other hand. Bharat Sanchar Nigam Limited (BSNL) is a leading telecom operator, owned by the Indian government. Its services includes wire line, CDMA based mobile services; GSM based mobile services, 3G services and broadband services. As of March 2013, the company has 101.206 million wireless subscriptions (11.66% market share) with net addition of 536,058 subscriptions during January-March 2013 and 20.44 million subscriptions with respective market share of 67.67%.

II. WHY APPRAISE THE PERFORMANCE

There are several reasons for carrying out performance appraisal. They are:

- ✓ To assess the employee's present level of performance.
- ✓ To identify the strength or weakness of individual employee.
- ✓ To provide feedback to the employee so that he can improve his/her performance.
- ✓ To provide an objective basis for rewarding the employees for their performance
- ✓ To motivate those employees who perform.
- ✓ To check and punish those employees who fail to perform.
- ✓ To identify the gaps in performance, and thus, assess training and development needs.
- ✓ To identify the employee's potential to perform.

III. PROCESS

The process of performance appraisal:

- Create and set up performance standards
- Communicating the Standards
- Measure present level of Performance
- Comparing and appraise present level of performance with standards
- Discussing the appraisal with the employee
- Identifying and initiate the Corrective Action

IV. BASIS OF PERFORMANCE APPRAISAL



- ❖ Volume of sales.
- ❖ Total revenue generated.
- ❖ Return on investment.
- ❖ Volume of production.
- ❖ Quality standards achieved.
- ❖ Operating costs.
- ❖ Time saved.
- ❖ Number of customer complaints proceeds or pending.

V. METHODS OF PERFORMANCE APPRAISAL

The foregoing list of major program pitfalls represents a formidable challenge, even considering the available battery of appraisal techniques. But attempting to avoid these pitfalls by doing away with appraisals themselves is like trying to solve the problems of life by committing suicide. The more logical task is to identify those appraisal practices that are (a) most likely to achieve a particular objective and (b) least vulnerable to the obstacles already discussed.

The best-known techniques will be treated most briefly.

Essay appraisal

In its simplest form, this technique asks the rater to write a paragraph or more covering an individual's strengths, weaknesses, potential, and so on. In most selection situations, particularly those involving professional, sales, or managerial positions, essay appraisals from former employers, teachers, or associates carry significant weight.

Graphic rating scale

This technique may not yield the depth of an essay appraisal, but it is more consistent and reliable. Typically, a graphic scale assesses a person on the quality and quantity of his work (is he outstanding, above average, average, or unsatisfactory?) and on a variety of other factors that



vary with the job but usually include personal traits like reliability and cooperation. It may also include specific performance items like oral and written communication.

Field review

The field review is one of several techniques for doing this. A member of the personnel or central administrative staff meets with small groups of raters from each supervisory unit and goes over each employee's rating with them to (a) identify areas of inter-rater disagreement, (b) help the group arrive at a consensus, and (c) determine that each rater conceives the standards similarly. .

Forced-choice rating

Like the field review, this technique was developed to reduce bias and establish objective standards of comparison between individuals, but it does not involve the intervention of a third party.

Management by objectives

To avoid, or to deal with, the feeling that they are being judged by unfairly high standards, employees in some organizations are being asked to set - or help set - their own performance goals. Within the past five or six years, MBO has become something of a fad and is so familiar to most managers that I will not dwell on it here.

Ranking methods

For comparative purposes, particularly when it is necessary to compare people who work for different supervisors, individual statements, ratings, or appraisal forms are not particularly useful. Instead, it is necessary to recognize that comparisons involve an overall subjective judgment to which a host of additional facts and impressions must somehow be added. There is no single form or way to do this.

Assessment centers



So far, we have been talking about assessing past performance. What about the assessment of future performance or potential? In any placement decision and even more so in promotion decisions, some prediction of future performance is necessary. How can this kind of prediction be made most validly and most fairly?

360 Degree Feedback

Many firms have expanded the idea of upward feedback into what they call 360-degree feedback. The feedback is generally used for training and development, rather than for pay increases.

Most 360 Degree Feedback system contains several common features. Appropriate parties – peers, supervisors, subordinates and customers, for instance – complete survey, questionnaires on an individual. 360 degree feedback is also known as the multi-rater feedback, whereby ratings are not given just by the next manager up in the organizational hierarchy, but also by peers and subordinates. Appropriate customer ratings are also included, along with the element of self appraisal. Once gathered in, the assessment from the various quarters are compared with one another and the results communicated to the manager concerned.

Another technique that is useful for coaching purposes is, of course, MBO. Like the critical incident method, it focuses on actual behavior and actual results, which can be discussed objectively and constructively, with little or no need for a supervisor to "play God."

VI. BENEFITS OF PERFORMANCE APPRAISALS

- Measures an employee's performance.
- Helps in clarifying, defining, redefining priorities and objectives.
- Motivates the employee through achievement and feedback.
- Facilitates assessment and agreement of training needs.
- Helps in identification of personal strengths and weaknesses.
- Plays an important role in Personal career and succession planning.
- Clarifies team roles and facilitates team building.
- Plays major role in organizational training needs assessment and analysis.



- Improves understanding and relationship between the employee and the reporting manager and also helps in resolving confusions and misunderstandings.
- Plays an important tool for communicating the organization's philosophies, values, aims, strategies, priorities, etc among its employees.

VII. RATING ERRORS IN PERFORMANCE APPRAISALS

Performance appraisals are subject to a wide variety of inaccuracies and biases referred to as 'rating errors'. These errors can seriously affect assessment results. Some of the most common rating errors are: -

- ✓ Leniency or severity
- ✓ Central tendency
- ✓ Halo error
- ✓ Rater effect
- ✓ Primacy and Recency effects
- ✓ Performance dimension order
- ✓ Spillover effect

VIII. ROLES IN THE PERFORMANCE APPRAISAL PROCESS

- Reporting Manager
- Reviewer (Reporting Manager's Reporting Manager)
- HOD (In some cases, a reviewer may not be a HOD)
- HR Head
- Normalization Committee
-

IX. CONCLUSION

The study reveals that there should develop PRP (Performance related pay) in the public sector. The main rationale for establishing PRP is to improve performance and motivation of the managers or employees. The introduction of PRP at employee's level is a way to forge a closer link between individual job goals and organizational goals. Also needs to attract and retain



talented employees. PRP create alternative career paths where there is a growth of the employee as well as the employer. When compare to the other qualities of the performance appraisal, PRP plays a major role in any sector.

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A STUDY ON CYBER CRIME- A THREAT TO THE SOCIETY

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ABSTRACT

The rapid development of computer technology and the integration of computer and communication technology have made significant changes to human information activities. Firstly, the efficient and effective power of information processing has made computer the most important tool for data processing. In the present day world, has witnessed an unpredicted index of Cybercrimes whether they pertain to Trojan attacks, e-mail bombing, web attacks, information theft, or the most common offence of hacking. Despite technological measures being adopted by organizations and individuals, we have witnessed that the cybercrimes has been increased over the last decade. Since users of internet are increasing worldwide in large number day by day, where it is easy to access any information easily within a few seconds by using internet which is the medium for huge information and a large base of communications around the world. Certain precautionary measures should be taken by all of us while using the internet which will assist in challenging this major threat Cyber Crime. This paper, involves the study of various categories of cybercrime and cybercrime as a threat to entire society. The study suggests various preventive measures to be taken to curb the cybercrime.

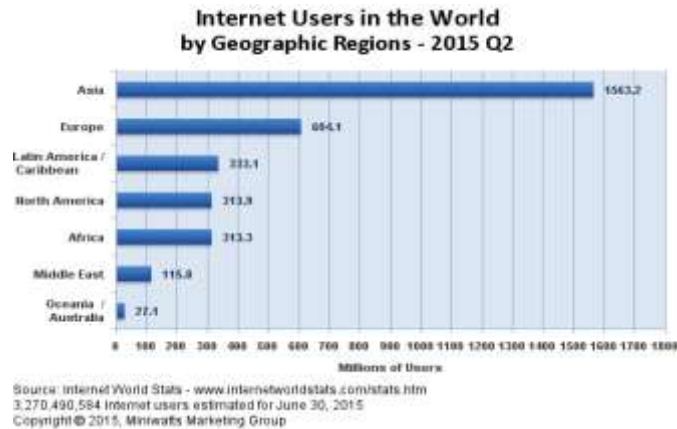
Keywords: *Cybercrime, E-mail bombing, Information theft, Online-defamation, Hacking, Web attacks*

I. INTRODUCTION

These days' computer and internet becomes very common for our daily life. In 2000, less than 40 crore people were able access Internet worldwide. Now around 3,270,490,584 people are hooked up to surf the net around the world. The present time of using fast internet brings a new



world known as cyber world. The increasing use of information technology facilitate common people to get information, store information, share information etc. The cyber world is an online world where users have a lot of information technology mechanisms to do personal activity as easily and freely as they can transact them in the physical world.



In Asia, India has rank top two internet users country. In the present scenario internet has become the backbone of social & economic world. Users can access the internet anytime from anywhere but through the internet many illegal works may done. Nowadays E-mail and website is the most efficient way of data communication

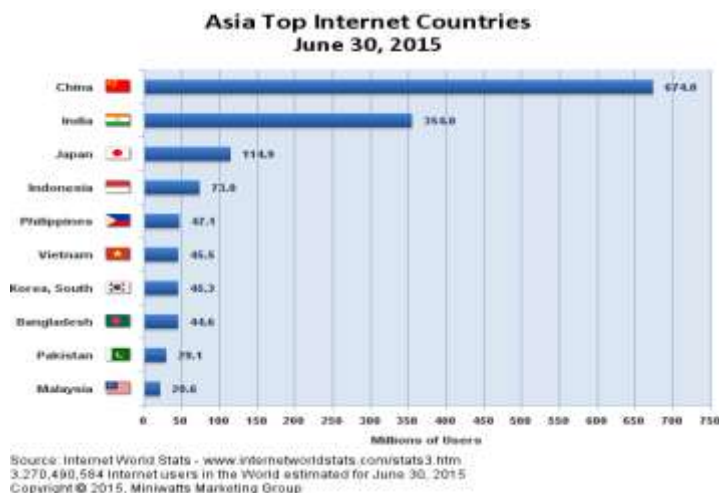




Fig.1. County wise use of internet facility

(Source: <http://www.internetworldstats.com/stats3.htm>)

Internet plays an important role in all online service and activities. Users can access these online services easily. Internet offers great benefit to society but presently the scope for crime also. Today e-mail and websites have become the preferred means of data communication. This includes not only educational and informative material but also information that might be personal

II. OBJECTIVES OF THE STUDY

- To analyze the principles of jurisdiction in cyber offences.
- To suggest the reforms and remedial measures for the prevention and control of cyber crimes

III. CYBERCRIME

Cybercrime is the most complicated issue for the cyber world. The Indian constitution has not given any definition to the term 'cybercrime'. In fact, the Indian Penal Code does not use the term 'cybercrime' at any point even after its amendment by the Information Technology (amendment) Act 2008, the Indian Cyber law.

The term 'cybercrime' bandied about these days, as it's a bigger risk now than ever before due to the sheer number of connected people and devices. But what is it exactly? In a nutshell, it is simply a crime that has some kind of computer or cyber aspect to it. To go into more detail is not as straightforward, as it takes shape in a variety of different formats. We've put together this guide with some interesting and often alarming facts, to make it a little easier to digest

In tenth United Nations congress on "prevention of crime and treatment of offenders" which is devoted to issues of crimes related to computer networks, cyber crime was broken into two categories and defined as:



a. Cyber crime in a narrow sense (computer crime): Any illegal behavior directed by means of electronic operations that targets the security of computer systems and the data processed by them.

b. Cyber crime in a broader sense (computer-related crime): Any illegal behavior committed by means of, or in relation to, a computer system or network, including such crimes as illegal possession and offering or distributing information by means of a computer system or network.

Cyber Crimes Includes

E Mail Bombing: It is a crime in which a person sends a frequent/repeated number of emails to the inbox of the target person. Mail bombs can result in crashing the e-mail server

Hacking: Hacking simply refers to the breaking into the computer system and steals valuable information (data) from the system without any permission

Theft of Information Contained In Electronic Form: This includes information stored in computer hard disks, removable storage media etc. Theft may be by tampering them through the virtual medium.

Identity Theft: It simply refers to fraud or cheat others by make their wrong identity of others. For which criminal shall be punished with imprisonment of either description for a term which may extend to three years and shall also be liable to fine which may extend to rupees one lakh.

Internet Fraud: Internet fraud can occur in chat rooms, email, message boards or on websites. In internet fraud criminal can send fake information to the victim in cases like online purchasing, real estate etc.

Malicious Software: These are Internet-based software or programs that are used to disrupt a network.

Cyber warfare: It is Internet-based conflict involving politically motivated attacks on information systems.

Trojan attacks: This term has its origin in the word 'Trojan horse'. In software field this means an unauthorized program, which passively gains control over another's system by representing itself as an authorized program. The most common form of installing a Trojan is through email.



Classification

The subject of cyber crime may be broadly classified under

The following three groups, they are-

Against Individuals: it includes a person and property of an individual

Against Organization it includes the Government and Firm or a Company

Against Society at large: The following are the crimes, which can be committed against the followings group

Against Individuals: – Harassment via e-mails, Cyber-stalking, Dissemination of obscene material, Defamation, Unauthorized control/access over computer system, Indecent exposure, Email spoofing, Cheating & Fraud

Against Individual Property: - Computer vandalism, Transmitting virus, Net trespass, Unauthorized control/access over computer system, Intellectual Property crimes, Internet time thefts.

Against Organization: - Unauthorized control/access over computer system, Possession of unauthorized information, Cyber terrorism against the government organization, Distribution of pirated software etc.

Against Society at large: - Pornography (basically child pornography), Polluting the youth through indecent exposure, Trafficking, Financial crimes, Sale of illegal articles, Online gambling, Forgery

IV. STATUTORY PROVISIONS

The consequence of which the Information Technology Act 2000 was passed and enforced on 17th May 2000. the preamble of this Act states its objective to legalize e-commerce and further amend the acts such as The Indian Penal Code 1860, the Indian Evidence Act 1872, the Banker's Book Evidence Act 1891 and the Reserve Bank of India Act 1934. The basic purpose to incorporate the changes in these Acts is to make them compatible with the Act of 2000. So that they may regulate and control the affairs of the cyber world in an effective manner. The Information Technology Act deals with the various Cyber crimes in chapters IX & XI. The important sections are Ss. 43, 65, 66, 67. Section 43 in particular deals with the unauthorized access, unauthorized downloading, virus attacks or any contaminant, causes damage, disruption,



denial of access, interference with the service availed by a person. This section provide for a fine up to Rs. 1 Crore by way of remedy. Section 65 deals with ‘tampering with computer source documents’ and provides for imprisonment up to 3 years or fine, this may extend up to 2 years or both. Section 66 deals with ‘hacking with computer system’ and provides for imprisonment up to 3 years or fine, which may extend up to 2 years or both. Further section 67 deals with publication of obscene material and provides for imprisonment up to a term of 10 years and also with fine up to Rs. 2 lakhs.

Analysis of the Statutory Provisions

The Information Technology Act 2000 was undoubtedly a welcome step at a time when there was no legislation on this specialized field. The Act has however during its application has proved to be inadequate to a certain extent. The various loopholes in the Act are

The legislation which was passed didn’t consider the experts opinions.

“Cyber laws it is a generic term, which denotes all aspects, issues and the legal consequences on the Internet, the World Wide Web and cyber space. India is the 12th nation in the world that has cyber legislation apart from countries like the US, Singapore, France, Malaysia and Japan.

Cyber torts the recent cases including Cyber stalking cyber harassment, cyber nuisance, and cyber defamation have shown that the I.T.Act 2000 has not dealt with those offences. Further it is also contended that in future new forms of cyber crime will emerge which even need to be taken care of. Therefore India should sign the cybercrime convention. However the I.T.Act 2000 read with the Penal Code is capable of dealing with these felonies.

Ambiguity in the definition of hacking provided in section 66 of the Act is very wide and capable of misapplication. There is every possibility of this section being misapplied and in fact the Delhi court has misapplied it. The infamous go2nextjob has made it very clear that what may be the fate of a person who is booked under section 66 or the constant threat under which the netizens are till s. 66 exists in its present form. Furthermore, section 67 is also vague to certain extent. It is difficult to define the term lascivious information or obscene pornographic information. Further our inability to deal with the cases of cyber pornography has been proved by the Bal Bharati case.



Lack of awareness: One important reason that the Act of 2000 is not achieving complete success is because the lack of awareness among the users about their rights.

Jurisdiction issues: Jurisdiction is also one of the debatable issues in the cases of cyber crime due to the very universal nature of cyber space. With the ever-growing arms of cyber space the territorial concept seems to vanish. New methods of dispute resolution should give way to the conventional methods. The Act of 2000 is very silent on these issues.

V. PREVENTION OF CYBER CRIME

Prevention is always better than cure. It is always better to take certain measures while using the net. A user should keep in mind the following things

Always avoid sending any photograph online networks.

Always use latest and update antivirus software to guard against virus attacks.

Always keep back up volumes so that one may not suffer data loss in case of virus contamination

Never send your credit card number to any site that is not secured, to guard against frauds.

Always keep a watch on the sites that your children are accessing to prevent any kind of harassment or depravation in children.

Use encryption for your most sensitive files such as tax returns or financial records, make regular back-ups of all your important data, and store it in another location.

Be aware that your mobile device is vulnerable to viruses and hackers. Download applications from trusted sources.

VI. CONCLUSIONS

Computer crime is a complex issue. Law enforcement must seek ways to keep the drawbacks and amend the acts accordingly. But even today cyber crime is happening in India. Due to advancement of technology people apply their talent to misuse of technology and also make it harmful to other point of view. Thus, this kind of crime cannot be solved fully by establishing different law, also need to develop human Morality, values and ethics in proper manner.



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CONTEMPORARY CHALLENGES INFLUENCING HUMAN RESOURCE MANAGEMENT

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ABSTRACT

This paper examine the various challenges which are arising in the field of HRM. The managers today face a variety of changes like globalization, technological advancements and changes in political and legal environment, Changes in Information technology. This has lead to a paradigm shift in the roles of professional personnel. The biggest challenge of HRM is to attract, retain and train talented employees. This paper also analyzes how to overcome with these challenges.

I. INTRODUCTION

Human beings are the most vital resource in an organization. A firm's success depends on the abilities of its members. Most problems, challenges, opportunities and frustrations in an organization are people related.

Human resources are the life blood of an organization. Despite the application of technology in modern business management, human resources are still relevant and most adaptive resources of the organization. The strategic values of HR stem from the fact that apart from other resources employed in the course of production (land, capital, technology etc) which are passive, human resources are endowed with discretionary decision-making power and thus have competitive advantage over the other resources. Besides, HR combines other resources in the right mix to formulate appropriate strategies for the accomplishment of the desired objectives of the enterprise. This essential attribute of HR assist the enterprise to make rightful decisions and respond effectively to the threats and opportunities within the environment of the organization.



Thus the enterprise depends highly on its HR for success and survival. This dependence continuously is increasing considering the complex and turbulent nature of the business environment of this century.

II. CHALLENGES OF HRM IN MODERN MANAGEMENT

The environment faced by HR management is a challenging one; changes are occurring rapidly across a wide range of issues. Various studies revealing some of the most important workforce issues. The most widespread challenges facing HR management are as follows:

1. Globalization
2. Technological advancements
3. Changes in political and legal environment
4. Workforce Diversity
5. Revolution in Information Technology
6. Organizational Restructuring
7. Changes in the Economic Environment
8. Employee engagement

1 .Globalization

At a political and economic level, globalization is the process of Internationalisation of markets and legal systems i.e. the use of the so-called global economy. Globalization refers to an expansion beyond national borders of the same market forces that have operated for centuries at all levels of human economic activity (village markets, urban industries, or financial centres). It means that world trade and financial markets are becoming more integrated.

Growing internationalization of business has its impact on HRM in terms of problems of unfamiliar laws, languages, practices, competitions, attitudes, management styles, work ethics



etc. HR managers have a challenge to deal with more functions, more heterogeneous functions and more involvement in employee's personal life.

2. Technological advancements

There is a challenging task of adapting workplace to rapid technological changes which influence the nature of work and generate obsolescence. Advanced technology has tended to reduce the number of jobs that require little skill and to increase the number of jobs that require considerable skill, a shift we refer to as moving from touch labour to knowledge work.. There is new-new working technology. In this situation organizations have to change its technology. New technology creates unemployment and in other hand, there comes scarcity of skilled manpower. Like this, technological change brings difficulties and challenges in organization.

3. Changes in political and legal environment

Changes in political and legal environment means changes in political parties and rules regulation due to which new laws are come and you have to follow all laws while doing business. Many changes taking place in the legal and political framework within which the industrial relation system in the country is now functioning. It is the duty of human resource and industrial relations executives to fully examine the implication, of these changes and brings about necessary adjustment within the organization so that later utilization of human resource can be achieved. It is the responsibility of Human Resource manager to anticipate the changes and prepare organization to face them without any breakdown in its normal functioning

4. Workforce Diversity

According to Thomas (1992), dimensions of workplace diversity include, but are not limited to: age, ethnicity, ancestry, gender, physical abilities/qualities, race, sexual orientation, educational background, geographic location, income, marital status, military experience, religious beliefs, parental status, and work experience. The role of the Human Resource Manager is evolving with the change in competitive market environment and the realization that Human Resource Management must play a more strategic role in the success of an organization. Organizations that do not put their emphasis on attracting and retaining talents may find themselves in dire



consequences, as their competitors may be outplaying them in the strategic employment of their human resources.

With the increase in competition, locally or globally, organizations must become more adaptable, resilient, agile, and customer-focused to succeed. And within this change in environment, the HR professional has to evolve to become a strategic partner, an employee sponsor or advocate, and a change mentor within the organization. In order to succeed, HR must be a business driven function with a thorough understanding of the organization's big picture and be able to influence key decisions and policies. In general, the focus of today's HR Manager is on strategic personnel retention and talents development. HR professionals will be coaches, counsellors, mentors, and succession planners to help motivate organization's members and their loyalty. The HR manager will also promote and fight for values, ethics, beliefs, and spirituality within their organizations, especially in the management of workplace diversity.

The future success of any organizations relies on the ability to manage a diverse body of talent that can bring innovative ideas, perspectives and views to their work. The challenge and problems faced of workplace diversity can be turned into a strategic organizational asset if an organization is able to capitalize on this melting pot of diverse talents. With the mixture of talents of diverse cultural backgrounds, genders, ages and lifestyles, an organization can respond to business opportunities more rapidly and creatively, especially in the global arena, which must be one of the important organizational goals to be attained. More importantly, if the organizational environment does not support diversity broadly, one risks losing talent to competitors. This is especially true for multinational companies (MNCs) who have operations on a global scale and employ people of different countries, ethical and cultural backgrounds. Thus, a HR manager needs to be mindful and may employ a Think Global, Act Local approach in most circumstances..

5. Revolution in Information Technology

Information technology has influenced HRM through human resources information systems (HRIS) that streamline the processing of data and make employee information more readily available to managers. More recently, there has been and in the future there will be impact of



revolutionary computerized information system in the management it covers two primary areas

Application of computer in the managerial decision making process

1. Use of computer systems in managerial decision making process
2. In future computerized information system will have increasing impact at the coordinate and strategic levels of organization.

6. Organizational Restructuring

Many organizations have restructured in the past few years in order to become more competitive. Also, mergers and acquisitions of firms in the same industries have been made to ensure global competitiveness. The “mega-mergers” in the banking, petroleum, and telecommunications industries have been very visible, but mergers and acquisitions of firms in many other industries have increased in recent years. As part of the organizational changes, many organizations have “rightsized” either by (1) eliminating layers of managers, (2) closing facilities, (3) merging with other organizations, or (4) outplacing workers. A common transformation has been to flatten organizations by removing several layers of management and to improve productivity, quality, and service while also reducing costs. As a result, jobs are redesigned and people affected. One of the challenges that HR management faces with organizational restructuring is dealing with the human consequences of change.

many large firms have cut jobs by reducing their workforces, many smaller firms have continued to create jobs. This is particularly true in high technology industries, such as software development. These entrepreneurial firms are faced with growth, while trying to attract sufficient workers with flexible capabilities and to conserve financial resources.

7. Changes in the Economic Environment

This includes examination of the impact of a number of factors on production. Some of the key factors are the scarcity of raw materials and other inputs including power and electricity, encouragement of the culture of consumerism, increasing consumer awareness and demand for quality products, continuing upward trend in the inflationary pressures with decrease in the purchasing power of rupee and its spiraling effects in the ever increasing aspirations of workers for higher wages and other material benefits and mounting costs on the employee welfare and



other benefits. In an inflationary economy, the resources tend to become scarce and the costs of machine, materials and labour multiply. These push up the capital and running costs.

8. Employee engagement

Employee engagement is an approach resulting in the right conditions for all members of an organisation to give of their best each day, committed to their organisation's goals and values, motivated to contribute to organisational success, with an enhanced sense of their own well-being. Besides engagement remains a now a days challenge in front of the HR professionals as they are unable to attain active engagement from their employees because of several factors attributable to employees such as

- Lack of clarity about employee engagement strategy.
- Limited funding to support employee efforts.
- Overarching goals of employees.
- Active inengagement on their part.

How can we overcome with these challenges?

1. Cross cultural training of HR personnel so that they understand other cultural people.
2. Motivate Professional personnel more and more so that do not change organization more frequently financial motivation is not always required you can motivate through non financial motivation like encouragement, training of employee, job satisfaction.
3. HR should adopt the change at internet speed.
4. Shifting HR strategy with changing economy – strategy of HR should be agile, capable of flexing and adaptive to changes in the economy.



5. Training of HRIS – Human resource information system should be given to the HR managers or HR professional so that they can overcome Information Technology challenges.
6. Proper performance evaluation system and proper career development plans should be used in the organization to reduce professional mobility.
7. Technical changes in the workplace often need the implementation of additional training for workers. As training and development is generally the realm of the HR department, this creates yet another challenge for human resource managers. HR must first determine what training is necessary and then implement training measures to ensure all workers can keep up with technical changes. Human resource managers must also determine when it may train existing employees, and when it must search for new workers to fill technical positions within the organization.

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KNOWLEDGE MANAGEMENT APPROACH FOR EVALUATING MANAGEMENT EDUCATION INSTITUTIONS – A PROACTIVE APPROACH

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ABSTRACT

Management education constantly needs to reinvent itself, due to host of factors like rapidly changing market requirements, competition, globalization, virtualization etc. At best a daunting task for even the best of Management Education Institutions(MEI), and a herculean task for the smaller ones. They constantly face an acute crunch on all fronts, be it quality faculty / students, resources-financial /non-financial. A large number of studies have been undertaken for leading MEIs, this study was undertaken primarily for smaller MEIs., to help find a proactive method of evaluation that would also help in leveraging existing resources. New situations demand new approaches and new solutions. Knowledge Management in Management Education Institution.

Key-words - Management Education, KM Taxonomy, KM Models, SECI Model.

I. KNOWLEDGE MANAGEMENT IN MANAGEMENT EDUCATION INSTITUTION

Management education is traditionally meant to help students in acquiring knowledge and skills that enable them to make meaningful contributions to organizations that employ them. But today's shrinking world has changed the scenario, corporate recruitments are no longer the end goal, now it is also a springboard for entrepreneurs, a place to build networks; an enabler of life-long learning etc., its realm is now borderless. Evaluation of b-school is also evolving, apart from flexible learning & differentiated offerings, they are also assessed on aspects like contribution to society. In this dynamic scenario how does one evaluate management education. Changing times need new approaches, in this study we propose knowledge management as an



alternate and suggest a suitable KM model that can be used to evaluate management education institutions.

II. OBJECTIVES OF THE STUDY

- To review major taxonomies of KM.
- To use selected taxonomy to identify a KM Model to evaluate MEIs.

III. RESEARCH METHODOLOGY OF THE STUDY

This study is largely explorative in nature and is based on secondary data. First popular taxonomies of KM Approaches were reviewed to find one that would yield more numbers of KM Models suitable for evaluating MEIs. Then a comparative analysis was undertaken of the most popular models of the short-listed taxonomy to find the most suitable one to evaluate MEIs.

IV. KNOWLEDGE MANAGEMENT TAXONOMIES

It was found during literature review that many attempts had been made to provide a taxonomy for all the existing approaches. Yet till date, there is no single classification that can be called comprehensive or all encompassing. The eight leading taxonomies reviewed in this study are-

- i. Schultze (1998)-as differing perspectives of the term 'knowledge'.
- ii. McAdam & McCreedy's (1999)-three category classification of KM Models
- iii. Binney (2001)-classification on the basis of the businesses problem knowledge management applications handle.
- iv. Earl (2001)-knowledge management as an organizational strategy.
- v. Despres & Chauvel (2002)-a taxonomy of knowledge management.
- vi. Kakabadse & Kakabadse (2003)-as a set of KM models based on discipline of origin.
- vii. Nakamori et al, (2007) -uses domain analysis to classify KM Approaches.
- viii. Satio (2007)- classifies KM approaches along four epistemological perspectives.

The findings were as follows-



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1. **Schultze(1998)** -approach of classifying all KM approaches as 'functionalist' or 'interpretive' was found un-suitable for MEIs, since management education has both aspects; functionalist (domain) perspective and interpretive (experiential) perspective.
2. **Binney (2001)** -classification of KM as transactional, analytical, managing of knowledge assets and process management; is based on the assumption that KM exists in business organizations only. Hence found unsuitable as yields only few models for MEIs.
3. **Earl (2001)**- classifies all KM approaches into seven schools *strategic, systems, cartographic, commercial, organizational, spatial* and *strategic*. In this classification, 'social interaction' a must for learning in MEI's is considered only in models under the 'spatial school', that too rudimentary and informal social interactions;like colleagues chatting around the water cooler etc. thus un-suitable for the study.
4. **Chauvel & Despres (2002)** - simply provides a KM roadmap as places all KM approaches in a four dimensions (Time, Type, Level, Context) grid. It does not provide us with a process or mechanism to capture the various activities of an MEI, that could be used to evaluate the domain of the proposed knowledge management metric.
5. **Kakabadse & Kakabadse (2003)** - classifies KM approaches into Philosophy based Models, Cognitive Models, Network Models, Community of Practice models and Quantum Models ie. based on their discipline of origin. Only cognitive approaches that recognize the economic values of knowledge and make continuous efforts to derive benefits from information management, seem suitable for MEIs, but they overlook the social and collaborative nature of management education. Network and community of practice approach overcome this, but they ignore the economic value of knowledge, necessary in management education. Hence this taxonomy was also found un-suitable.
6. **Nie K. Ma, T. and Nakamori, Y (2007)** - use domain analysis to provide an ontology structure of research topics within the community of JAIST Knowledge Science School, Japan.



Like Chauvel & Despres this approach is more useful as a guide map for all models and not very appropriate to help find a model suitable for evaluating b-schools.

7. *Satio (2007)* - classifies KM approaches along four basic perspectives – information, human, computing, and strategy. Information - approaches that facilitate access/ transfer of data by codifying expertise/experience; human - where knowledge is interpreted as an outcome of social practice and collective sense making; computing-oriented approach-where knowledge is objective and used to develop systems/methods for decision making; strategy - oriented approaches interpret knowledge as an asset and used to design and implement strategies and processes to acquire, create, use and protect it. Here human and strategic approaches dealt separately but management education needs both together.

8. *McAdam & McCreedy's (1999)*- provides a three category classification for the knowledge management approaches.

Intellectual Capital KM approach looks upon 'knowledge' as a tangible asset They can help identify and market, 'management knowledge assets', and also determine the worth of an MEIs knowledge assets. They however fail to ascertain the richness of human activity in creating and sharing knowledge, a single drawback.

Knowledge Category KM approach includes models that cover knowledge transfer in organizations. Some models in this category also involve the transforming processes of socialization making them suitable for evaluating MEIs, as management education to a large extent involves a large social element be it peer learning, knowledge sharing, group activities, case-study discussions or class interactions.

Socially Constructionist KM approach assume a wider interpretation of the term 'knowledge', viewing it as a social and learning process of an organization. These can be used to capture the social and collaborative nature of management education.

Thus from the point of view of the objective of the study, McAdam and McCreedy's categorization was found most apt for finding a knowledge management model for management education institutions.

Models considered for comparative evaluation



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Using McAdam and McCreddy's taxonomy, three most popular KM models in each of its three category were evaluated. The Intellectual Capital Models reviewed under this category are those proposed by Thomas A Stewart (1991), Lief Edvinsson(1996) of Skandia and Gordon Petrash (1996). Other reputed models like the Economic Value Added (EVA)¹, Market Value Added (MVA)², Tobin's Q Ratio³, Balanced Score Card⁴, Skandia's IC Navigator⁵ and Sveiby's Intangible Asset Monitor (IAM)⁶ are basically valuation measures hence excluded as the objective of this study is to find a model to evaluate MEIs, not valuation of its knowledge assets.

The popular models reviewed in Knowledge Category Models are Gunnar Hedlund's 'N' Form Organization, Nonaka & Takeuchi's (1995) SECI model and Boisot's (1998) Information - space Model (The I-space model). The prominent models reviewed in this category are those proposed by Lave and Wenger's (1991), Marc Demarest's (1997) and Chun Wei Choo's (Choo, C.W., 1998).

Dimensions used for Comparative Evaluation of KM Models

The KM Models were evaluated along the following five dimensions similar to the approach adopted by Holsapple et al (1999). The dimensions used are-

- **Focus** - intent of model,

¹ **EVA**-(Economic Value Added) coined by Stern Stewart & Co. a global financial consultancy firm, it is a performance measure, an analytical tool, and a management discipline.

² **MVA**-another term coined by Stern Stewart & Co., $MVA = \text{Total Market Value} - \text{Total Capital}$.

³ **Tobin's Q**-a ratio devised by James Tobin of Yale University, Nobel Laureate in Economics, it is calculated as the market value of a company divided by the replacement value of the firm's asset.

⁴ **Balanced Score Card**-a strategic management system and a performance management system devised by Robert S Kaplan and David P Norton, based on overall performance of the firm.

⁵ **Skandia's IC Navigator**-developed by Edvinsson and Malone of Skandia, a Swedish Insurance Company, it focuses on 4 areas-customer focus, process focus, renewal & development focus and human focus.

⁶ **Sveiby's Intangible Asset Monitor**-method for measuring intangible assets and a presentation format which displays a number of relevant indicators for measuring intangible assets in a simple way.



- **Epistemology** - forms of knowledge⁷ and its utility for MEIs,
- **Knowledge Resources** - where knowledge is embedded, stored and represented in an organization,
- **Knowledge manipulation activity**- knowledge activities that are undertaken in the organization's conduct of KM (knowledge activities) and
- **Ontological dimension**- levels of social aggregation of knowledge in the model.

Comparative evaluation of the Models

The comparative evaluation of the KM models along the five dimension highlighted the following-

Intellectual Category Model

i) *Focus*-Thomas A. Stewart pioneered the concept of intellectual capital so his model focuses more on defining intellectual capital and the three forms it takes. Petrash's and Edvinsson's models also characterize intellectual capital, but emphasis is more on measuring and valuation of knowledge assets.

ii) *Epistemological dimension of the Models*- Stewarts model is the only model in this category that classifies knowledge as public and private; others are silent on this issue.

iii) *Knowledge Resource Classification of the Models*- Stewart identifies three forms of intellectual capital-human capital, structural capital and customer capital. Edvinsson identifies four types of Intellectual capital – human capital, structural capital, business assets, and intellectual property. Petrash's framework identifies intellectual capital as human capital, customer capital and organizational capital.

iv) *Knowledge Manipulation Activities of the Models* – No mention of knowledge activities in Stewart & Petrash's model. Edvinsson's model refers to dynamic interaction between knowledge resources resulting in innovation, but not of processes causing it.

v) **Ontological Dimension of the Models**- *No mention is found in these models*

⁷ Of the three contemporary epistemological viewpoints *introspection*⁷, *empiricism*⁷ and *cognitive constructive*⁷, the cognitive constructive viewpoint was found most suitable for management education.



Knowledge Category Models

Focus-Nonaka & Takeuchi's Model focuses on the dynamic process of organizational creation geared to innovation and growth. Hedlund's model built on earlier KM Models also focuses on the dynamics of knowledge transfer & transformation in an organization geared to strategy and puts forth organizational requirements for effective KM. Boisot's emphasis is more on providing a contextual structure for mapping the types of knowledge existing in an organization.

- i) *Epistemological dimension of the Models*- Demarest's model makes no specific mention of the different types of knowledge. Choo uses the terms 'knowledge' and 'information', but without defining and differentiating them. Wenger's model makes no specific mention of different types of knowledge but states that knowledge exists as a duality, having a hard and soft component, which are complementary facets.
- iii) *Knowledge Resource Classification of the Models*- These frameworks assume that knowledge resources exist since knowledge manipulation activities must operate on something, however no specific mention is made of knowledge resources.
- iv) *Knowledge Manipulation Activities of the Models* – Among the three categories of model knowledge category models treat knowledge manipulation activities as most critical activities in the knowledge management process. Nonaka & Takeuchi's model mentions four knowledge conversion processes – socialization, externalization, combination and internalization (SECI), also called the knowledge spirals. Hedlund's model proposes the processes of articulation and internalization (interaction of which is reflection), of extension & appropriation (interaction of which is dialogue), and of the processes of assimilation and dissemination, all of which together are responsible for knowledge transfer and transformation. Mark Boisot's in his I-space model mentions two knowledge activities, articulation and diffusion which results in the generation of useful knowledge.
- v) *Ontological Dimension of the Models*- Nonaka & Takeuchi's model provides three levels of social aggregation, individual, group and context. Hedlund's model provides social aggregation of knowledge at four levels – individual, small groups, organizational and intra – organizational domain. Boisot in his model makes no specific mention of dissemination of knowledge at different levels, but refers to diffusion of knowledge in a rather general sense across the



organization . He also states that a network of firms should be formed by organizations through judicious sharing of its knowledge.

Social Category Models

- i) *Focus-* Demarest's Model provides a holistic approach to knowledge construction. Choo identifies the knowledge manipulation processes that take place in a "knowledge organization". Wegner's model focuses on the social structure of an organization through which knowledge is shared i.e. the Communities of Practices.
- ii) *Epistemological dimension of the Models-*Nonaka & Takeuchi use Polanyi's distinction of two types of knowledge- tacit and explicit. Hedlund's model also refers to two types of knowledge - tacit and articulated, within each of which three forms exist- cognitive, skill and embodied. Boisot classifies knowledge along the two dimensions of codification and diffusion, giving four types of knowledge codified knowledge, un-codified knowledge, diffused knowledge and undiffused knowledge.
- iii) *Knowledge Resource Classification of the Models-* These frameworks assume that knowledge resources exist since knowledge manipulation activities must operate on something, however no specific mention is made of knowledge resources.
- iv) *Knowledge Manipulation Activities of the Models –* Knowledge manipulation activities form an integral part of these model too, though the level of coverage varies. Knowledge activities in Demarest's model include knowledge construction, capture, interpretation, embodiment, dissemination and use. Choo's model of KM mentions three knowledge activities; sense making(including information interpretation), knowledge creation (including information transformation) and decision making (including information processing). Wenger's model on Communities of Practice, states that the primary knowledge activity of this social structure is "negotiation of meaning" – which takes place through the two processes of participation and reification.
- v) *Ontological Dimension of the Models-* Though no specific mention is found of different levels of social aggregation, all the models acknowledge the existence of the phenomena. Demarest's model assumes that first constructed knowledge is embodied, after which it is disseminated throughout the organization. The disseminated knowledge is used to gain economic



value. In Wegner's model the process of participation refers to social interaction of individuals as members of social communities and their active involvement in it, this implies diffusion of knowledge but no explicit mention of levels is made. Choo's Knowing Organization effectively integrates sensemaking, knowledge creation and decision making but here too no specific mention of the levels is made.

Overall Evaluation of KM Models

The comparative examination of the models in the three categories of knowledge management reveals, that Intellectual Category Models are more suitable for valuation purposes. Quite clear in their focus, the models concentrate more on categorization of knowledge assets with little or almost no attention being paid to the knowledge manipulation activity aspects, a critical activity of any management institution. Of these models Edvinsson's model alone, make mention of a dynamic interaction between the various knowledge resources, which results in "innovation". Here too, only the output of interaction has been identified and no mention is made of the nature of activities which lead to it. The commercialization of these innovations results in value creation. These frameworks also pay virtually no attention to the epistemological or ontological dimension of knowledge management. They also fail to capture the dynamic nature of knowledge creation. For an organization in the business of imparting business knowledge, the processes of its effective management and development are of greater significance than the categorization of the various forms it takes.

The social category models fare much better than intellectual capital models on the knowledge manipulation activity front. All the three models list the various activities that take place. Their emphasis on the social aspects of knowledge creation, actually make them very suitable for management institutions since management education is highly interactive and social in nature. It is only their lack of epistemological and ontological dimensions, which render Knowledge Category Models more suitable for application in management institutions.

The knowledge category models fare the best on all dimensions, except the knowledge resources dimension where Intellectual Category Model fared the best. As stated earlier, the objective is to find a model, which does justice to an organization whose core activity is to enhance student competencies and skills. Here knowledge category models were found most suitable for the task. From among the three knowledge models, Nonaka & Takeuchi's SECI model has the most



robust epistemological foundations. It's knowledge manipulation activities are most suitable for management institutions, as they capture the processes of knowledge creation, acquisition and assimilation in the individual as well as the organization very effectively. The assumption that new knowledge always begin with the individual and then goes through the SECI knowledge spiral very fittingly explains the learning and internalizing of the student, faculty (individual) and also accounts for the creation of new knowledge in this process both at the student and faculty level. The ontological dimension reflects the diffusion of knowledge from individual to groups to organization, resulting in organizations becoming centers of excellence.

Hedlund's model is also very sound on the whole. It's knowledge management activities also fit the requirements of management institutions, the processes of articulation and internalization, extension and appropriation along with assimilation and dissemination represent the knowledge activities of a management institution, and capture reasonably well the dynamics of the knowledge creation process. On the epistemological front however, the three forms of the two types of knowledge classification, make it a little too structured than needed to capture the various forms of knowledge, in a management institution where one needs to be a little unstructured to spark the process of knowledge creation. The major deciding factor in favour of SECI's model is the very simplicity with which it captures the dynamics of the knowledge creation process, the most critical activity of a management institution, and the flexibility it provides. It can be applied to any process/ activity of a b-school, be it critical activities like curriculum development, faculty development or simple administrative processes.

There exist a number of similarities between Nonaka's model and Boisot's model. In both the models knowledge exists in two forms, in Nonaka's as explicit and tacit, in Boisot's as codified and un-codified. Ontologically Nonaka's model provides social aggregation at three levels, individual group and context. Boisot refers to it as diffusion of knowledge, but the idea of diffused knowledge is rather general, and does not clarify if it includes only incorporating knowledge within the organization, or also disseminating it. Boisot's model is more of a contextual structure for mapping the various knowledge types it is not able to explain the different processes of a management institution as well as the SECI Model.

Thus we see that from the point of management education institutions the SECI model was found to best capture the knowledge activities of MEIs.



V. CONCLUSIONS

From the above analysis it was concluded that the *SECI Model* not only improves knowledge access tremendously, but also enhances the knowledge environment making it more conducive for knowledge dissemination, creation and use. Evaluation of its process of '*socialization*', which is not only an excellent sounding board for the interactive teaching learning that takes place in a business-school classroom but also reinforces collaborative learning, can be used to evaluate MEIs '*networking*' and '*collaboration*'. Its processes of '*externalization*' and '*combination*' that ensure that meaningful dynamic knowledge is made explicit and available whenever needed to faculty and students can be used to evaluate its '*knowledge assets*' and the '*processes of generating it*'. Its process of '*internalization*' which helps brings clarity to both faculty and students, as it facilitates reflection and assimilation and helps them focus their activities towards individual and organizational goals, can be used to evaluate both '*teaching*' and '*learning*'. Its levels of aggregation levels of knowledge can be used to evaluate the quality of its '*research*' output. Hence using this model to evaluate an MEI would be a proactive way of evaluating it.

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IMPACT OF GLOBALISATION ON DALIT WOMEN IN AGRICULTURAL SECTOR

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ABSTRACT

Women are downtrodden among downtrodden. They face different forms of discriminations-as Dalit, as poor and women. The Hindu caste system refers Dalits as untouchables and impure and declare them as the caste outside, according to the four fold Hindu Varna systems. In India, Dalits are known as scheduled castes and they constitute one sixth of the population of the country. Approximately three-quarters of the workforce are in the agricultural sector of the economy. A majority of the country's forty million people who are bonded labourers are Dalits. These jobs rarely provide enough income for them to feed their families or to send their children to school. As a result, many are impoverished, uneducated, and illiterate. The globalization process has affected the social, economic and cultural life of people. It has posed challenges not only all aspects of human life but also the social institutions to a great extent. In present situation a dalit women life is undergoing changes due to globalization. In order to protect the interests various measures were introduced in the Indian constitution for the upliftment of the underprivileged dalits. But globalization has not affected it but also made it very weak. The Social welfare which is a part of Indian constitution is getting eroded and pushing dalits in to a state of anxiety. This paper attempts to discuss in the area of education, access to land poverty, health care facilities, political participation etc., from dalit perspectives.

Keywords: Social, Education, Economic Globalization

I. INTRODUCTION

Today the Globalization has brought many changes in the world since the nineties of the last centuries. This is the major cause for uncontrolled performances of the free promote economy. In the theory of globalization state is having a minimum protection machinery to save from harm its general public from domestic interruption and outdoor coercion. Many researchers in the world is debating on whether globalization is good or bad. The fact is that today almost every nation state is affected to become a part of a universal economy. Globalization has a huge impact on



cultural, social, political and communal life of countries. Robertson (1992) stated that globalization intercedes in a cultural life of populace that raises numerous critical issues.

However unsatisfactory the results of the implementation may be, the importance of reservations from the dalit view point cannot be undermined (George, 2013). But after the LPG era in the early 90's the policies of the welfare of the stated were become ineffective. One of the major causes of this change is to permit the market forces to operate in an uncontrolled manner. This widened the gap between the few privileged and large mass of the marginalized sections of the society. Globalization further led to marginalization of the already marginalized sections of the society. The globalization process affected the Dalits severely and they face hardship in accessing education, housing, healthcare, employment etc. This paper attempts explore the effects of LPZ on the socio-economic conditions of dalits.

II. GLOBALISATION AND DALIT WOMEN

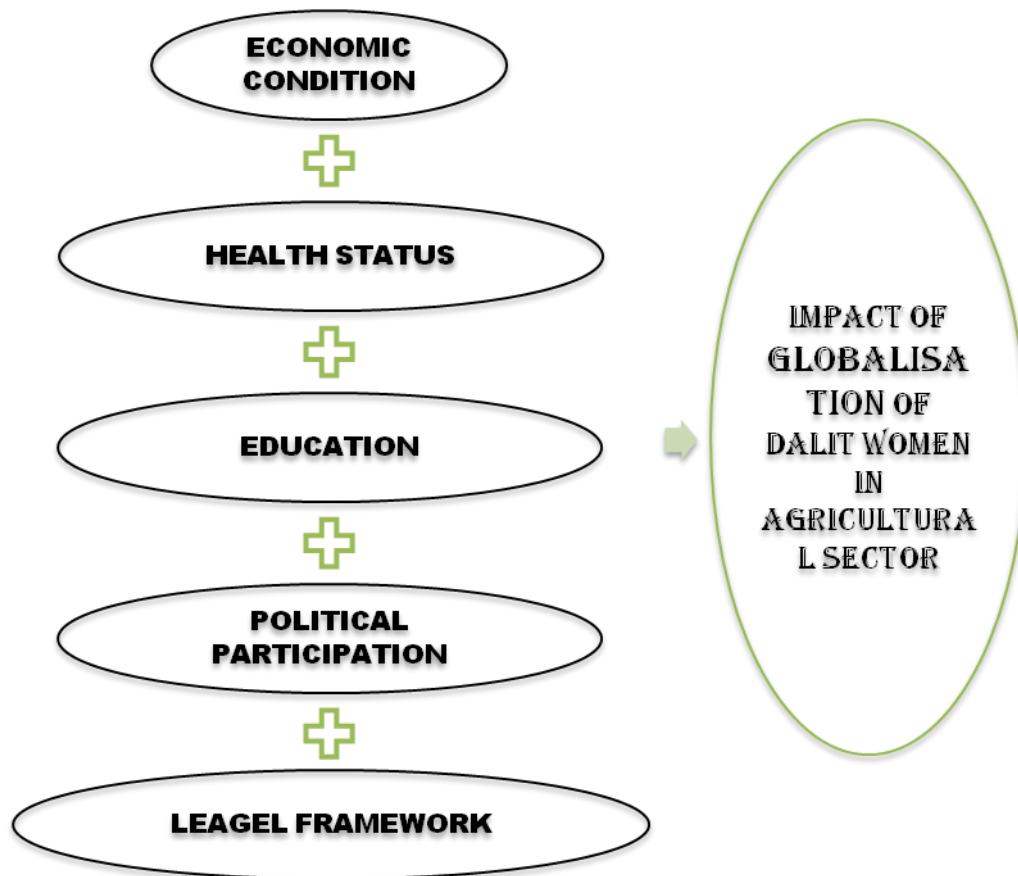
According to 2011 census, four states accounts for countries total dalit population.

Uttar Pradesh stands first with 20.5% of the total scheduled caste (SC) population, followed by West Bengal with 10.7%, Bihar with 8.2% and Tamil Nadu with 7.2 % come third. Dalits form around 16.6% of India's population. The 2011 census recorded nearly 20.14 crore people belonging to various scheduled castes in the country. Though there is an increase in the population of dalits in the country, many states with a considerable number of dalits don't have any legislation to protect the interests of the community. There are around 9.79 crore women among the total SC population and sex ratio workout 946 females per 100 males. Dalit women constitute 16.3% of the total population of which 18% women live in rural areas.

Women are downtrodden among downtrodden. They face different forms of discriminations-as Dalit, as poor and women. The process of globalisation has affected Dalit women considerably. Globalization as a new world economic order made compulsory on the world with a promise of more prosperity, progress and freedom for all. On the contrary, evidences show that globalization affected negatively in all these aspects for some communities particularly the dalit communities. Dalits are a group of people who faced social discrimination in the worst form i.e. untouchability. More than two decades of implementation of these policies pertaining to globalization have severely affected the welfare and development of dalits.



With the advancement in farming techniques women have lost their traditional work the agricultural sector. This has resulted dalit women non access of their land and the other resources in the village. Earlier dalit women were engaged in collecting greens, fish, and shells from fields free for their food requirements. This is no longer available to them. The miserable poverty condition has driven large numbers of Dalit women into sex trade to earn for their families.



The Globalisation process has increased the poverty of dalit people and this has affected Dalit women in every sphere of their lives. There is also large scale migration from rural areas to the urban centres in search of better livelihood options. Women are left behind to bear the responsibility of the family. This further adds to the existing burden that Dalit women are trying to cope with. More and more female headed households emerge and most of them are Dalit women. Such situations push the women into further situations of impoverishment, making them more and more vulnerable to all forms of discriminations and violations.



III. ECONOMIC CONDITIONS

Globalization has seriously affected the socio-economic conditions of dalits. The women perform hard domestic labour which is unpaid and as agricultural labourers or casual labourers they continue to toil under the burning sun. They don't have protection or benefits under labour laws, since majority of these women are in the unorganized sector. Since they are unable to organize they do not even get the minimum wages as specified by the state or the country. Dalit women undertake manual, low paying, tedious, time consuming work. They earn very less wages. The women have to walk miles to fetch drinking water and often the water is not safe and potable. Many Studies proved some shocking facts about the work of dalit women. Dalit women work more than bullocks and men. Bullocks and men work in a hectare in a year for 1064 hours and 1202, respectively, while women work for more than 3485 hours. The caste and patriarchal norms legitimise the poor economic conditions of Dalit women. She has to work to survive. She is powerless and has neither access nor control over resources. Manual scavenging continues as occupations in India and most of the manual scavengers are Dalit women. The women are subjected to do this humiliating and degrading work, which further results in discrimination and social exclusion.

The public sector had since the 1950s provided an important option for Dalit groups to gain secure employment and to improve their economic and social status. The 'reservation' policy allocated a quota of places to Dalits in government educational institutions and in public service employment (based on their proportion in the general population). This policy was supported by special vocational and skills training. These provisions gave confidence to Dalits that they could access government employment.

The studies showed that by 2010 these opportunities were under threat or were no longer available. Under pressure to cut government expenditure in line with the liberalisation policies, recruitment in the public sector became more irregular. Vacancies allocated for Dalits often were simply not being filled. Ostensibly, the reason was a lack of suitable candidates. Yet these positions were subsequently given to people on temporary contract, the latter often been filled through informal contacts.



In the private sector, liberalisation resulted in increased employment for educated Dalit women. They were improving their technical and computer skills to meet the needs of the business that had started, especially in the growing services sector, and working for sub-contractors of larger companies.

IV. HEALTH STATUS

In 2000, the government Health reports highlighted that the Infant Mortality Rate (child death before the age of 1) in SCs was 83 per 1000 live births as against 61.8 for the others, and the Child Mortality Rate (child death before the age of 5) was 119.3 for 1000 live births as against 82.6 for the others. These high rates among the SCs are closely linked with poverty, low educational status and discrimination in access to health services. In 1999, at least 75 % of SC women suffered from anaemia and more than 70 % SC women's deliveries took place at home. More than 75 % of SC children were anaemic and more than 50 % suffered from various degrees of malnutrition.

Privatization has been extended also in health services. Like education health also becomes commodities. Government expenditure is continuously reducing so as to bring the deficits to the controllable level and at the same time, the private players are encouraging to enter and establish their control into these socially important areas. The growing commercialization of health has kept the weaker section out of this vital social service, because the cost of private health services is much more expensive than the public health services. So this private health care is not affordable and accessible to the vast majority of the weaker sections. In reality, India has one of the most privatized health systems in the world that has effectively denied the poor access to basic health care. Instead of increasing the investment in health and making health services much more accessible to the poor, the Indian State is not only withdrawing from providing a health services to the poor, it is encouraging the commercialization of health care services (Chaujar, 2004:5).

V. EDUCATION



In India, Commercialization of education is very much increasing. The system of primary and elementary education also got affected by globalization. The system of elementary and primary education also threatened totally both in rural and in urban areas. Since the majority of the upper castes send their children to the private schools, the number of government schools has been reduced and they have very poor infrastructure system. The good quality private schools are charging very high fees and this not affordable for the dalit children. Throat (2008) in his study reveals that lack of educational development is important problem among SC and ST rural females. The dropout rate among SC and ST women is also relatively high at every stage of education. The high dependence on casual labour, with relatively low earnings coupled with inadequate exposure to education among SC and ST women induced a high degree of deprivation and poverty among them.

VI. POLITICAL PARTICIPATION

Dalit women are excluded from decision making. They are not in a position to exercise their power. Wherever dalit women have contested, they have faced stiff opposition and even been brutally attacked. The 73rd amendment provides for mandatory reservation for Dalit women to be elected to the local governing bodies. They are elected but not able to exercise their power. Menaka (a Dalit women and a village Panchayat President was killed in broad day light. Ranganayaki was deposed for solemnising an inter-caste marriage. Banwari was gang raped when she objected and reported to the authorities against child marriage in her village. Gowri was made to parade naked for hoisting a flag on Independence Day. Dalit women are militant and powerful. They are now fighting for political power within this caste system. There are instances where Dalit women have been elected into local governance and through the reservation policy nominated as the President of the local governing unit called Panchayat. But when these women have endeavoured to exercise their role, it has met with resistance even to the extent of physical violence. A Dalit woman President is not allowed to sit on a chair if the other caste members do not allow this. She is forced to be a mere figure head, while the functioning of the Panchayat is taken over by other upper caste members.

There are also several traditional practices and customs that violate human rights. The practice of dedicating girl-children to become Devadasis, Basavis and Mathammas. This practice is a



violation of Dalit Women's Rights. Dalit women are discriminated and treated as untouchables. The shoemakers, Arunthathiar, practice Mathamma, dedicating Dalit girl children to their goddess Mathamma. Superstition coupled with poverty and illiteracy is responsible for such practices. It is also using religion to sanction prostitution through the interpretation of mythology by the upper caste so that they can both economically and sexually exploit dalit women. It also is a form of upper caste manipulation to control the lives of Dalits. Further the lack of medical services, allows for such practices to flourish. There is a strong belief that the goddess has healing powers. So when a Dalit girl is sick. She is taken to the temple and left there till she is cured of her sickness. As already mentioned the economic situation is another reason that Dalits are unable to spend money to buy good health service. Once the child is cured, the child is named after Mathamma and married to the goddess with the "Pottu Thali" (wedlock). After she becomes a dancer she belongs to the temple. During temple festivals she dances and earns her livelihood. She is not treated with respect and publicly humiliated by men who harass her sexually. The team which plays music with her exploits her by having a share in what she earns. Once the girl is dedicated to Mathamma, she cannot marry and lead a family life, as she is wedded to the Goddess. Therefore, she is sexually exploited by her partner who leaves her, to fend for herself and her child. Other men also tend to sexually exploit these Dalit women. Mathammas have no family, no security and left all alone with a child, so she has to struggle lifelong to maintain herself and the child. Dalit women who are dedicated to Mathammas end up in the sex trade and become vulnerable to sexually transmitted diseases including HIV/AIDS. Dalits facing Human Rights violations is a legion. A random sampling of headlines in mainstream Indian newspapers tells their story: "Dalit boy beaten to death for plucking flowers"; "Dalit tortured by cops for three days"; "Dalit 'witch' paraded naked in Bihar"; "Dalit killed in lock-up at Kurnool"; "7 Dalits burnt alive in caste clash"; "5 Dalits lynched in Haryana"; "Dalit woman gang-raped, paraded naked"; "Police egged on mob to lynch Dalits". "Dalits are not allowed to drink from the common wells meant for all the people, attend the same temples, wear shoes in the presence of an upper caste, or drink from the same cup in tea stalls," said Smita Narula, a senior researcher with Human Rights Watch, and author of Broken People: Caste Violence Against India's "Untouchables." Human Rights Watch is a worldwide activist organization based in New York. India's Untouchables are relegated to the lowest jobs, and live



in constant fear of being publicly humiliated, paraded naked, beaten, and raped with impunity by upper-caste Hindus seeking to keep them in their place. Merely walking through an upper-caste neighbourhood is a life-threatening offense. Nearly 90 percent of all the poor Indians and 95 percent of all the illiterate Indians are Dalits, according to figures presented at the International Dalit Conference that took place May 16 to 18 in Vancouver, Canada.

VII. LEGAL FRAMEWORK

Despite the existence of constitutional, administrative and legal provisions to protect women from all communities, and specific provisions for women in the Scheduled Caste and Scheduled Tribes (Prevention of Atrocities) Act (1989), women of disadvantaged groups are vulnerable to gender-specific abuses such as rape, stripping and being paraded naked. AI found non-implementation of the provisions set up to protect these very women against such abuses and to enable them to take advantage of the criminal justice system. Impunity for perpetrators remains one of the main obstacles to stopping violence/torture of women both in the community and by employees of the state. This pattern of non-implementation leads AI to believe that the government of India is failing to exercise due diligence in preventing these abuses.(Amnesty International Report) The Appeal Caste, class and gender discrimination prevents Dalit women from enjoying their basic human rights, particularly to dignity, equality and development.

VIII. CONCLUSION

The government has taken many measures to protect marginalized sections. But in practice, the government has done little to strengthen social protection measures. Consistent attempts have been made to downsize the budgetary allocation for the social sector in the name of reducing the fiscal deficit. The impact of India's aggressive shift from a state regulated economy to market economy with the privatization of industries and liquidation of policies and controls in economic planning and regulation has been most highly felt by dalits. In fact the reform process facilitated the emergence of new middle class that has appropriated the fruits of economic growth at the expense of the poor marginalized people. Not only that the property owners, industrialists, real estate personnel, software companies and other propertied sections have also been benefited greatly from the open market economy and globalization. But under the globalization, the socio-



economic conditions of the vast majority of the dalits are going from bad to worse, rather than improving.

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**SELF-LEADERSHIP AS A MODERATOR ON THE RELATIONSHIP BETWEEN
OCCUPATIONAL STRESS AND JOB SATISFACTION**

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Abstract

Stress is viewed as a crucial and pervasive component of both personal as well as contemporary work life. Mounting research evidence proves beyond dispute that stress has a dysfunctional impact on both individual as well as organizational outcomes. Self-leadership a process by which people influence self-direction and self-influence has been identified to act as a potential moderator on the relationship between occupational stress and job satisfaction. This paper investigates using survey methodology the moderating role of self-leadership on the relationship between occupational stress and job satisfaction. The study conducted among 635 employees in the Information Technology industry clearly establishes that self-observation, self-talk and self-reward strategies act as moderators on the relationship between occupational stress and job satisfaction.

Keywords: Stress, Self-leadership, job satisfaction, moderator analysis

I. INTRODUCTION

All sectors of society have become increasingly aware and interested in the topic of occupational stress over the past couple of decades. But one needs to understand the different perspectives and meaning of stress before one discusses occupational stress. Stress is a word derived from the



Latin word '*stringere*', which means to draw tight (Thong and Yap, 2000). Originally, the concept of stress derives from everyday clinical practice. Selye (1964) was the first to use the term 'stress' to describe a set of physical and psychological responses to adverse conditions or influences. Occupational stress has also been called '*work stress*', '*job stress*' or '*organizational stress*'. It is a condition wherein job-related factors interact with the worker to change, either disrupt or enhance, his or her psychological or physiological conditions such that the individual's mind and/or body are forced to deviate from normal functioning (Beehr and Newman, 1978).

II. OCCUPATIONAL STRESS AMONG INFORMATION SYSTEMS PERSONNEL

The emergence of computer and information systems has been perhaps the single biggest factor impacting organizations and their functioning in the last few decades. The proliferation of computers and information systems in organizations has generated an increased demand for information systems (IS) professionals to support technology-intensive transformations to compete successfully in a dynamic business environment.

With the information-processing industry growing rapidly over the last two decades, there has been an increasing requirement for software development to support the growth. Following the vast increase in the number of these engineers, the occupational health problems experienced by the engineers working in the software development have been emerging (Brod, 1984). Studies have reported that work-related stress among Information Systems engineers who develop software is affected not only by rewards, human resource development, or role ambiguity (Lo, 1987; Saleh and Desai, 1986), but also by more task-specific work stressors, such as communication problems (Ivancevich, Napier, and Wetherbe, 1983, 1985), technical difficulties (Keenan and Newton, 1987), career development (Lim and Teo, 1999), role conflict, role ambiguity and role overload (Moore, 2000) and workload/time pressure (Li and Shani, 1991; Moore, 2000). Apart from this interpersonal issues like work-family conflict, were also reported as potential stressors by Lim and Teo (1996); and Rajeswari and Anantharaman (2003).

III. SELF-LEADERSHIP



Finding new carrots to motivate its employees has been a challenging task for organizations today. In the present competitive and complex work environment, the key to this task lies in an organization's ability to teach its employees to motivate themselves. In recent times, corporate leaders worldwide have recognized self-motivation to be one of the important features to look for in new hires. With direct supervision becoming too expensive and incompatible with the values and expectations of the workforce, there is an increasing emphasis on the concept of self-motivation and self-monitoring behaviour. The emerging view is that the employees should manage themselves through self-leadership. Self-leadership is a term used to describe a comprehensive set of self-influence strategies that have recently demonstrated potential for application in today's organizations (Houghton, Bonham and Singh, 2004).

Self-leadership (Manz, 1983, 1986, 1992; Manz and Neck, 1999) is defined as a process through which people influence themselves to achieve the self-direction and self-motivation necessary to behave and perform in desirable ways. The concept of 'Self-leadership' - a process of influencing oneself to establish the self-direction and self-motivation needed to perform a task first emerged in the mid-1980s (Manz 1983, 1986), as an expansion of self-management.

IV. METHODOLOGY

Methodology adopted for research is typically governed by the objectives of the research, the resources available and the constraints within which the research has to be conducted. These not only govern the methodology but also the sampling techniques adopted in the study as well. This research study has adopted a cross-sectional design and survey methodology. A structured questionnaire was developed to collect data under this study. Appropriate instruments were identified based on the variables, to frame the questionnaire for the study. A total of fourteen software companies participated in this study.

SAMPLING

This study used a combination of random and non-random sampling to collect responses from the IS personnel working in the metropolitan city of Chennai in India. The study has used several major and recent sources of company information to list the IS companies in Chennai and obtain



other information related to the companies. They include the recent directories of the Confederation of Indian Industries (CII), the Confederation of Indian Industries – Southern Region (CII-SR), the internet and the CRIS-INFAC Software Industry Review. Fourteen software companies which have established their development centers in Chennai were identified using purposive sampling for data collection. At this stage purposive sampling was resorted to as the researcher wanted to include some of the major IT players in the country. Six major IT companies gave permission to collect responses from their employees and data was collected through the HR of the companies. The stringent security measures and policies adopted by the IS companies made it difficult to virtually elicit co-operation and gain permission from the other eight software companies identified for the study. As a result, data was collected from these eight software companies using convenience sampling, a non-random sampling technique. A total of 635 responses, which includes a random sample of 380 responses and a non-random sample of 255 responses were collected and used for analysis.

V. INSTRUMENTS USED IN THIS STUDY

Occupational Stress Scale

Occupational Stress Scale for Information Systems (OSSIS) personnel with 10 dimensions and a total of 52 items in it was specifically developed for this study. The sub-scales of the OSSIS along with the number of items in each dimension is given here - fear of obsolescence (5), lacunae in training (5), lack of leadership support (6), disharmony in team (9), work-family conflict (5), career plateau (3), time pressure (6), problem solving demand (5), role overload (4), and technical constraints (4). Respondents were instructed to rate each of the items according to the intensity of negative pressure that they felt due to them using a 7 point scale anchored from 'very low intensity' to 'very high intensity' and the responses to items are scored from 1 to 7 respectively.

Job Satisfaction

For this study 8 items from the job satisfaction scale developed by Thompson and Terpening (1983) was used. This likert scale has 5 items which are reverse scored and was measured using a seven-point scale anchored from 'strongly disagree' to 'strongly agree'.



Self-Leadership

Self-leadership skills were assessed using 21 items from the Revised Self-Leadership Questionnaire (RSLQ) developed by Houghton and Neck (2002). The RSLQ was developed by drawing on the theoretical category foundations established by Manz (1986, 1992) and subsequent empirical assessments (e.g. Prussia *et al.*, 1998). In the current study the IS personnel were asked to assess on a five-point scale, ranging from 1= not at all accurate to 5= completely accurate, their self-leadership on eight dimensions, namely self-observation (three items), self-goal setting (three items), self-reward (three items), self-punishment (two items), self-cueing (two items), designing natural rewards (three items), self-talk (two items) and mental-imagery (three items).

VI. PILOT STUDY

Pilot study to pretest the questionnaire was done by collecting responses from 30 IS professionals working in two IT companies in Chennai. Reliability and validity of the instruments used for the study was established by statistically analyzing the data on SPSS 18.0 package.

VII. RELIABILITY

Internal consistency of the instrument used in this study was established using the Cronbach's Coefficient. The values of Cronbach's Alpha for all the constructs in this study were 0.7 and more.

VIII. RESULTS

H1: Self-leadership as a composite, as well as its dimension individually will have a main effect with occupational stress in its relationship to job satisfaction

H2: Self-leadership as a composite, as well as its dimensions will moderate the relationship between occupational stress and job satisfaction..



Moderator effect occurs when the moderator variable changes the form of the relationship between an independent variable and dependent variable (Hair *et al.*, 1998). This is known as interaction effect. The present study aims at investigating the interaction effects of self-leadership as a composite as well as its dimensions on the relationship between occupational stress and job satisfaction. The findings of Moderated Multiple Regression (M.M.R) analysis for self-observation are given in Table 1. Significant main effects were observed for the strategies self-observation ($p < 0.01$), self-goal setting ($p < 0.05$), natural reward ($p < 0.05$), self-talk ($p < 0.05$), mental imagery ($p < 0.01$) and overall self-leadership ($p < 0.05$). Consequently the hypothesis H1 was partially accepted. The moderating effects of self-leadership as a composite as well as its dimensions were studied and the results showed three statistically significant interaction effects for self-observation, self-reward and self-talk. Therefore individuals who engage in more of self-observation, practice self-reward and engage in self-talk will have less negative relationship of occupational stress with job satisfaction. The Figures 1, 2 and 3 clearly demonstrate the interaction effect of self observation, self-reward and self-talk on the relationship between occupational stress and job satisfaction. As a result the hypothesis H2 was partially accepted.

Figure 1 SO as moderator and JS as

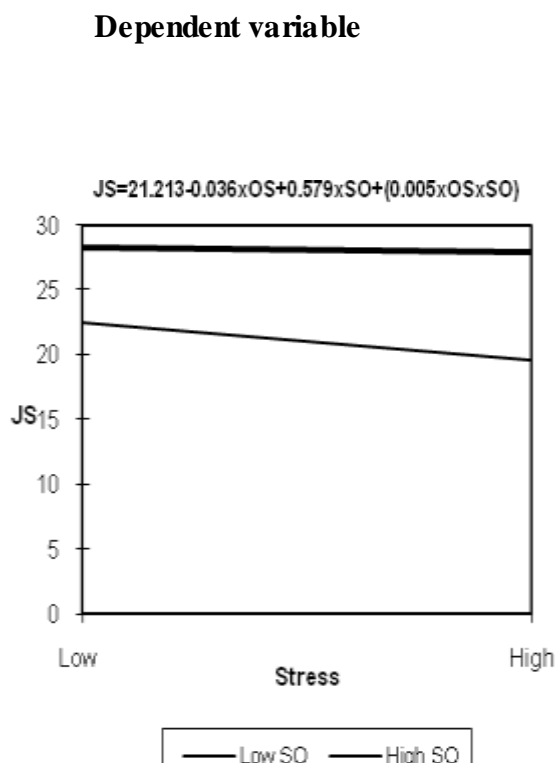


Figure 2 SR as moderator and JS as

Dependent variable

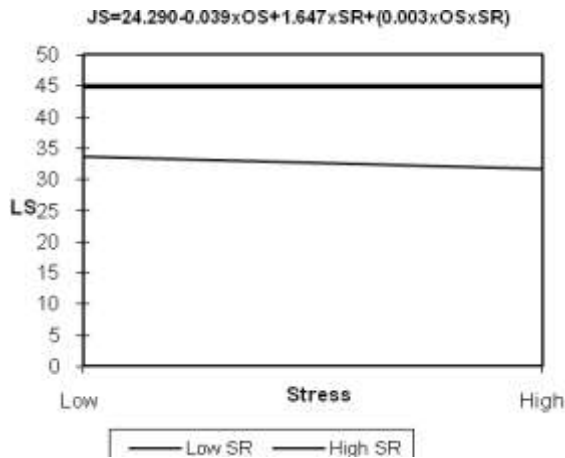


Figure 3 ST as moderator and JS as

Dependent variable

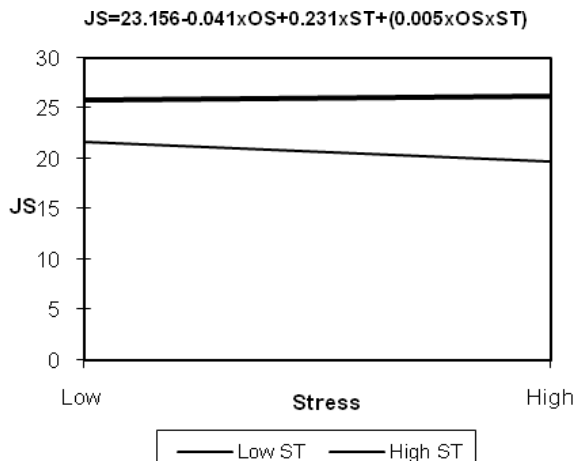


Table 1. Main and interaction effects of self-leadership and its dimensions on the relationship between occupational stress and job satisfaction

Dependent Variables	Independent/Moderator Variables	R ²	ΔR ²	F Change
JS	OS	0.089		



OS+SO	0.120	0.031	21.890**
OS+ SO+OS x SO	0.127	0.007	4.850*
OS	0.089		
OS+SGS	0.126	0.036	25.859*
OS+SGS+OS x SGS	0.126	0.000	0.331
OS	0.089		
OS+SR	0.089	0.000	0.034
OS+ SR+OS x SR	0.096	0.007	4.568*
OS	0.089		
OS+SP	0.089	0.000	0.008
OS+ SP+OS x SP	0.091	0.002	1.126
OS	0.089		
OS+SC	0.094	0.005	3.619
OS+ SC+OS x SC	0.095	0.001	0.511
OS			
OS+NR	0.089		
OS+ NR+OS x NR	0.125	0.035	25.077*
	0.125	0.000	0.006
OS	0.089		



OS+ST	0.098	0.008	5.776*
OS+ ST+OS x ST	0.105	0.007	4.809*
OS			
OS+MI	0.089		
OS+ MI+OS x MI	0.114	0.024	17.095**
	0.114	0.001	0.353
OS			
OS+ SL	0.089		
OS+ SL+OS x SL	0.116	0.027	18.664*
	0.119	0.004	2.551

IX. CONCLUSION

In the study self-talk, self-observation and self-reward strategies clearly emerged as moderators of occupational stress and job satisfaction. The strategies of self-talk, self- observation and self-reward as a self-influence tool for reducing the negative effect of occupational stress on job satisfaction was clearly brought out by the study. The findings of this study are consistent with the view of Manz and Sims Jr (1989) that self-talk has the potential for improving personal effectiveness of employees. The results of the study shows that self-talk can moderate the relationship between stress and its outcomes and therefore indirectly helps in improving personal effectiveness of the IS employee. Self-observation and self-reward are other self-leadership strategies which demonstrated moderating effect on the relationship between stress and job satisfaction. The potential for use of self-leadership strategies as a tool for moderating the stress-strain relationship has been clearly established by this research.



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PERFORMANCE MANAGEMENT SYSTEMS IN INFRASTRUCTURE INDUSTRY

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ABSTRACT

Performance Management is a process that brings together many people management practices including learning and development. It is a process, which contributes to the effective management of individuals and teams in order to achieve improved levels of individual and organisational performance and development. Performance management is about establishing a culture where individuals and teams take responsibility for continuous improvement of service delivery and of their own skills, behaviour and contributions. It is therefore a strategic process, long term in nature, aimed at the development of an appropriate culture linking people management, service issues and long term goals. Performance Management or success of an organisation, especially infrastructure industry depends on establishing a shared understanding with the employees about what is to be achieved and how it is to be achieved, and an approach to managing people. Further, the performance of employees depends not only on the fulfilment of their basic needs, but also to a large extent, depends on their self-direction and self-control, freedom at work place.

I. INTRODUCTION



Methodology:

Effective performance management promotes a collaborative approach that influences individual performance, development and organisational outcomes. It pushes us all to think about how we currently manage our working relationships, what we need to do to improve our own performance, our team's performance and the service we provide to patients and service users. The paper seeks to examine the strategies for promoting performance of the employees in infrastructure industry, especially construction industry. The study is based on the secondary source and personal observations.

Importance of the Study: performance management is a tool to ensure effective management, which results in individuals and teams in terms: knowing and understanding what is expected of them ; having the skills and ability to deliver on these expectations ; that are supported by the organisation in developing the capacity to meet these expectations ; that are given feedback on their performance ; having the opportunity to discuss and contribute to individual and team aims and objectives.

Performance management is the systematic process by which an agency involves its employees, as individuals and members of a group, in improving organizational effectiveness in the accomplishment of agency mission and goals. Employee performance management includes:

- planning work and setting expectations,
- continually monitoring performance,
- developing the capacity to perform,
- periodically rating performance in a summary fashion, and
- rewarding good performance.

All the above factors and several others are important for any organization/ sector, including infrastructure industry, to achieve effective performance management. It in this context, the



proposed study on “Performance management systems in infrastructure industry assume importance.

Infrastructure Industry: Adequate, quantitative and qualitative infrastructural support/ service are a prerequisite for accelerated economic development, especially in the context of Structural Adjustment Programme (SAP). Infrastructure comprises all those activities and facilities, which help, sustain the growth in production and income generation in the rest of the economy rather than production and income generation within the infrastructure enterprises themselves. Depending on the nature of input services, infrastructure can broadly divide into two types: physical and social. The former consists of transport (roads, railways, aviation, waterways and ports), electricity, irrigation, telecommunication, housing and water supply, etc, which constitute direct inputs to production. The social infrastructure broadly includes education, health, childcare, nutrition, sanitation, recreation and banking facilities and their contribution to productive activity, although indirect on some occasions, is no less important.

In the infrastructure industry’s present scenario, the systematic ways of performance measurement have influenced many construction firms, government sectors, public and private clients and other project stakeholders. Performance measurement is the regular collecting and reporting of information about the inputs, efficiency and effectiveness of construction projects. They use the performance measurement to judge their project performances, both in terms of the financial and non-financial aspects and to compare and contrast the performance with others, in order to improve programme efficiency and effectiveness in their organizations. More specifically, Kelada suggests that those performance measurements not only apply to product or service quality and to business performance, but should also be extended to quality management, customer satisfaction, needs, wants and expectations, which incorporate the three stakeholders, namely; shareholder, customer and employees.

The research by the scholars contributes to the measurement of project success from the tangible and non-tangible aspects, where the tangible ones are in terms of cost and time, whereas the non-tangible may include customer satisfaction, the performance of the project manager, weather conditions and other attributes. The results have to be compared with the planned effort and reference value in order to identify the standard.



Construction Industry

In the physical infrastructure development, construction industry having the business volumes at and over US\$157 billion, contributes around 9% share in the GDP of our country. India's construction sector is forecast to grow at 7–8% each year over the next decade. The country will see increased economic growth with the removal of barriers to foreign investment as per new report by international consultancy giant PwC. An estimated US\$1 trillion will be spent on infrastructure over the five years and there is increased investment in industrial projects by the government but it is the private housing sector that is poised to attain a key growth area.

II. THE REVIEW OF LITERATURE

The literature on the subject reveals that there are several models for measuring the performance of the industry. Two models developed for measuring construction project performance are integrated performance index and key performance indicator (Construction Industry Task Force, 1998). Pillai et al., (2002), developed integrated Performance Index for performance measurement of R&D projects, based on their real-life experiences of working on the management system for the Integrated Guided Missile Development Programme of India. The model identified three project phases and dealt with performance elements such as performance indicators or key factors associated with each phase; the stakeholders; and the performance measurements. The three project phases identified are: the project selection phase, the project execution phase and the implementation phase. In order to measure the performance of a R&D project, Pillai et al., (2001) listed eight prominent factors that cut across the three project phases as follows: benefit, risk, project preference, project status, decision effectiveness, production preparedness, cost effectiveness and customer commitment. By integrating these key factors using mathematical formulae, and based on their functional relationships, an integrated performance index (IPI) is computed. The usefulness of the integrated performance index is that it can be applied at all the phases of the project life cycle to rank the project for selection, to compare project performance under the execution phase and to act as an input for the management of future projects. One problem of the model is lack of clarity in the way the



mathematical formulae is used to integrate the identified key factors into an integrated performance index.

Key Performance Indicators (KPIs) consist of seven project performance indicators; construction cost, construction time, cost predictability (design and construction), time predictability (design and construction), defects, client satisfaction with the product and client satisfaction with the service; and three company performance indicators namely; safety, profitability and productivity.

Construction Productivity Measurement Model focuses on the structural concrete element, given that this is potentially a major element in the budget and programme of any construction project. It measures performance, based on activity, based on an identified worker on a particular task, at a specific location, at a point in time. It measures project efficiency, in terms of ratio between inputs and outputs in the context of the total structural work programme.

III. PROJECT VIABILITY MEASUREMENT MODEL

One model developed to measure project viability performance is the Analytical Hierarchy Process (AHP) by Saaty (2008). AHP has been widely used for a multi objective decision-making approach that employs pair-wise comparison to determine the weights and priorities of various factors in relation to projects. In addition, the technique can be used to measure project success (Chua et al., 1999) and the initial viability of projects for investment opportunity (Alidi, 1996). The basic assumption is that decision makers are able to structure a complex problem in the form of hierarchy, where each factor and alternative can be identified and evaluated with respect to other related factors, and finally, ranks the priorities of the projects under consideration.

Apart from this, it enables a comprehensive dialogue to be developed among all groups involved in the development of a project, in order to obtain a variety of strategic and tactical information. This technique has been widely used by the Inter- Arab Gulf Industrial Company to measure initial projects viabilities. AHP enables financial and human resources to be allocated more efficiently between projects prior to a detailed feasibility study. The project viability AHP



developed comprises four levels: the top level focuses on projected outcomes of various projects; the second level identifies the stakeholders or the groups involved; the third level identifies the groups' related objectives (budget, profit, productivity, technology transfer, etc.) with weight assigned to each objective; and the final level ranks the projects under consideration, relative to each of the objectives. The results of the synthesizing procedure rank the projects in terms of their initial viabilities.

The Construction Industry Development Board of Malaysia currently uses QLASSIC model. The five key objectives of the model are to evaluate the quality of workmanship, to comply with a set of approved standards and specifications, to compare quality between projects, to evaluate a contractor's performance and, finally, to estimate the productivity level of the project. The model emphasizes three components of construction physical works namely; structural, architectural and external. Assessments of workmanship are done, based on some standards that are set out, and points are awarded if the workmanship complies with the standards. Forty per cent of the classic points are allocated to the standard of structural works, fifty per cent for the standard of architectural works and ten per cent for the standard of external works. Assessments are conducted on the three components and points are summed up to give a total score, called the QLASSIC score for the building. The assessment of structural work is done during the construction process, while both the architectural and external works are conducted after the completion of the project, before handing over to the client. QLASSIC evaluations are done for superstructure components of a building and do not cover substructure works, mechanical works and electrical services. The strength of this model is that it is very simple to implement.

The UK best practice programme has launched the 'key performance indicators' (KPIs) for construction. These KPIs are intended for use as benchmarking indicators for the whole industry whereby an organisation can benchmark itself against the national performance of the industry and identify areas for improvement i.e. where they perform badly. It is clear to see that those measures are specific to projects and offer very little indication as to the performance of the organisations themselves from a business point of view apart perhaps from the 'customer perspective' of the BSC.



IV. THE ROLE OF HUMAN RESOURCES

Here comes the role of human resources who are crucial in execution of projects and enhancing the industry's standards. The Performance of the employees at all levels- top, middle and lower level needs to be appraised time to time and take necessary measures. This would not only increase the performance of the employees but also contribute for enhancement of efficiency and effectiveness of the organization. Performance appraisal has been considered as a most significant and indispensable tool for an organization. Once the employee has been selected, trained and motivated, he/she is then appraised for his/her performance. Performance appraisal is the first step when the management finds out how effective it has been hiring and placing employees. A "performance appraisal" is a process of evaluating an employee's performance of a job in terms of its requirements. Heyel observes: "it is the process of evaluating the performance and qualifications of the employees in terms of the requirements of the job for which he/she is employed, for purposes of administration including placement, selection for promotions, providing financial rewards and other actions which require different treatment among the members of the group as distinguished from actions affecting all members equally".

Levinson has given three functions of performance appraisal: (i) it seeks to provide an adequate feedback to each individual for his/her performance; (ii) it purports to serve as a basis for improving or changing behaviour toward some more effective working habits; (iii) it aims at providing data to managers with which they may judge future job assignments and compensation. He stresses the fact that the existing systems of performance appraisal do not serve any of these functions effectively but focus on 'outcome behaviour'.

However, it is to be noted that several methods and techniques of appraisal are available for measuring the performance of an employee. The methods and scales differ for various reasons. Each organization follows its own models for evaluating performance of the employees.

Performance management system at NCC Ltd.

Employee performance appraisals is conducted once in every financial year by the Superiors/HOD/Project-In-Charge i.e., in April every year. The appraisals will identify the areas



of improvements and expectations of superior and the objectives of the individuals for appraisal period. This appraisal will form the basis in determining the following.

- a) To give reasonable encouragement to employees in their efforts to improve in their present jobs; b) to prepare for future jobs; c) awarding annual increments; d) considering for promotions/career advancement; e) to impart Training/Development Programmes; f) For taking decisions in termination of underrated (low performing) employees.

Increments

The company believes in providing full growth opportunities to all its employees at all levels commensurate with their abilities and skills.

- Growth is determined entirely on performance of individual, which is linked to the working results, and growth of the company.
- It is the policy of the management that all employees will be provided full opportunity to use their abilities and skills for running the business of the company as a Model Employer so that the deserving employees will achieve career growth.

Procedure

- Normally, increments are given annually;
- The increment comprises the following elements :
 - Inflationary adjustment;
 - Reward for performance.

Reward for performance:

Reward for performance will be purely based on the performance an employee during the previous 12 months in the financial as assessed by the immediate superior and the reviewing



authority, as per the appraisal scheme. The amount of increment to be given to employees is decided at the organizational level based on the current inflationary trends.

Quantum of Increment:

- Full increments are given to those employees who have put in a service of not less than 12 months during the previous year.
- No increment shall be given to those employees who have worked for less than 12 months in the previous year.
- A committee nominated by the management will review the performance reports and recommend to the management for sanction of increments effective from 1st April every year cadre wise.

Promotion Criteria

- No employee can claim promotion as a matter of right.
- Promotions are strictly based on merit proven by consistent excellent performance for the preceding two or three years subject to availability of vacancies.
- Employee shall have a minimum of 1 year service after probation.
- Promotion from one grade to the next higher grade can be considered once in three years. In exceptional cases, where the performance has been consistently good, the promotion could be faster.

Extra-Ordinary Promotions:

In case of exceptional performance / outstanding achievements / significant contributions / potential to match capabilities at various levels, employees may be considered for promotions to grades for which they are not normally eligible by virtue of their qualifications and experience.



However, such promotions are purely at the discretion of management, depend on case to case and will have to be approved by Managing Director.

V. CONCLUSION

The performance of employees depends not only on the fulfilment of their basic needs, but also to a large extent, depends on their self-direction and self-control, freedom at work place. Nevertheless, the top-level managements do not recognize this fact and resort to excessive exercise control over the employees in order to extract more profit. Thus, the conflicts crop-up in the organization. This is the major challenge of the industry, which need to be addressed by undertaking more and more case studies. The continuous evaluation of the performance of the employees and taking feedback and initiating measures to correct would solve the problem.

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PEDAGOGIC USE OF TECHNOLOGY IN EFL CLASSROOM

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ABSTRACT

English language teaching and learning has been witnessing a constructive change in recent years. This change is not only limited to teaching methodology. It has gone beyond that and pedagogic innovation has changed the perception of both teacher and learner looking at learning and teaching. The major change is use of technology in EFL classroom to make the very process of learning effective. The rapid rising and development of information technology has offered a better pattern to explore the new teaching model. As a result, technology plays a very important role in English language teaching. Using multimedia to create a context to teach English has its unique advantages. This paper tries to analyze the necessity of multimedia technology to language teaching and also brings out the problems faced by using these technologies. It also aims to make English teachers aware of the strategies to use it effectively in the English class room and lab.

Key Words: Technology, Multimedia Technology in ELT, Problems, Strategies.

I. INTRODUCTION



The role and status of English in India is higher than ever as evidenced by its position as a key subject of medium of instruction, curriculum. As the number of English learners is increasing different teaching approaches methods have been devised and implemented. It is true that technology has proved successful in supporting the traditional teaching. The new era assigns new challenges and duties on the modern teacher. The tradition of English teaching has been drastically changed with the remarkable entry of technology. Technology provides so many options to make teaching interesting. Whatever the method of teaching a teacher uses support of technology improves its effectiveness in ELT. This helps students to get involved and learn according to their interests.

As the use of English has increased in popularity so has the need for qualified teachers to instruct students in the language. It is true that there are teachers who use technology, but the majority of teachers still teach in the traditional manner. However, there are many more opportunities for students to gain confidence, especially for ESL students who learn the language for more than just fun. For them to keep pace with ELT and gain more confidence they have to stride into the world of multimedia technology.

II. OBJECTIVES OF THE STUDY

- To analyze the necessity of Multimedia Technology to Language Teaching
- To bring out the problems faced by using Multimedia Technologies

III. RESEARCH METHODOLOGY

This paper has been developed from descriptive secondary data gathered by reviewing literature and Articles published in Journals, books, Magazines and Websites.

a. Application of Multimedia Technology to English Language Teaching

Nowadays, the stereotyped traditional teaching methods and environment are unpopular while multimedia technology featuring audio, visual animation effects naturally and humanely provides us more access to information. Use of technology greatly cultivates students' interest and motivation in study and their involvement in class activities.



b. To ennoble Students' Communication Capacity

Traditional teaching has hampered students' capacity to comprehend the basics of language and also understanding to structure, meaning and function of the language and makes the students passive recipients of knowledge. So, it is hard to achieve the target of communication. With teachers' instructions leading students' thought patterns and motivating students' emotions, the multimedia technology seeks integration of teaching and learning and provides the students greater incentives. The class activities as group discussion, subject discussion, and debates can also offer more opportunities for communication among students and between teachers and students. So multimedia technology teaching has uniquely inspired students' positive thinking and communication skills in social practice.

c. To enhance blended learning

Multimedia teachings enrich teaching content and make the best of class time and break the “teacher centered” teaching pattern and fundamentally improve class efficiency. Due to large classes it is difficult for the students to have speaking communication. The utilization of multimedia sound lab materializes the individualized and co-operative teaching. The traditional teaching model mainly emphasized on teachers' instruction, and the information provided is limited due to traditional classes. On the contrary, multimedia technology goes beyond time and space, stimulates students' initiatives and provides authentic environment for English language teaching and learning.

d. To develop effective communication between Teacher and Student

Multimedia teaching stresses the role of students, and enhances the importance of “interaction” between teachers and students. A major feature of multimedia teaching is to train and improve students' ability to listen and speak, and to develop their communicative competence. During this process, the teacher's role as a facilitator is particularly prominent. Using multimedia in context creation creates a good platform for the exchange between teachers and students, while at the same time providing a language environment that improves on the traditional classroom teaching



model. In this way, teachers in the classroom no longer blindly input information and force students to receive it in a passive way.

e. To Provide Flexibility to Course Content

In addition, multimedia teaching is also flexible. It is obvious that the context can be created not only in the classroom, but also after class. Multimedia language teaching can also create a multimedia language environment for the purpose of conducting language teaching. English teaching itself must focus on the guidance of teachers and be student-centered, which we believe is one of the principles for language teaching. Students are bound to have some problems in classroom teaching, which can be addressed under the guidance of teachers. In such circumstances, students can use the new technology to their advantage, such as manipulating the network to contact teachers, and receiving answers by email.

f. Problems Arising from Application of Multimedia Technology to English Teaching

In spite of advantages of application of multimedia technology to English language teaching there are many problems existing in practical teaching, such as:

g. Major Means Replaced by the Assisting One

Application of multimedia technology is an assisting instrument to achieve the projected teaching effect, While if totally dependent on, multimedia devices during teaching, the teachers may be turned into slaves to the multimedia and cannot play the leading role in teaching, It is observed in practice that a lot of teachers are active in multimedia technology application but not proficient enough to handle it confidently. In class, they are standing by the computer and students are fixing their attention only on the screen, and therefore, there is no eye contact between teachers and students. The trend of modern information and technology teaching appears to the extremity regardless of the essence of the traditional teaching.

h. Loss of Speaking Communication

English language and English analysis by the teachers are effective in conveying knowledge to the students from English pronunciation to comprehension, thought patterns and oral expression.



Whereas, the introduction of multimedia technology featuring audio, visual, textual effect fully meets audio and visual requirements. It enhances their interest, but also results in lack of communication between teachers and students. Replacement of teachers' voice by computer sound, and teachers' analysis by visual image and students have few chances for oral communication. With the favorable atmosphere by the mutual communication between teachers and students fading away, and sound and image of multimedia affecting students' initiative to think and speak. English class turns to courseware show and students are made viewers rather than the participants of class activities.

i. The restriction of Students' Thinking Potential

It is clear that language teaching is different from science subjects. Language teaching does not require demonstration by various steps, rather, the tense and orderly atmosphere is formed through questions and answer. Teachers raise impromptu and real-time questions and guide the students to think, cultivate their capacity to discover and solve problems; however, due to over demonstration and pre-arranged order, the courseware lacks realtime effect and cannot give feedback. It ignores emphasis and importance in teaching and also neglects instruction in students 'thinking. In this way, it should be noted that cultivation of students' thinking capacity should be the major objective in teaching and using of multimedia technology and it should not take up the students' time for thinking, analyzing and exploring questions.

j. Suggestions and Strategies to the Existing Problems

In practical teaching, it is improper to duplicate the textual material simply to the screen so that the teacher's position is ignored. In order to ensure the function of multimedia in teaching it should be noted that:

k. The Computer Screen can't Substitute the Blackboard

Some teachers take the computer screen as the blackboard, they have input exercises, questions, answers and teaching plans into the computer and display them piece by piece, without taking



down anything on the blackboard or even the title of a lesson. It is known that teachers are supposed to simulate situations based on teaching and guide the students to communicate in English. Beside traditional writing on blackboard is concise and teachers can make adjustment and amendment to it if necessary. Furthermore, experienced teachers know well that a perfect courseware is an ideal project in mind, and that in practice, they need to enrich the content on the blackboard with emerging of new question raised by the students.

l. Power Point cannot Take the Place of Student's Thinking and Practices

At present, most multimedia courseware mainly feature on image and animation of teaching materials in order to cause audio and visual effect, which lively displays the content of textual materials and helps the student deeply understand the texts. A problem remains that displaying of the content of texts in the PPT courseware cannot take the place of students' thinking or English communication in simulated circumstance. When working on and utilizing the courseware, we need to encourage the students to use their own mind and speak more, actively join in class practice, we should not overuse the courseware merely in the hope of adding the modernized feature to class teaching.

m. Traditional Teaching Instruments and Devices should not be overlooked

The function of multimedia assisting in teaching cannot be replaced by many other instruments, which does not mean that multimedia can replace any other form of instrument; Some teachers tend to entirely depend on multimedia teaching. While, it should be noticed that although multimedia has its unique advantages in teaching, the characteristics functions of other forms of teaching instruments are still incomparable. For example, the recorder still plays a role in broadcasting listening material. So teachers are supposed to choose appropriate media and instrument based on the requirements of teaching and integrate multimedia instrument with traditional one and fully perform their merits, rather than merely in pursuit of trendy method.

n. Multimedia Technology should not be extensively used

Some teachers may possess the improper concept that they would totally apply multimedia technology in their teaching. It is also believed that the more utilization of multimedia



technology, the better class atmosphere may grow, the more actively the students get involved in class participation, the more easily the material access to the students. It is clear that in spite of advantages of application of multimedia technology, it assists in teaching. During practical teaching, it is part of a complete teaching procedure and should not be extensively used.

IV. CONCLUSION

It is true that one of the ultimate goals of multimedia language teaching is to promote students' motivation and learning interest, which can be a gateway way to get them involved in the language learning. Context creation of ELT should be based on the availability and accessibility of the teaching materials and information. During the process of optimizing the multimedia English teaching, students are not too dependent on their mother tongue, but will be motivated and guided to communicate with each other. Concerning the development of technology, we believe that in future, the use of multimedia English teaching will be further enhanced. The process of English learning will be more student-centered but less time-consuming. Therefore, it promises that the teaching quality will be improved and students' applied English language skills can be effectively cultivated, meaning that students' communicative competence will be further developed.

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**CORPORATE SOCIAL RESPONSIBILITY PRACTICES IN INDIAN DEFENCE SECTOR:
A CASE STUDY OF BRAHMOS AEROSPACE**

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ABSTRACT

Corporate Social Responsibility (CSR) is defined as “the ethical behavior of Company towards the Society”. CSR is a Company’s commitment to its stakeholders to conduct business in an economically, socially and environmentally sustainable manner that is transparent and ethical. CSR has become increasingly prominent in the Indian Scenario because Organizations have realized that besides growing their businesses it is also vital to build trustworthy and sustainable relationships with the community at large. Another reason fuelling this rapid adoption of CSR is the state of the Indian society. Though India is one of the fastest growing economies, socio- economic problems like poverty, illiteracy, lack of healthcare etc. are still ubiquitous and the government has limited resources to tackle these challenges. This scenario has opened up several areas for businesses to contribute towards social development.

The Defense Sector of India is charged with the responsibility of internal and external security of the Republic of India. The Indian defense industry has evolved and has been developing capabilities in land, naval and air systems. Apart from discharging this important responsibility, the companies in Indian Defense Sector have undertaken other innovative corporate social responsibility initiatives for upliftment of under developed and marginalized communities by providing various facilities for community welfare, infrastructure development, water supply, education, health, environment, skill development, sports and culture etc. As the era is passing through evolution of transparency, Reporting and Disclosures are virtually obligatory.

BrahMos Aerospace, a subsidiary of Defence Research and Development Organization of India, design, develops, manufactures and market world’s only supersonic missile



BRAHMOS. BrahMos is the first supersonic cruise missile known to be in service. BrahMos is well aware of its responsibilities towards society and has been contributing towards CSR activities over the last several years. This Policy is aimed at defining the Company's Philosophy on CSR activities and thereby set guidelines for implementation of the same.

This paper attempts to create an understanding about the CSR, delving into its concepts and finding out its scope by taking the case study of BrahMos Aerospace and identifying the sense of responsibility towards the upliftment of common masses and protection of the environment and development of the nation. The paper also explains that in alignment with vision of the Company, how BrahMos, will continue to enhance value creation in the society and in the community in which it operates, through its CSR initiatives, so as to promote sustained growth for the society and community, in fulfillment of its role as a Socially Responsible Corporate, with environment concern.

I. INTRODUCTION

The concept of Corporate Social Responsibility has gained prominence from all avenues. Social Responsibilities are embedded in human culture and being responsible corporate citizens, the Organizations also adopt the concept of CSR for contributing towards the betterment of society. BrahMos is well aware of its responsibilities towards society and has been contributing towards CSR activities over the last several years. This Policy is aimed at defining the Company's Philosophy on CSR activities and thereby set guidelines for implementation of the same.

BrahMos takes cognizance of the fact that as a business entity, it is part of the society and that its activities impact on the environment. The company thus appreciates that it has a key role and responsibility to contribute to the society and to ensure a cleaner, safer and healthier environment.

BrahMos CSR Philosophy means not only investment of funds for social activities but also integration of Business processes with Social processes towards the goal of Sustainable Development of the society. BrahMos shall continue to have among its objectives the promotion and growth of the national economy through working in association with National Industries thereby increasing productivity, effective utilization of material and manpower resources and



continued application of modern scientific and managerial techniques, in keeping with the national aspirations.

BrahMos shall continue to be mindful of its social and moral responsibilities to its stakeholders and the Society at large.

II. MEANING OF CORPORATE SOCIAL RESPONSIBILITY

There is no single, commonly accepted definition of “Corporate Social Responsibility” (CSR). There are different perceptions of the concept among the private sector, governments and civil society organizations.

Corporate Social Responsibility (CSR) is a concept whereby companies integrate social, environmental and health concerns in their business strategy (policy) and operations and in their interactions with stakeholders on a voluntary basis. The social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time. (Carroll, 1979)

European Union (EU): It describes CSR as “the concept that an enterprise is accountable for its impact on all relevant stakeholders. It is the continuing commitment by business to behave fairly and responsibly, and contribute to economic development while improving the quality of life of the work force and their families as well as of the local community and society at large.”

While proposing the Corporate Social Responsibility Rules under section 135 of the Companies Act, 2013, the Chairman of the CSR Committee mentioned the Guiding Principle as follows: “CSR is the process by which an organization thinks about and evolves its relationships with stakeholders for the common good, and demonstrates its commitment in this regard by adoption of appropriate business processes and strategies. Thus CSR is not charity or mere donations. CSR is a way of conducting business, by which corporate entities visibly contribute to the social good. Socially responsible companies do not limit themselves to using resources to engage in activities that increase only their profits. They use CSR to integrate economic, environmental and social objectives with the company's operations and growth.”



Corporate Social Responsibility (CSR) is defined as “the ethical behavior of Company towards the Society”. CSR is a Company’s commitment to its stakeholders to conduct business in an economically, socially and environmentally sustainable manner that is transparent and ethical. CSR has become increasingly prominent in the Indian Scenario because Organizations have realized that besides growing their businesses it is also vital to build trustworthy and sustainable relationships with the community at large. Another reason fueling this rapid adoption of CSR is the state of the Indian society. Though India is one of the fastest growing economies, socio-economic problems like poverty, illiteracy, lack of healthcare etc. are still ubiquitous and the government has limited resources to tackle these challenges. This scenario has opened up several areas for businesses to contribute towards social development.

III. RESEARCH METHODOLOGY

The research paper is an attempt of exploratory research, based on the secondary data sourced from journals, magazines, articles and media reports. Looking into requirements of the objectives of the study the research design employed for the study is of descriptive type. Keeping in view of the set objectives, this research design was adopted to have greater accuracy and in depth analysis of the research study. Available secondary data was extensively used for the study. The investigator procures the required data through secondary survey method. Different news articles, Books and Web were used which were enumerated and recorded.

IV. OBJECTIVES OF THE STUDY

1. To understand the concept of CSR.
2. To examine Corporate Social Responsibility Practices of BrahMos Aerospace.
3. To disseminate information about the latest happenings in the CSR field to people engaged in policymaking, policy analysis, policy research, practitioners and other Stakeholders
4. To understand in alignment with vision of the Company, how BrahMos, will continue to enhance value creation in the society and in the community in which it operates, through its CSR initiatives



V. PROVISION CONTAINED IN COMPANIES ACT 2013

As per the new Companies Act, 2013 the Central Government hereby makes the following Rules namely:

- a) Companies having Net Profit of at least INR 5 cr or Net Worth of at least INR 500 cr or Turnover of a minimum of INR 1,000 cr are covered under the CSR provisions.
- b) 2% CSR spending would be computed as 2% of the average net profits made by the company during the last three years. For the purpose of first CSR reporting in the FY 2014-15 the Net Profit shall mean average of the annual net profit (before tax) of the preceding three financial years ending on or before 31 March 2014.
- c) Reporting will be done on an annual basis commencing from FY 2014-15.
- d) Tax treatment of CSR spend will be in accordance with the IT Act as may be notified by CBDT
- e) Schedule VII of the companies Act' 2013 defined areas in which CSR activities can be undertaken.
- f) CSR committee is to be constituted and CSR Policy is to be approved by the board of Directors.

VI. OBJECTIVES OF BRAHMOS POLICY

The main objectives of BrahMos CSR Policy is to:

- Ensure an increased commitment at all levels in the organization, to operate its business in an economically, socially & environmentally sustainable manner, while recognizing the interests of all its stakeholders.
- To directly or indirectly take up programmes that benefit the communities of the Country and results over a period of time in enhancing the quality of life and economic well-being of the local populace.
- To generate, through its CSR initiatives, a community goodwill for BrahMos and help reinforce a positive & socially responsible image of BrahMos as a corporate entity.

In a broader perspective, the main guidelines of the BrahMos CSR Policy includes following core elements:



a) Care for all stakeholders:

BrahMos respects the interests and is responsive to all stakeholders, including shareholders, employees, customers, suppliers, project associated people and society at large and tries its best to create value for all of them.

b) Respect for Human Rights:

BrahMos always respects human rights for all and is against any human right violation.

c) Respect for the Environment:

BrahMos has adopted stringent measures to prevent environmental pollution. We are managing natural resources in a sustainable manner by ensuring optimal use of resources like land and water. We are always promoting efficient use of energy and environment friendly technologies.

d) Activities for Social Development:

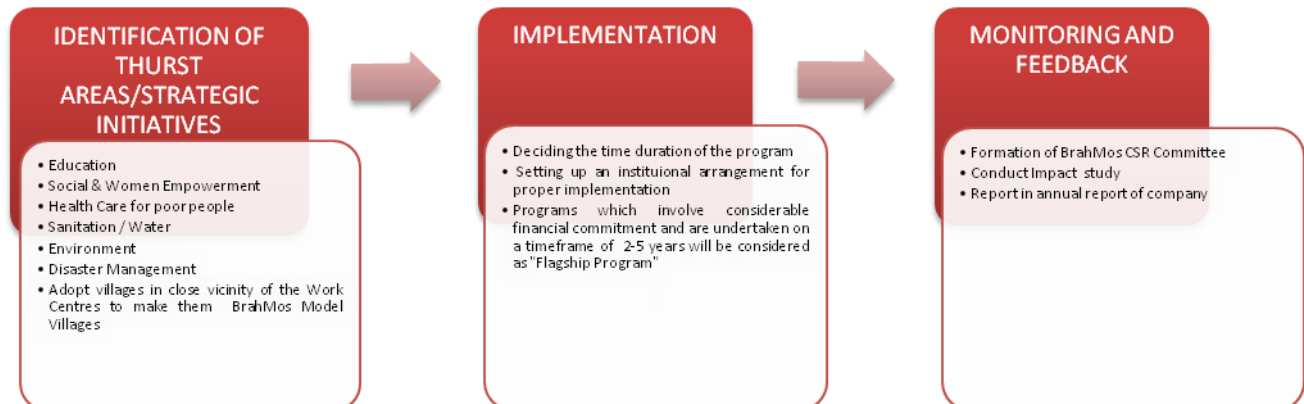
BrahMos aims in enhancing welfare measures of the society based on the immediate and long term social and environmental commitments by providing support directly or through Non Profit Organizations / Voluntary Organizations etc. under a variety of programmes in order to empower the downtrodden people of the society.

VII. RESOURCES

Funding & Allocation for the CSR activities will be arranged in following manner:

1. For achieving its CSR objectives through implementation of meaningful & sustainable CSR programmes, BrahMos will allocate its Annual CSR Budget at the commencement of each financial year.
2. From the annual CSR Budget allocation, a provision will be made towards various expenditure heads, on a year on year basis.
3. Any unspent/unutilized CSR allocation of a particular year, will be carried forward to the following year, i.e. the CSR Budget will be non- lapsable in nature.

VIII. PLANNING & SCOPE



A) Identification of Thrust Areas / Strategic Initiatives

1. For the purpose of focusing its CSR efforts in a continued and effective manner, the following six Thrust Areas have been identified:

- a) Skill Development including Vocational skills / Empowerment (focus on Girl Empowerment)
- b) Healthcare / Medical Facility
- c) Education / Literacy Enhancement (with special emphasis for the Girl child)
- d) Environment Protection / Horticulture
- e) Drinking Water / Sanitation
- f) Community Development

In the present context, CSR for BrahMos means not only investment of funds for social activities but also integration of Business processes with Social processes towards a goal of Sustainable Development of the society.

BrahMos shall continue to have among its objectives the promotion and growth of the national economy through working in association with National Industries thereby increasing productivity, effective utilization of material and manpower resources and continued application of modern BrahMos CSR POLICY scientific and managerial techniques, in keeping with the



national aspiration. BrahMos shall continue to be mindful of its social and moral responsibilities to its stakeholders and the Society at large.

2. Direct Support or Grant / Assistance / Sponsorship to reputed NGOs of the Society involved in upliftment of the standard of the society in the following fields:

Education <ul style="list-style-type: none">• Technical/Vocational Institutes of their self-development• Academic education of School Drop outs to rehabilitate in Primary, Middle and Higher Secondary Schools• Adult literacy especially amongst those belonging to Below Poverty Line• Promote and implement programmes on girl education• Special attention on education, training and rehabilitation of mentally and physically challenged children/persons• Special Scholarship programme for poor outstanding students for higher education specially Engineering / Technical Courses BrahMos CSR POLICY	Social & Women Empowerment <ul style="list-style-type: none">• Self / Gainful Employment Opportunities – Training of Rural Youth for Self Employment on Welding, Fabrication and other Electronic appliances• Empowering the Girl Child by providing education and job oriented training.• To provide assistance to villagers & self help groups to undertake farming for mushroom, medicinal plants & cash crops. Training may be provided by agricultural experts for above farming.• Organizing training programmes for women in tailoring, Embroidery designs, Home Foods/Fast Foods, Pickles, Painting and Interior Decoration and other Vocational Courses.• Old Age Homes / Care for senior citizens.• Adoption of juvenile homes (specially for girls)• Awareness programmes against female foeticide, harassment of women, domestic violence, illicit trafficking of girls.	Health Care for poor people by organizing Medical Camps / Awareness campaign on <ul style="list-style-type: none">• AIDS, TB and Leprosy, Social evils like alcohol, smoking, drug abuse etc• Child and Mother care, Diet and Nutrition• Blood donation camps, Diabetes detection & Hypertension Camps• Ophthalmic care and Eye Donation awareness camps, Eye Care for senior citizens with cataract operation camps, free ocular checkups camps etc.• Family Welfare, senior Citizen Health Care
Sanitation / Water <ul style="list-style-type: none">• Digging/Renovation of Wells• Rain water-harvesting scheme• Development/construction of Water Tank/Ponds• Installation/Repair of Hand Pumps/Tube Wells• Formation of a Task Force of Volunteers to educate people regarding proper use of drinking water.• Empowerment to the villagers for maintenance of the above facilities for availability of water.	Environment <ul style="list-style-type: none">• Organizing sensitizing programmes on Environment Management and Pollution Control• Green belt Development• Afforestation, Social forestry, Park• Plantation of saplings producing fruit• Animal care	Disaster Management Activities <ul style="list-style-type: none">• Activities including Infrastructure Support to the victims of natural calamities. Relief of victims from Natural Calamities like Earth Quake, Cyclone, Draught and Floods in any part of the country.

(The above list is only illustrative. BrahMos CSR Committee is authorized to consider any other CSR activity not mentioned in this list)



3. Adopt villages in close vicinity of our Work Centers to make them BrahMos Model Villages with focus on the following holistic developments:

- a) Develop / Adopt Schools, Educational Institutions, Libraries and Vocational Training Centres
- b) Sponsorship of poor meritorious children for higher education / technical education
- c) Improvement of General Health and Hygiene of villagers
- d) Provide Sanitation and Safe drinking water, Rain water harvesting
- e) Agricultural support with scientific knowledge enhancement
- f) Help villagers to form Self-help groups for economic empowerment
- g) To develop infrastructural facilities for providing electricity through SolarLights or alternative renewal energy to the nearby villages, wind mills as Pollution Free Alternative Energy.
- h) Spreading awareness among villagers to eradicate social stigma of superstitions regarding sex discrimination, AIDS, Leprosy, TB, women empowerment etc.

4. For contributing towards the cause of Environment Protection, BrahMos will support the 3 UN Global Compact Principals pertaining to the Environment as below:

- a) Support a precautionary approach to environmental challenges
- b) Undertake initiatives to promote greater environmental responsibility
- c) Encourage the development and diffusion of environmentally friendly technologies.

5. BrahMos will dovetail its CSR activities in a manner that it facilitates the fulfillment of the National Plan, Goals and objectives, as well as the Millennium Development Goals so as to ensure gender sensitivity skill enhancement, entrepreneurship development and employment generation by co-creating value with local institution/people. Activities related to Sustainable Development will form a significant element of the total initiatives of CSR.

IMPLEMENTATION

General Points for implementation



Special issue, ICCEMT 2015

- a) BrahMos CSR Programme will be undertaken to the best possible extent within the defined ambit of the identified 'Thrust Areas'.
- b) The time period / duration over which a particular programme will be spread, will depend on its nature, extend of coverage and the intended impact of the programme.
- c) Programmes which involve considerable financial commitment and are undertaken on a timeframe of 2-5 years, will be considered as 'flagship programmes' and accorded enhanced significance.

The process of implementation of CSR programmes will involve the following steps:

1. Institutional Arrangement

BrahMos Corporate Social Responsibility Committee (BCSRC) will comprise of the following who would be responsible for identification and implementation of BrahMos Corporate Social Responsibility Programmes:

- a) GM (Production) – Chairman
- b) IFA – Member
- c) GM (Personnel), Hyderabad - Member Secretary

The Committee will be a focal point for CSR activities and all such proposals is to be routed through the CSR Committee.

2. Duties of CSR Committee

- a) The Committee will decide allocation of the approved Budget for CSR at the starting of each financial year.
- b) Ensure to invite project proposals from NGOs / VOs by giving proper advertisement in BrahMos website, media etc. to spread the news to all concerned with clear guidelines and selection criteria.
- c) All direct proposals received in the Company towards CSR, will also be referred for scrutiny by the CSR Committee.
- d) The Committee will review each and every application / project and shortlist the suitable proposals which are as per the guidelines of the



- e) Policy.
- f) The Committee will interact with the CSR implementing agencies of the short listed proposals for determining the activities to be undertaken with details of the selected project proposals, its objectives and goals, implementation plans, social acceptance and overall impact towards the society.
- g) The Committee will thereafter finalize the selected project for implementation and approval for funding the Projects will be obtained from the Management.
- h) On approval by the Management, the selected projects will be intimated and the concerned NGOs/VOs will be granted the sum allotted.
- i) The projects will be periodically monitored to ascertain the progress of activities undertaken completely.
- j) The Committee will review the Project completion / Utilization Certificate with statement of expenditure duly certified by an authorized Auditor which will be submitted by the Organization/Institution to whom CSR fund is allocated.

3. Executive Partners /Agencies

Project activities identified under CSR are to be implemented by Specialized Agencies and NOT by staff of the Organization. Specialized Agencies could be made to work singly or in tandem with other agencies. However, BrahMos employees can take part as a volunteer in their off time to help the project in the respective work locations, if required. Such specialized agencies would include:

- a) Voluntary Agencies (NGOs)
- b) Institution/Academic Organizations
- c) Trusts, Mission etc.
- d) Self-help Groups

4. Criterion for identifying executing agency

a) Project Based Approach: The sanction of grant / financial assistance in CSR should be project based, where its action plan will be distinguished as 'Short term' 'Medium term' & 'Long term'; qualified as:



- Short term - 6 months to 1 year
- Medium term - 1 year to 2 years
- Long term - 2 years and above – ‘Flagship programmes’

b) While identifying long term programmes, all efforts must be made to the extent possible to define the following:

- 1) Programme objective
- 2) Baseline survey – it would give the basis on which the outcome of the programme would be measured.
- 3) Implementation schedules – Timelines for milestones of the programme will need to be prescribed.
- 4) Responsibilities and authorities
- 5) Major result expected and measurable outcome.

c) In case of programmes executed by NGOs / Voluntary Organization, the minimum criteria need to be ensured. In order to be eligible for grants under the BrahMos CSR, an applicant institution should meet the following:

1. It should be registered under an appropriate Act or be a regularly constituted branch of a registered welfare organization.
2. Office bearers of the institution should not be related to each other.
3. The Organization should have completed at least 1 year after registration in order to be eligible for grants from the BrahMos CSR under any scheme. Relaxation may however, be made in the following cases:
 - In case of institutions in hilly, remote, border and backward or tribal areas
 - In case of those institutions which provide specialised services where these are not available; and
 - In case where the need for starting an altogether new service is recognized.



4. It should have a properly constituted Managing Committee with its powers, duties and responsibility clearly defined and laid down in a written constitution.
5. It should have facilities, resources, personnel, managerial skill and experience to initiate the activity for which the grant is required.
6. The activities of the institution should be open to all citizens of India without any distinction of religion, race, caste or language. Apart from the above conditions, there are other conditions of eligibility applicable for specific schemes which will be notified subsequently.

IX. MONITORING AND FEEDBACK

- a) To ensure effective implementation of the CSR programmes undertaken, a monitoring mechanism will be put in place by the BrahMos CSR Committee. The progress of CSR programmes under implementation will be reported to corporate office on a monthly basis.
- b) The CSR Committee will conduct impact studies on a periodic basis, through independent professional third parties / professional institutions, especially on the strategic and high value programmes.
- c) CSR activities of the Company will also be reported in the Annual Report of the Company.

X. CONCLUSION

CSR has come a long way in India from responsive activities to sustainable initiatives. In the current social situation in India, it is difficult for one single entity to bring about change as the scale is enormous and hence many CSR initiatives are executed by Corporates in partnership with NGOs who are well versed in working with local communities and are experts in tackling such problems. BrahMos has the expertise, strategic thinking and resources to facilitate extensive social changes. This Policy will greatly assist the Committee in fulfilling the national aspirations and expectations of the society in contributing fruitfully towards CSR Programmes thereby adding value to our Organization.



In the present context, CSR for BrahMos means not only investment of funds for social activities but also integration of Business processes with Social processes towards a goal of Sustainable Development of the society.

BrahMos shall continue to have among its objectives the promotion and growth of the national economy through working in association with National Industries thereby increasing productivity, effective utilization of material and manpower resources and continued application of modern BrahMos CSR POLICY scientific and managerial techniques, in keeping with the national aspiration. BrahMos shall continue to be mindful of its social and moral responsibilities to its stakeholders and the Society at large.



**A STUDY ON HUMAN RESOURCE MANAGEMENT AND EMPLOYEE
MOTIVATION IN HERO MOTOCORP LTD**

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ABSTRACT

The purpose of this study is to make identify Motivation is one of the most important concepts of Human Resource Management in the majority of the organizations. Employee motivation is one of the most important issues faced by every organization. It is the key task of every manager or Employee to motivate his subordinates or to create the 'spirit to work' among the subordinates. Human Resource Management on Motivation of employees is indeed important for the health of the companies. Only when employees are motivated sufficiently can they give their best. n this Descriptive Paper, employees are motivated by the HRM and Management of the Hero MotoCorp Ltd Hyderabad is mainly to identify the factors which will motivate the employees on The (1) Relationship between the HR Department and Employees, (2) Management activities of employee Motivation. The data were collected through Primary and secondary sources , for this Purpose we have selected Simple random sampling is used and the Sample Size is 50, a Questionnaire was used as tool for data collection, Chosen Universe is the study of employees of Hero MotoCorp ltd Hyderabad.

Key Words: *HRM, Hero MotoCorp Ltd, Relationship between HRM and Employees and Management Activities of Employees Motivation*

I. INTRODUCTION

This Descriptive Paper is entitled on HUMAN RESOURCE MANAGEMENT AND MOTIVATION OF EMPLOYEES with special reference to Hero MotoCorp Ltd Hyderabad is mainly conducted to identify the factors which will motivate the employees and the



organizational functions. Management's basic job is the effective utilization of human resources for achievements of organizational objectives. The Human Resource management is concerned with organizing in such a way to get maximum output to the organization and to develop the talent of people at work to the fullest satisfaction. It should be remembered that a worker may be enormously capable of doing some work; nothing can be achieved if he is not willing to work. A manager has to make appropriate use of motivation to stimulate the employees to follow them. Hence this studies also focusing on the employee motivation among the employees of Hero MotoCorp ltd, Hyderabad.

II. OVERVIEW OF THE AUTOMOBILE INDUSTRY IN INDIA

The automobile industry in India is the ninth largest in the world with an annual production of over 2.3 million units in 2014 and 2015; India emerged as Asia's fourth largest exporter of automobiles, behind Japan, South Korea and Thailand. Following economic liberalization in India in 1991, the Indian automotive industry has demonstrated sustained growth as a result of increased competitiveness and relaxed restrictions. Several Indian automobile manufacturers such as Tata motors, Maruti and Mahindra and Mahindra, expanded their domestic and international operations. India's robust economic growth led to the further expansion of its domestic automobile market which attracted significant India-specific investment by multinational automobile manufacturers. The independence, in 1947, the government of India and the private sector launched efforts to create an automotive component manufacturing industry to supply to the automobile industry.

Indian is the second largest manufacturer and producer to two wheelers in the World. It stands next only to Japan and China in terms of the number of V produced and domestic sales respectively. This destination was achieved due to variety of reason like restrictive policy followed by the government of India towards the passenger bike industry, rising demand for personal transport, inefficiency in the public transportation system etc. The Indian two-wheelers industry made a small beginning in the early 50s when Automobile products of India (API) started manufacturing scooters in the country. Until 1958, API and Enfield were the sole producers. The two –wheelers market was opened to foreign competition in the mid-80s. With the availability of fuel-efficiency low power bikes, demand swelled, resulting in Hero Honda –



then the only producer of four stroke bikes (100cc category), gaining a top slot. The first Japanese motorcycles were introduced in the early eighties. TVS Suzuki and Hero Honda brought in the first two-stroke and four-stroke engine motorcycles respectively. These two players initially started with assembly of CKD Kits, and later on progressed to indigenous manufacturing.

In 1990 the entire automobile industry saw a drastic fall in demand. Barring Hero Honda, all the major producers suffered from recession in FY93 and FY94 (1). Hero Honda showed a marginal decline in 1992. The two-wheelers market has a perceptible shift from a buyer's market to a seller's market with a variety of choice, players will have compete on various fronts viz. pricing, technology product design, and productivity after sale service, marketing and distribution. In the short term, market shares of individual manufacturers are going to be sensitive to capacity, product acceptance, pricing and competitive pressures from other manufacturers. The motorcycle segment will continue to lead the demand for two-wheelers in the coming years. The Asian continent is that largest user of the two-wheelers in the world. This is due to poor road infrastructure and low per capita income, restrictive policy on bike industry.

III. LITERATURE REVIEW

Human Resource Management is the process of managing people in a company as well as managing the existing interpersonal relationships. These two processes are key in the success and growth of a business as well as organization. It is responsible for the attraction, selection, training, assessment, and rewarding of employees. The ultimate focus of HRM is the people within an organization, regular planning, monitoring and evaluation are important for the success of HRM. Successful implementation ensures that all employees know their role, career path and also feel part of an organization which is able to manage and reconcile their expectations as well as those of the organization and its objectives. Motivation is incidental to or defined by goal-directed behavior (Locke, op. cit.). This implies that motivation is concerned with the strength and direction of that behavior. Well-motivated people are therefore those with clearly defined goals who take action which they expect will achieve those goals (Erez and Zion, 1984). They make effective contributions at work because of strongly developed feelings of behavioral commitment (Tarkenton, 1986, and Robinson, 1992).



Human Resource Management (HRM) has increasingly considered as a source of competitive Advantage (Porter, 1990) because employees, and especially their knowledge, enhance organizational capabilities (Larsen, 2001, Castrogiovanni, Garrigos-Simon, & Peris-Ortiz, 2011). Walumbwa and Hartnell (2011) they used the individual's ability to be creative, innovative, inspiring, and take on challenging tasks to achieve organizational goals as the performance variables. They examined supervisors from a large automobile dealer and identified that transformational leadership was positively related to self-efficacy and rated performance. Chiang, Han and Chuang (2011) researched the relationship between high-commitment human resource management and individual knowledge-sharing behavior from a survey of practitioners registered in the executive MBA programs of a university in northern Taiwan.

Karatepe and Tekinkus (2006) explore the effects of work-family clash, emotional languor and intrinsic motivation, work performances, work satisfaction and affective organizational commitment on front line employees of Turkish banks. They found that work-family conflict positively influences emotional languor and negatively influences job satisfaction. They also observed that intrinsic motivation has a significant negative impact on emotional exhaustion positive effect on work performance, work satisfaction, and affective commitment to the organization. Latting, Beck, Slack, Tetrick, Jones, Etchegaray and Silva (2004) explored top management support for innovation and learning based on employees and supervisors at six nonprofit human services agencies. They identified that workers may reciprocate support for innovation and learning as well as supervisory support for empowerment and service by increasing trust in management and improved service quality and client relationships.

IV. THE COMPANY - HERO MOTOCORP LTD

Hero Moto Corp is the World's single largest two-wheeler motorcycle company. Honda Motor Company of Japan and the Hero Group entered a joint venture to setup Hero Honda Motors Limited in 1984. The joint venture between India's Hero Group and Honda Motor Company, Hero Moto corp Ltd in 2010 Honda decided to move out and Hero Cycle bought their shares and became a new independent identity. The new company which was renamed Hero Moto corp in August 2011 is now the world's largest manufacturer of two – wheelers. The company has been working intelligently and trying to utilize every opportunity to promote its new brand identity.



With its three manufacturing plants located at Haridwar, Gurgaon and Dharuhera, Hero churns out approx 3 million bikes in a year. Not only in manufacturing the company is a real “hero” in customer service also with a huge network of about 3000 dealerships and service centers across country.

Technology- Products & Brand: In the 1980’s the Company pioneered the introduction of fuel-efficient, environment friendly four-stroke motorcycles in the country. It became the first Company to launch the Fuel Injection (FI) technology in Indian motorcycles, with the launch of the Glamour FI in June 2006. Its plants use world class equipment and processes and have become a benchmark in leanness and productivity. Hero MotoCorp, in its endeavor to remain technology pioneer, will continue to innovate and develop cutting edge products and processes. The new Hero is rising and is poised to shine on the global arena, Company’s new identity “Hero MotoCorp Ltd.” Is truly reflective of its vision to strengthen focus on mobility and technology and creating global footprint. Building and promoting new brand identity will be central to all its initiatives, utilizing every opportunity and leveraging its strong presence across sports, entertainment and ground- level activation.

V. RESEARCH OBJECTIVES

The research Methodology here in this study is associated with the motivation of employees of HERO MOTOCORP LTD, Hyderabad. There are a variety of factors that can influence a person’s level of motivation; some of these factors include:

- (1) Relationship between the HRM - Employee and Employees,
- (2) Management Activities of employee Motivation in the company

VI. RESEARCH METHODOLOGY

Research is a systematic method of finding solutions to problems. It is essentially an investigation, a recording and an analysis of evidence for the purpose of gaining knowledge.

Sampling Design: A sample design is a finite plan for obtaining a sample from a given population. Simple random sampling is used for this study. The universe chooses for the research



study is the employees of Hero MotoCorp ltd. Number of the sampling units (5) selected from the population is called the size of the sample of 50 respondents were obtained from the population. Under this sampling design, every item of the frame has an equal chance of inclusion in the sample.

Methods of Data Collection: The data's were collected through (A) Primary and (B) Secondary sources.

(A). Primary Sources: Primary data are in the form of "raw material" to which statistical methods are applied for the purpose of analysis and interpretations. The primary sources are discussion with employees, data's collected through questionnaire. The questions were arranged in proper order, in accordance with the relevance. The questionnaire consists of open ended, dichotomous, rating and ranking questions

(B). Secondary Sources: Secondary data's are in the form of finished products as they have already been treated statistically in some form or other. The secondary data mainly consists of data and information collected from records, company websites and also discussion with the management of the organization. Secondary data was also collected from journals, magazines and books.

VII. DATA ANALYSIS AND INTERPRETATION - DESCRIPTIVE STATISTICS

1. Response about the support from the HR Department

S#	PARTICULARS	NO.OF.RESPONDENTS	PERCENTAGE%
1	Highly satisfied	19	38%
2	Satisfied	28	56%
3	Neutral	3	6%
4	Dissatisfied	0	0
5	Highly satisfied	0	0
	Total	50	100%

(Table.1)



INTERPRETATION: Table .1 shows the results regarding Response about the support from the HR Department Highly Satisfied 38%, Satisfied 56% and Neutral 6% of the respondents with the support they are getting from the HR department.

2. Good Relationship with Co – Workers:

S#	PARTICULARS	NO.OF.RESPONDENTS	PERCENTAGE%
1	Strongly Agree	15	30%
2	Agree	27	54%
3	Neutral	8	16%
4	Disagree	0	0
5	Strongly Disagree	0	0
	Total	50	100%

(Table .2)

INTERPRETATION: Table.2 shows the results regarding Good Relationship with Co – Workers Maintaining, Strongly Agreed 30%, Agreed 54% and Neutral 16% of the respondents with they are maintaining relationship with Co - Workers.

3. Management is interested in motivating the employees

S#	PARTICULARS	NO.OF.RESPONDENTS	PERCENTAGE%
1	Strongly Agree	27	54%
2	Agree	20	40%
3	Neutral	3	6%
4	Disagree	0	0
5	Strongly Disagree	0	0
	Total	50	100%

(Table.3)

INTERPRETATION: Table 3. Shows the results regarding Management is interested in motivating the employees Strongly Agreed 54%, Agreed 40% and Neutral 6% of the respondents with they are getting support from the Management.



4. The type of incentives motivates the Employees

S#	PARTICULARS	NO.OF.RESPONDENTS	PERCENTAGE%
1	Financial Incentives	15	30%
2	Non financial Incentives	9	18%
3	Both	26	52%
	Total	50	100%

(Table 4)

INTERPRETATION: Table 4 shows the results regarding the type of Incentives motivates the Employees Financial Incentives 30% and Non Financial Incentives 18% and Both Incentives 52% of the respondents are agreed to motivate the Employees.

5. Satisfaction Levels of the present Incentives Schemes Provided by the Organization

S#	PARTICULARS	NO.OF.RESPONDENTS	PERCENTAGE%
1	Highly satisfied	18	36%
2	Satisfied	29	58%
3	Neutral	3	6%
4	Dissatisfied	0	0

(Table .5)

INTERPRETATION: Table 5 shows the results regarding the Satisfaction Levels of the present Incentives Schemes Provided by the Organization Highly Satisfied 36%, Satisfied 58% and Neutral 6% of the respondents are satisfied.

6. Job Security existing in the company.

S#	PARTICULARS	NO.OF.RESPONDENTS	PERCENTAGE%
1	Strongly Agree	15	30%
2	Agree	18	36%



3	Neutral	11	22%
4	Disagree	3	6%
5	Strongly Disagree	3	6%
	Total	50	100%

(Table.6)

INTERPRETATION: Table 6 shows the results regarding the Job Security existing in the company are Strongly Agree 30%, Agreed 36%, Neutral 22%, Disagree 6% and Strongly Disagree 6% of the respondents are agreed.

7. Good safety measures existing in the organization

S#	PARTICULARS	NO.OF.RESPONDENTS	PERCENTAGE%
1	Strongly Agree	15	30%
2	Agree	23	46%
3	Neutral	3	6%
4	Disagree	6	12%
5	Strongly Disagree	3	6%
	Total	50	100%

(Table .7)

INTERPRETATION: Table 7 shows the results regarding the Good safety measures existing in the organization are Strongly Agree 30%, Agreed 46%, Neutral 6%, Disagree 12% and Strongly Disagree 6% of the respondents are agreed.

8. Performance appraisal activities are helpful to get motivated

S#	PARTICULARS	NO.OF.RESPONDENTS	PERCENTAGE%
1	Strongly Agree	9	18%
2	Agree	23	46%
3	Neutral	6	12%



4	Disagree	3	3%
5	Strongly Disagree	9	18%
	Total	50	100%

(Table. 8)

INTERPRETATION: Table 8 shows the results regarding the Performance appraisal activities are helpful to get motivated are Strongly Agree 18%, Agreed 46%, Neutral 12%, Disagree 6% and Strongly Disagree 18% of the respondents are agreed.

9. Career Development Opportunities Are Helpful To Get Motivated

S#	PARTICULARS	NO.OF.RESPONDENTS	PERCENTAGE%
1	Strongly Agree	10	20%
2	Agree	26	52%
3	Neutral	2	4%
4	Disagree	4	8%
5	Strongly Disagree	8	16%
	Total	50	100%

(Table No.9)

INTERPRETATION: Table 9 shows the results regarding the Career Development opportunities are helpful to get motivated are Strongly Agree 20%, Agreed 52%, Neutral 4%, Disagree 8% and Strongly Disagree 16% of the respondents are agreed.

10. Factors which motivates you the most

S#	PARTICULARS	NO.OF.RESPONDENTS	PERCENTAGE%
1	Salary increase	21	42%
2	Promotion	15	30%
3	Leave	3	6%
4	Motivational talk	5	10%



5	Recognition	6	12%
	Total	50	100%

(Table 10)

INTERPRETATION: Table 10 shows the results regarding the Factors Which Motivates the Employees Salaries Increase 42%, Promotions 30%, Leave 6%, Motivational Talk 10% and Recognition is 12% of the respondents are given their opinions.

VIII. FINDINGS

The findings of the study are follows:

- The Hero MotoCorp Ltd has a well defined organization structure. There is a harmonious relationship is exist in the organization between employees and management.
- The results regarding Response about the support from the HR Department Highly Satisfied 38% of the respondents they are getting support from the HR department and The results regarding Good Relationship with Co – Workers Maintaining, Strongly Agreed 30% of the respondents with them are maintaining relationship with Co - Workers.
- The results regarding Management is interested in motivating the employees Strongly Agreed 54% of the respondents with they are getting support from the Management and The results regarding the type of Incentives motivates the Employees Both Incentives 52% of the respondents are agreed to motivate the Employees.
- The results regarding the Satisfaction Levels of the present Incentives Schemes Provided by the Organization Satisfied 58% of the respondents are satisfied and The results regarding the Job Security existing in the company are Agreed 36% of the respondents are agreed.
- The results regarding the Good safety measures existing in the organization are Agreed 46% of the respondents are agreed and the results regarding the Performance appraisal activities are helpful to get motivated are Agreed 46% of the respondents are agreed.
- The results regarding the Career Development opportunities are helpful to get motivated Agreed 52% of the respondents are agreed and The results regarding the Factors Which



Motivates the Employees Salaries Increase 42% of the respondents are given their opinions.

IX. SUGGESTIONS

The suggestions for the findings from the study are follows

- Most of the employees agree that the performance appraisal activities are helpful to get motivated, so the company should try to improve performance appraisal system, so that they can improve their performance.
- Non financial incentive plans should also be implemented; it can improve the productivity level of the employees. Organization should give importance to communication between employees and gain co-ordination through it. Skills of the employees should be appreciated. Better carrier development opportunities should be given to the employees for their improvement.
- If the centralized system of management is changed to a decentralized one, then there would be active and committed participation of staff for the success of the organization

X. CONCLUSION

The study concludes that, the motivational program procedure in HERO MOTOCORP LTD found effective but not highly effective. The Role of HRM on employee motivation highlighted so many factors which will help to motivate the employees. The study was conducted among 50 employees and collected information through structured questionnaire. The study helped to findings which were related with employee motivational programs which are provided in the organization. The performance appraisal activities really play a major role in motivating the employees of the organization. It is a major factor that makes an employee feels good in his work and results in his satisfaction too. Only if the employees are properly motivated- they work well and only if they work well the organization is going to benefit out it. Steps should be taken to improve the motivational programs procedure in the future. The suggestions of this report may help in this direction.

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MANAGEMENT CRISIS PLAN IN STATE GOVERNMENT
(SPECIAL REFERENCE TO STATE AND LOCAL BODY WORKING CONDITIONS)

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ABSTRACT

Crisis is an unseen, unexpected and unpleasant event that causes a great unrest among the people at their daily life and at work place. Crisis can be of many types for instance natural crisis, technological crisis, confrontation crisis, crisis of organizational misleads, crisis due to workplace crisis, bankruptcy, crisis of communication etc. Under management crisis of government departments unclear plans, objectives, hotchpotch working, wastage of time, different opinions, Work distribution, Technological crisis, old pattern of working, financial crisis, unhealthy working atmosphere, burden, cliquish, caste & racial discrimination, etc are major problem. Shuffling of the employees from one department to other will provide exposure, improve their knowledge and harmony, and at the same time it will reduce corruption, caste system and monotony in the job. So we can say that effective management plans and some smart modifications in it enable us to fight with management crisis in the state government.

Keyword: *Management Crisis, Crisis in Administration*

I. RESEARCH METHODOLOGY



All written information has been collected through administrative experiences and discussion with local body officers, employees and general public. Collected information has been analysed according to study of various referenced books.

II. CRISIS

Crisis is an unseen, unexpected and unpleasant event that causes a great unrest among the people at their daily life and at work place. Crisis results in major disturbances, sufferings and adversity to the people.

Crisis is a critical situation which must be handled appropriately within proper time otherwise it may turn into a catastrophe. Crisis can be of many types for instance natural crisis, technological crisis, confrontation crisis, crisis of organizational misleads, crisis due to workplace crisis, bankruptcy, crisis of communication etc.

Characteristics of crisis

- a. A sudden unexpected event.
- b. Its after effects are mostly destructive and unpleasant.
- c. Some time it is unavoidable.

It can be mainly divided into two types of crisis:

Natural Crisis – It is an adverse and unfavorable situation which is caused by natural activity of the earth for instance flood, volcanic eruption, earthquakes, tsunamis, drought etc. During natural crisis people suffer through great loss of life and their belongings.

Manmade Crisis – On the other hand Manmade Crisis is a situation which is initially caused by error or negligence of human being later it takes shape of a disaster for instance financial crisis, management crisis in different sectors, different crisis at work place of people etc.

Crisis Management

Human is the only creature in the world who can predict future events by his past experiences. We cannot avoid crisis but can minimize its after effects by the help of effective management or in other words Crisis Management is an art as well as science of designing strategies to help the people or organization to effectively deal with sudden and significant negative event. Mostly



companies and organizations wait until the crisis occur to prepare plan against the problem, this is the biggest mistake because it provides a very little time to handle the situation without suffering any harm. So as we heard always that “The best Defense is a well offence”.

Steps which should be followed while making a crisis management plan

- a. First of all one has to predict the situation or identification of the issue.
- b. Secondly to decide their own situation on the issues.
- c. After recognizing one's own situation on the issue, preventive measures should be taken.
- d. Prevention should be followed by a strong plan to handle the crisis.
- e. Proper execution of plan.
- f. Last step should be evaluation of results of plan and make a policy to prevent the happening of crisis again.

Effective Management must have some characteristics

- It must be plan in detail.
- There must be a strong monitoring system which can warn us early of foreseeable crisis.
- Role of stakeholders are very important in planning so they must kept involved.
- Establishing an effective crisis management team.
- Training is also needed.

It is really helpful to be prepared to deal with a crisis, because it helps to get back to the normal situation.

Today, all the sectors are suffering from different crisis even government sector is also affected by it. Mismanagement is a leading problem of this sector. Thing and events are getting mashed up in lack of proper management which results in unfruitful conclusions, wastage of energy and also funds.

Very first we will talk about TIME AND SCHEDULE MANAGEMENT. Government Department prepares plans their time and schedules but in most of the time it remains unable to finish within the proposed time and schedules. For Example many times seasons are not kept in mind while preparing plans, as field works need clear weather and planning but meetings don't need it. Some time government workers don't fulfill their duties within the time schedules and government has not yet prepared any strict rules in this regard.



Another major management crisis is LACK OF SKILLED WORKERS. Government has a huge force of unskilled or semi skilled workers. Many of them are under educated for their work so they are less productive. It also affects the economic growth of the country. Unskilled workers result in poor quality of work.

Under management crisis of government department UNCLEAR PLANS AND OBJECTIVES are another major problem. It is said that sound plans and clear objectives means half work done. But in the government department many time we find that plans and objectives are not clear to the employees which results in hotchpotch working, wastage of time and energy too.

BUDGET is always an important part of any planning. Government department is also not untouched by the effects of financial crisis. If sufficient funds are provided then its proper use is a major problem. In the lacking of funds many plans kept uncompleted.

LESS EFFECTIVE COMMUNICATION is also a big problem of government department management. In government department every plan has to follow a big hierarchy system which needs a lot of time to satisfy every officer in the chain, and different opinions also distracted the objective of the plan.

Often Improper WORK DISTRIBUTION in the government department leads to unsatisfactory results. Work distribution plays an important role in execution of any plan effectively. But often we find that only those employees who are capable are over burdened, it adversely affect their working capacity and results in mantle fatigue among them.

TECHNOLOGICAL CRISIS in government department is another back lock of the management. Many departments are not updated with new technology, old pattern of working results in inferior quality and needs a lot of time and energy.

Some other problems are UNHEALTHY WORKING ATMOSPHERE, BORDUM, CASTE AND RACIAL DISCRIMINATION, GROUPISM etc.

To overcome the problems of management crisis in the department some important steps must be taken, While preparing plans, time and schedule management will be kept I mind, sufficient time and proper schedule helps a lot to fulfill the goal.

Educated and skilled worker always effects positively on management plans. They have their own thinking level which helps him to take proper decision at work place. If workers are not sufficiently skilled government should conduct some training programs to improve efficiency.



Blueprint of the plan and objectives of it must be clearly stated to every stakeholder of the plan.

It will help a lot to achieve the predetermined goals.

Funds are the life factor of plans. So Budget should be well arranged according to the requirement. In the situation of crisis only availability of the funds is not sufficient but their proper use is also plays an important role. At the time of crisis organizations must be aware of being miser or extravagant.

Availability of fast and effective communication will definitely help in the situation of crisis.

Direct and to the point conveyance of message saves time.

In government department under management crisis work distribution is very important task.

Right duty to the right person at right time results fruitful always. In other words proper distribution of manpower is necessary in management planning.

Employees must be equipped with the latest technology so that they can perform better and can compete with current era of fast technology.

Apart from this employees of the state government possess such a place from which they can influence management plans easily. Employees of state government can be divided into four types

- a. Local Body Employees
- b. District level Employees
- c. Directorate level Employees
- d. Secretariat level Employees

Local Body and District level employees are mostly local area dwellers so as time passes they become whole sole of their department. They don't perform their duties properly and misuse their power. Some time they became partial with the people on the bases of caste. They start taking unfair benefits of their post and position in other words transfer in same department increases corruption and laziness among the employees. Secretariat level employees make policies but without having practical knowledge of related field. In the same way Directorate level employees are directly appointed to the department. Efficiency of the employee is totally neglected by the authority, this crops unsafe, unsatisfied and monotonous feeling among the employees regarding their jobs.



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To improve the management plan of the state government some modification is needed. Say, placement of the employees should be according to their capability and knowledge.

Transfers of the employees should not be restricted up to the department but they may be shuffled to all the four departments according to the need.

Policies maker must have practical knowledge of the related matter, so that they can make better and realistic policies.

Selection of the right team with the suitable workers according to the plan is necessary for effective management.

Shuffling of the employees from one department to other will provide exposure, improve their knowledge and harmony, and at the same time it will reduce corruption, caste system and monotony in the job.

So we can say that effective management plans and some smart modifications in it enable us to fight with management crisis in the state government.

- A social responsible government has an advantage in terms of competition on the ethics,
- Social responsible actions are an unavoidable factor in terms of working Govt. reputation,
- Social responsible works are required for successful social work, more precise it will not lead to worse financial situation.

III. SUGGESTIONS

IMPORTANT FACTORS FOR RESPONSIBLE EMPLOYEES	
To Protect environment	To do Best work accordance the ethics
To Maintain Security and quality of work	Investments for development
To provide Health Service / benefit	Equal behaviors with all employees
Care about Human Rights	To Maintain Work and Team culture
To Maintain Good Healthy Workplace conditions	Try to Promote Ethics
To Maintain Privacy and safety	To Behaves like a “Good Citizen”
IMPORTANT ACTIVITY REQUIRED FROM EMPLOYER/EXECUTIVES	
To plan for Specialist prequalification and qualification	



To build Inter relationship program/motivation for staff
Try to decrees on prohibition about working with children and employees discrimination
Try to do best Social and humanitarian involvement
To make Rules for ecological business
To do Programs for co-work and help in educational system
To fulfill specific requests provided/protected by laws for institutional object
To make for better working condition

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EMERGENCE OF NEW RURAL MARKET

(A special reference of Durg District of Chhattisgarh)

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ABSTRACT

Durg District of Chhattisgarh state is one of the important administrative and industrial units. The area of district is 8537sq.km, population of 3,343,079 in which 2058958 are rural and 1284121 are urban and population density of 391 people per square kilometer. Rural market of Durg district is one of the main sources of income generation by supplying goods and services to the market. The major produce are agricultural and non-durables. The major sources of rural income are agriculture and primary sector. Major income of rural marketers is from Agriculture, the markets in local small, diverse and scattered areas, Standard of living and rising income of the rural customers and contributes only to livelihood and market gives traditional outlook of purchasing and selling services. Rural market as part of planned economic development, the government is making continuous efforts towards rural development. The weekly market centers are in different blocks show the development of market and major source of goods for rural people. The growth of rural markets are show the positive response of being independent on their own resources and rural market helpful for providing goods, services and employment to its people.

Key Words: Rural Market, Livelihood and Traditional Market



I. INTRODUCTION

The proverb that **real India lives in village** is true in the sense that India is a land of diversity and about 70% of the Indian population lives in villages. These villages contribute in the economic development of the nation through the production of food grains, vegetables, fruits, etc. Rural marketing referred to selling of rural products in rural and urban areas and agricultural inputs in rural markets. Agricultural produces like food grains and industrial inputs like cotton, oil seeds, sugarcane etc. occupied the central place of discussion during this period. The supply-chain activities of firms supplying agricultural inputs and of artisans in rural areas received secondary attention. The local marketing of products like bamboo baskets, ropes, window and door frames, and ploughs by sellers like black smiths, carpenters, cobblers, and pot makers were emphasized in general. The rural market is totally an unorganized market where all *banias* and *mahajans* (local business people) dominated this market.

II. DEFINITION

Marketing can be defined as the process of identifying, anticipating and knowing customer needs, and organizing all the resources and services to satisfy them. Satisfying the customer's need is primary condition of marketing and essential for existence of any organization. In order to achieve marketing goals, knowledge of consumer behavior is must. The consumer's behavior are Comprises the acts, processes and social relationships exhibited by individuals, groups and organizations in searching, obtainment, use of, and consequent experience with products and services.

The Census defines urban India as - "*All the places that fall within the administrative limits of a municipal corporation, municipality, cantonment board etc. or have a population of at least 5,000 and have at least 75 per cent male working population in outside the primary sector and have a population density of at least 400 per square kilometer. Rural India, on the other hand, comprises all places that are not urban!*"

Durg District of Chhattisgarh state is one of the important administrative units. The area of Durg district is 8537sq.km. According to the census 2011 it is the second most populated district of Chhattisgarh with a population of 3,343,079 in which 2058958 are rural and 1284121 are



urban. The district has a population density of 391 people per square kilometer. Rural market of Durg district is one of the main sources of income generation by supplying goods and services to the market. The major produce are agricultural and non-durables. The major sources of rural income are agriculture and primary sector.

III. FEATURES OF RURAL MARKETS OF DURG DISTRICT

1. Major income of rural marketers is from Agriculture.
2. The markets in local areas are small, diverse and scattered.
3. Standard of living and rising disposable income of the rural customers and sellers are very small and it contributes only to livelihood.
4. The rural market of Durg district from beginning to present condition it gives traditional outlook of purchasing and selling of goods and services.
5. It shows the diverse socioeconomic background
6. The Infrastructure Facilities provided to rural market are not proper and there is need of improvement in the market place like pukka road, electricity, transport, better exchange system etc.

The trading of rural market may classify into three ways these are:

1. Urban to Rural (U2R): It involves the selling of products and services by urban marketers in rural areas. These include: Pesticides, FMCG Products, Consumer durables, etc.

2. Rural to Urban (R2U): Here, a rural producer (involved in agriculture) sells his produce in urban market. This may not be direct. There generally are middlemen, agencies, government co-operatives, etc. who sell fruits, vegetables, grains, pulses and others.

3. Rural to rural (R2R): These include selling of agricultural tools, cattle, carts and others to another village in its proximity.

Weekly distribution of rural market center in Durg district:

The market or bazar in the villages are held weekly or may be twice in a week. The Durg district consist of three blocks namely Durg, Patan and Dhamdha .The table below show the weekly conduct of market center or bazar:



Days	Block			Total	Percentage
	Durg	Patan	Dhamdha		
Monday	9	9	11	29	16.66
Tuesday	11	10	5	26	14.94
Wednesday	10	8	8	26	14.94
Thursday	9	9	5	23	13.23
Friday	2	10	9	21	12.07
Saturday	9	11	4	24	13.79
Sunday	8	11	6	25	14.37
Total Market	58	68	48	174	100.00
Total No. of villages	80	146	162	388	
Percentage	72.5	46.57	29.01		

Source: District census 2011,Durg.

By analyzing three blocks of Durg district we can draw conclusion that maximum market is conduct on Monday (16.66%). Durg block is rich in terms of weekly market held (72.5%).followed by Patan block (46.57%) and lowest weekly market held in Dhamda block (29.01%).

The below table show Village wise weekly rural market held in block:

Table 1: Durg block

Days	Total	Name of rural market center
Monday	10	Amti, Bhanpuri, Bodegaon, Janjgiri, Jeora, Khopali, Khursul, Kodia, Nagpura, Thanaud
Tuesday	11	Albaras, Belaudi, Borai, Ganiyari, Janjgiri, Khedamara, Kuthrel, Machandur, Nagpura, Nikum, Purai
Wednesday	8	Anjora(Dha), Arasnara, Birejhar, Chankhuri, Chingri, Katro, Matwari, Pauwara
Thursday	9	Sirsakhurd, Nikum, Nankatthi, Mohlai, Dhaba, Damoda, Chandkhuri, Anjora(Kh), Anda
Friday	3	Dhaur, Kanchandur, Kuthrel



Saturday	8	Achhoti, Basin, Bhatgaon, Borai, Kodia, Nankatthi, Tirga, Vinayakpur,
Sunday	9	Achhoti, Anda, Chandkhuri, Chirpoti, khapri(A), Khapri(B), Rasmada, Risama, Umarpoti

Table 2: Patan block

Days	Total	Name of rural market center
	1	
Monday	9	Mohabhata, Dhaurabhata, Didabhata(Ranitarai), Didga Jheet, Kanakot, Pahndoor, Sipkonha, Kikirmeta
Tuesday	10	Ameri, Belhari, Nawagaon, Gabdi, Gudhiyari Pahanda(A), Parsahi, Savni, Selud, Surpa
Wednesday	8	Amlidih, Khudmudi, Batrel, Kharra, Marra Nardhi, Nipani, Patora
Thursday	9	Akatai, Bijabhat, Borid, Jamgaon(M), Khudmuda Pachpedi, Pander, Semri, Temri
Friday	10	Bhathagaon, Batang, Chicha, Darbarmokhali, Dewada Didabhata(Ranitarai), Jarway, Mahuda, Motipur, Telegundra
Saturday	12	Asonga, Borway, Gadadih, Jamgaon(R), Kumrigundra, Mudpar, pahnda(Jha), Santra, Semri, Sonpur, Tarighat, Tarra.
Sunday	11	Aundhi, Batrel, Belaidi, Bhansuli(K), Borenda, Kauhi, Funda, Pahanda, Selud, Matang, Soram

Table 3: Dhamda block

Days	Total	Name of rural market center
	1	
Monday	11	Semariya(A), Godhi, Kandai, Litiya, Semariya(B), Hardi, Medesara, Oteband, Pendrawan, Pendritarai, Semariya(c)
Tuesday	5	Deori, Hirri, Pendri(Ku), Sankara, Rauta
Wednesday	8	Nawagaon, Dargaon, Kharra, Kapsada, Limtara, Madiyapar, Nawagaon(Sa), Deurjhal
Thursday	5	Birjhapur, Dhaba, Chodwani, Girhola, Hirri



Friday	9	Achholi, Aheri, Akola, Parsdakhurd, Bhimbhori, Kandarka, Mohrenga, oteband, Rounea,
Saturday	4	Achhoti, Birejhar, Mohdi, Parsada
Sunday	6	Achhoti, Dargaon, Ghota, Hasda, Nandanikhundani, Khapri

From the above table we can understand that in some villages like Achhoti, (Saturday and Sunday), Borai (Tuesday and Saturday), Batrel (Wednesday and Sunday), Dargaon (Wednesday and Sunday) the market held twice a week.

IV. CHALLENGES BEFORE RURAL MARKET OF DURG DISTRICT

Rural markets, as part of any economy, have rich potential. There are several difficulties confronting the effort to fully explore rural markets. The concept of rural markets in these areas is still in evolving shape, and the sector poses a variety of challenges before them. Distribution costs, non-availability of retail outlets and lack availability of transportation are major problems faced by the marketers. The success of a brand in the rural market is as unpredictable as rain. Many brands, which should have been successful, have failed miserably. This is because most firms try to extend marketing plans that they use in urban areas to the rural markets. The unique consumption patterns, tastes, and needs of the rural consumers should be analyzed at the product planning stage so that they match the needs of the rural people. Therefore, marketers need to understand the social dynamics, cultural and attitude variations within each village though regionally it follows a consistent pattern. The main problems in rural marketing in Durg district are:-

- **Poor Infrastructure:** The poor conditions of infrastructure of market center discourage the local marketers to preserve their product long time. The unavailability of pukka roof, bidding place minimum support price and hygienic environment are some hurdle from which rural market of Durg region suffer.
- **Lack of Channel Management:** Due to which the products are sale by local marketers in very cheap price to retailer and wholesaler and the whole profit goes in hand of retailer and wholesaler.
- **Transportation:** Transportation is one of the biggest challenges in rural market. Transportation is an important aspect in the process of movement of products from urban



production centers to remote villages. The transportation infrastructure is extremely poor in rural area. Due to this reason, most of the villages are not accessible to the marketing man.

- **Communication:** The quick communication is the need of the hour for smooth conduct of business, but it continues to be a far cry in rural areas due to lack of communication facilities. Marketing communication in rural markets suffers from a variety of constraints. The literacy rate among the rural consumers is very low due to these problems, rural consumers; unlike urban consumers do not have exposure to new products.
- **Availability of appropriate media:** It has been estimated that all organized media in the TV is popular, and is an ideal medium for communicating with the rural masses. But, it is not available in all interior parts of the region. Cinema, however, is a good medium for rural communication. But, these opportunities are very low in rural areas.
- **Warehousing:** The warehousing facility provide the safety and freshness to the agriculture product for long time. A storage function is necessary because production and consumption cycles rarely match. Many agricultural commodities are produced seasonally, whereas demand for them is continuous. The storage function overcomes discrepancies in desired quantities and timing. In warehousing too, there are special problems in the rural market.
- **Scattered structure of village:** The village structure itself causes many problems. Most of the villages are small and scattered. . The scattered nature of the villages increases distribution costs, and their small size affects economic viability of establishing.

V. OPPORTUNITIES OF RURAL MARKET

The rural market of Durg district has rich opportunities for development of market. The rural market has been growing gradually over the past few years and is now even bigger than the urban market. The saving of income percentage in rural area is higher than urban area. Major opportunities available in rural market are as follow:

1. **Increase in Literacy Rate:** In past few decades the rural literacy rate show the improvement. The literate local people know the market condition and opportunities for development.
2. **Increasing in disposable income and purchasing power:** Projects from private companies and the rural employment initiatives by the Government like MNREGA (Mahatma Gandhi



National Rural Employment Guarantee Act) schemes have given the rural population an opportunity to meet their daily needs. Government decided to expand the agriculture loan at lower rate of interest and distribute million of Kisan Credit Cards, has given a boost to the income level to the rural sector. According to advanced estimates of national income released by center statistic organization

3. **Infrastructure improving rapidly:** Now the local governments have taken initiative for the betterment of infrastructure development in the local market center. Local governments provide all weather road, light facility and cheap transportation system for rural market.
4. **Increase Population and hence Increase in Demand:** The increasing population of district increase more consumption which demands for more production and generate more employment for rural people due to this important of rural market is increasing.
5. **Not much competition:** In rural market there is not much competition regarding product like urban market. In rural market all produce are consumed .The rural market has slow growth rate and has opportunity to emerge as a new market for product and employment.

VI. CONCLUSION

Rural market has a vast size and demand base. Rural marketing involves the process of developing, pricing, promoting, distributing rural specific product and a service leading to exchange between rural and urban market which satisfies consumer demand and also achieves organizational objectives. As part of planned economic development, the government is making continuous efforts towards rural development. The weekly market center in different blocks show the development of market structure and it is major source of goods and income for rural people. The growth of rural market in this areas are show the positive response of being independent on their own resources and rural market helpful for providing goods, services and employment to its people.

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BUSINESS STRATEGIES FROM THE STRATEGIES OF CHESS

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ABSTRACT

This paper attempts to explain the parallelism between chess strategy and business strategy and demonstrates various chess strategies that can be applied in business management to accomplish its objective. The various strategies applied in opening game, middle game and end game in chess is similar to various phases in business cycle. As in chess, the best player come up with innovative moves for long term positioning, similarly, to stay alive, strong and move ahead in today's complex and challenging business environment, companies have to be intuitive and innovative. They have to think fast, ahead and different. They can't rely on initiation or brand or past success, rather they have to capitalize the initiation, the brand image and should stay on success. In today's business ecosystem, the critical factor lies in understanding the customer interest and movement of that interest apart from competitor's position. The impact of external threat can be minimized if the organization develops a highly motivated and competent team who can place the best move. Various strategies in chess like material advantage, exchanging of pieces, sacrifice, control of the centre etc can be applied to find a solution for real life problems in business. The time management lessons from chess can formulate various strategies like timing of market entry, timing of expansion, timing of withdrawal etc that can be applied in business. The most important factor in chess lies in hope which itself is a strategy.

I. INTRODUCTION

"Victorious warriors win first and then go to war, while defeated warriors go to war first and then seek to win." — Sun Tzu



Chess, one of the oldest and most popular board games in the world is believed to be originated from India about 6th century AD in the name of "chaturanga". The word "chaturanga" translates as the "four military divisions", which comprised of the chariot, elephants, cavalry and infantry. Over time, these four arms evolved into the modern pawn, knight, bishop and rook. The pieces took on their current powers in Spain in the late 15th century; the rules were finally standardized in the 19th century. The first generally recognized World Chess Champion, Wilhelm Steinitz, claimed his title in 1886. Chess is a two-player board game played on a chessboard, a checkered gameboard with 64 squares arranged in an eight-by-eight grid with specially designed pieces of contrasting colours, commonly white and black. Each player begins the game with 16 pieces: one king, one queen, two rooks, two knights, two bishops, and eight pawns. Each of the six piece types moves differently. The most powerful piece is the queen and the least powerful piece is the pawn. White moves first, after which the players' alternate turns in accordance with fixed rules. The objective is to 'checkmate' the opponent's king by placing it under an inescapable threat of capture. To this end, a player's pieces are used to attack and capture the opponent's pieces, while supporting their own. In addition to checkmate, the game can be won by voluntary resignation by the opponent, which typically occurs when too much material is lost, or if checkmate appears unavoidable. A game may also result in a draw in several ways. This paper explains various chess strategy as well as business strategy and attempts to link chess strategy with business strategy.

II. STRATEGY, CHESS STRATEGY AND BUSINESS STRATEGY

Strategy, in general, refers to how a given objective will be achieved. Consequently, strategy in general is concerned with the relationships between ends and means, between the results we seek and the resources at our disposal. Alfred D. Chandler defined strategy as "the determination of the basic long-term goals and objectives of an enterprise, and the adoption of courses of action and the allocation of resources for carrying out these goals."

A. Chess Strategy



A strategic game is a game in which the players' decision-making skills have a high significance in determining the outcome. Almost all strategy games require internal decision tree style thinking, and typically very high situational awareness. Chess is one of the most well-known and frequently played strategy games. Chess strategy is the aspect of chess playing concerned with evaluation of chess positions and setting of goals and long-term plans for future play. Because of different strategic and tactical patterns, a game of chess is usually divided into three distinct phases: Opening, usually the first 10 to 25 moves, when players develop their armies and set up the stage for the coming battle; middle game, the developed phase of the game; and endgame, when most of the pieces are gone and kings start to take an active part in the struggle.

B. Business Strategy

Business strategy defines the approach, tactics and strategic plan adopted by a business to attract customers and achieve its business goals. It is a very broad term that encapsulates everything a business does to make money. Business -- large and small -- can place a variety of business strategies like growth, product elimination, vertical Integration, pricing, acquisition etc into place. The choice of strategy will depend on not only the type of business and its market, but the unique goals and objectives of the business' owners and leaders.

III. MAIN PRINCIPLES FROM CHESS THAT CAN BE APPLIED IN BUSINESS

Chess has been used for centuries to teach strategy and improve critical thinking skills. The parallels between business and chess are striking in a number of obvious ways. Each requires strategy, patience, knowledge of intricate rules, and involves multiple players of varying power and mobility.

A. Know the Aim of the Game

The goal of chess is to protect the king, while trying to eliminate the other player's king. To achieve this goal, players follow their own strategies. Similarly, it is equally important to understand the aim of the business to remain competitive. Everything else that is done must be approached from the perspective of reaching that goal. With the end goal in mind (protecting the king), the chess player can begin to plan moves and potential responses to that move. Before



jumping into business practices and plans, the successful entrepreneur will take the time to plan, not only for their immediate moves, but for the next few moves they will need to make as well.

B. Use all the Available Pieces

A great chess player has a deep awareness of each piece's role on the board. Every piece is critical, and the only way to win is to leverage all those pieces' skill sets together." It gives an idea to understand the strengths and weaknesses of the team, of employees. In the game of Chess, by using all of the pieces available, the king can be adequately protected and the other pieces are allowed to manage the elimination of the opponent's pieces. Likewise, in a business setting, where everyone is involved for working towards success creates an environment that thrives on teamwork and cooperation, helping to push the company farther than it could go with just a few individuals.

C. Keep an Eye on the Clock

In chess, the winner is usually the person who does more with each move, like doing two things at the same time. An example is attacking two pieces with one move, so your opponent has only one move to save one of his or her two pieces — this is called the “double attack” in chess. Managing time is one of the most important factors in business success. It is the only resource that cannot be replenished. Business practices also require strategic thinking and planning, balanced with the ability to make quick decisions for timing of entry, exit, product introduction, product upgradation, pricing etc.

D. Know your Opponent

Never, ever, underestimate your opponent. Underestimating an opponent can result in defeat, simply because of the psychological advantage the opponent had. Luring an opponent into playing a different style of game, exhibiting unease or hesitancy through pauses or hesitant moves can all be part of the strategy an opponent undertakes during a game. Being prepared for the type of game that an opponent is likely to play will help in getting ready for the game, as well as increase the odds of a victory. The same strategy must be applied in the business world. Knowing the competition is vital to being competitive in the marketplace. Understanding the



moves and motivations of an opponent, as well as being able to counter any possible moves that are made will ensure that the competitor is not able to gain an advantage. In addition, by studying an opponent's strategy, there is opportunity for finding ways to outwit the competition and make inroads into winning the game.

E. The Importance of Resilience for Success

The first game of the match on 8th November 2014 between Viswanathan Anand and Magnus Carlsen showed that the challenger Anand has bounced back from last year's defeat and displayed impressive resilience under pressure. The American Psychological Association (APA) defines resilience as follows: "Resilience is the process of adapting well in the face of adversity, trauma, tragedy, threats or significant sources of stress — such as family and relationship problems, serious health problems or workplace and financial stressors. It means 'bouncing back' from difficult experiences." Chess teaches: if you want to be successful in the long run, you have to be resilient in the face of unavoidable adversity, both on an individual and an organizational level.

F. Seizure of the Initiation

Seizing the initiative is the best chance for a competitive advantage, even when the situation initially does not seem to offer much. When you are proactive in driving the course of events, opportunities will open up. If you wait too long, someone else – in chess your opponent, in business one of your competitors – will take the initiative, and you will be forced into a reactive, passive position, which limits your options and very likely your chances of success, if you cannot find a way for counterattack. Finding the right time for seizing the initiative is a rather an art than a science and requires the combination of reflected experience with intuition and self-confidence. For example, Apple seized the initiative on the smart phone market by launching the iPhone in 2007.

G. Paying Attention to Details

Top chess players can focus their attention for a long time, even in positions that do not seem to be overly exciting to the average player. More importantly, top players focus their attention on



the critical details in a position, which reflects their deep understanding of the structure and relationships of the pieces. Game 4 of the world championship match-2014 presented a good example of how Carlsen and Anand pay attention to important details. Many excellent companies, which are often – not accidentally – market leaders in their sector, have a corporate philosophy that encourages and rewards attention to detail. Famous examples of corporations that have become global market leaders by paying attention to detail are retailer Wal-Mart and car manufacturer Toyota.

H. Seeing All Possible Futures

The permutation and combinations of thoughts regarding moves is the core in the game of Chess. A player constantly thinks about moves ahead and analyzes all possible countermoves and then for all those countermoves, what are all potential re-countermoves. Thus Chess constantly teaches about what comes next, and what comes after that, and what the repercussions could be. The best move after considering the counter moves can strengthen the current position of the game. It is a case of forecasting the outcome where the variables are all the possibilities of moves by both the players. This forecasting strategy from the chess can be successfully applied in formulating business plans. Hence, the decision makers should analyze both qualitative and quantitative report of market before making any business move. One of the biggest mistakes in business is to lose focus, but Chess teaches to remain focused till end, because chess is about getting to endgame. "what happens between the start and then doesn't necessarily matter.

I. Prepare for Success

There is an opening, middle game and ending in chess and each stage requires different strategies and tactics. The business cycle has different stages and managers must take every factor into consideration that can influence the decision. The better you are prepared, the higher your chance of success. Benjamin Franklin, a famous American chess player and the founding fathers of the United States one said: "By failing to prepare, you are preparing to fail." The third match between Anand and Carlsen of the world championship match-2014, where Carlsen surrendered in move 34 explains how a preparation for a right thing and novelty can significantly contribute to success.



J. Playing the Long Game

Peter Drucker once wrote that the manager's job is to keep his nose to the grindstone while lifting his eyes to the hills. He meant that every business has to operate in two modes at the same time: producing results today and preparing for tomorrow. "Preparing for tomorrow" demands taking a hit to today's performance in exchange for an unguaranteed payoff. In chess, there are situations where you can sacrifice a piece to gain an advantage later on. Similarly, a well-planned sacrifice can give a player the advantage in a few moves. The business world is remarkably similar. Companies who wish to succeed may find themselves in a position of sacrifice, in order to gain a better market share or position down the road. For example, in the early 1970's Japanese car makers sacrificed profits in order to gain market share in United States of America.

K. A Learning Tool-Chess

Pawn promotion can be seen as a metaphor for the way in which ordinary people sometimes have unusual talents that only become apparent to others after years of diligent effort. The touch and move rule in chess teaches us to be ethical. Chess demands hours of total concentration and patience. "Chess can help to develop memory, logical thinking, decision making, reasoning, and pattern recognition skills, which in turn can to think outside the box. Chess is one good way to develop the mental discipline of focus, of not being distracted or unnerved by your opponent's moves. To be successful at chess, one needs to be able to think on his feet. It teaches us to be pragmatic.

IV. CONCLUSION

After just three opening moves by a chess player, more than 9 million positions are possible. In business environment where multiple possibilities combined with a whole host of corporations, the unpredictability responding to their new strategies is almost unimaginable.

In the face of incalculable complexities and unexpected change, This paper has attempted to demonstrate that there are a number of parallels between chess strategy and business strategy, and that chess strategy may not be a panacea, but can provide a number of important lessons to



succeed in business. The most important points in this thinker's game are the importance of thinking long-term, taking risk, sacrificing, forming contingency plans and looking at the "big picture".

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PROPAGATING MOBILE APPLICATIONS THROUGH PRIVATE AGRO-ADVISORY SYSTEMS AND ITS ADVANTAGES IN INDIAN AGRICULTURAL SECTOR

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ABSTRACT

Technology has a great impact on all walks of life of the society. It is inevitable and essential for the accelerated development of developing and under-developed nations. If used appropriately technology offers several strategic partnerships in eradicating poverty. Every sector including the agricultural sector has been benefitted by the technological progress. Technological progress provides scope for improvement in productivity by acting as an enabler of greater output from resources of land, labour and capital. In this information age there is an unprecedented growth in ICT (Information and Communication Technology) which makes it possible to share these technological advances across population. Mobile technology is growing at an exponential rate and offers great scope for technological intervention in the agricultural field. A lot of initiatives have been taken by private agro-advisory systems to popularise the use of mobile applications in agricultural sector. This paper offers to collate the private agro-advisory systems in India which are used to reach out to the farmers to influence their attitude and usage of mobile applications for farming.

Key Words: *ICT, Mobile Applications, Farming, Agricultural Sector, Private Agro-Advisory system*

I. INTRODUCTION

Technology has permeated all boundaries to influence every walk of life. Every field has benefitted by embracing technology. Even the Green Revolution in India had leveraged from the



technological advances to promote efficiency in agricultural production and thus satisfy the demand for agricultural products. Technological progress provides scope for improvement in productivity by acting as an enabler of greater output from resources of land, labour and capital. In this information age there is an unprecedented growth in Information and Communication Technology (ICT) which makes it possible to share these technological advances across population. Technology when used effectively and efficiently offers to alleviate the standard of living and even eradicate poverty. Rai, Groves and Nandal (1972) observe that the adoption of improved technology coupled with adequate credit facility helps improve the income potential and offers the single best measure to solve several chronic problems in agricultural sector. Agriculture is perhaps the single most important livelihood option of rural India. Therefore the improvement in agricultural practices and management will impact rural development and pave way for improving the living conditions of the rural population.

In the context of ICT, eAgriculture refers to the delivery of agriculture-related services through ICT. Using this kind of service requires access to personal computers and the internet. mAgriculture on the other hand is a subset of eAgriculture, referring to the delivery of agriculture-related services via mobile communication technology. Mobile communication technology includes all kinds of portable devices like the basic mobile phones, smart phones, PDAs or tablet devices like the iPad. The term teleAgriculture is another subset of eAgriculture, referring to agriculture related services delivered with agronomist participation using electronic communications. Mobile 2.0 applications on the other hand offer services beyond simple voice or text messages and these include payments, money transfers and mobile banking. With the advent of the smart phones which permits internet access through mobile phones in the market the thin line between all these different ICT models are blurring and the importance of mobile technology is gaining greater prominence than ever.

II. MOBILE APPLICATIONS IN AGRICULTURE- REVIEW OF LITERATURE

Farming is a major source of livelihood in the rural community and strategies to sustain them are the need of the hour. There are several challenges faced by the farming community. Munyua (2007) opines that farmers have poor market infrastructure and inadequate marketing experience.



This happens because they lack sufficient information on the real price of their commodity in the market and hence very often exploited by the middle men. He also points that small farms are more vulnerable to weak knowledge base. If farmers are engaged in market information systems, they would perhaps evolve as better informed decision makers. With the use of ICT tools farmers can have up-to-date information concerning prices for commodities, weather conditions as well as inputs on consumer behavior. Like many other businesses, agriculture is becoming an information-intensive enterprise. Mobile agriculture has existed in developing countries for nearly a decade (Bockler, 2012).

Mobile applications have provided new approach to farmers to make tentative decisions much more easily than before. Use of mobile applications leads to greater social cohesion and improved social relationships among farmers and business community. It thus enables a connectivity that was earlier difficult or impossible not only within the farming community but also with the experts in agricultural management. This technology has further provided benefits such as mobility and security to the farmers (Donner, 2006).

The use of ICTs and in particular the mobile technology in agricultural extension services especially mobile phone services in the agricultural sector has provided information on market, weather, transport and agricultural techniques to contact with concern agencies and department (Aker, 2011). The level of usage of mobile technology is spreading rapidly in developing countries with regard to agriculture development. Its usage is particularly relevant to the information regarding weather reports (Mohammed, 2009).

Euromonitor Study (2013) shows that smart phones are expected to have a 78% market share of all cell phones by 2016 and also the penetration of smart phones in the markets all over the world is increasing every year. The mobile phones provide opportunity for economic development and are turnig out to be a social interaction tool which provides better connectivity between people (Rashid and Elder, 2009). Barakade, Lokhande and Ubale (2011) highlight in their research article that there is an urgent need for imparting information literacy to farmers and build their capacities so that they can competently face new development in agriculture. Dhaliwal and Joshi



(2010) conducted a study using primary data which showed that farmers preferred information on marketing most and considered the State Agriculture Universities as the most credible source of information. It also showed SMS as the most preferred mode of providing information. In a study conducted by Fu and Akter (2008), the impact of the innovative mobile phone technology-assisted agricultural service delivery system (KHETI) for poor and marginalized farmers in Madhya Pradesh of India was examined. The study demonstrated that farmers gained knowledge and awareness after being treated by the innovative mobile phone technology and that more than 96% of the farmers used agricultural advice after they were exposed to innovation. A recent World Bank study of 120 countries shows that for every 10 point increase in the penetration of mobile phones, there is an increase in economic growth of 0.8 percentage points in developing countries (Qiang, 2009).

III. ADVANTAGES OF USING MOBILE APPLICATIONS AND CHALLENGES POSED

In this information age the most important driving factor of any business system is the information itself. The advantages of using mobile technologies and its applications have been highlighted time and again in all walks of life. The support of Government and several Non-Government Organizations can be made available through the mobile applications.

McNamara (2009) has listed the potential benefits of ICTs to the agricultural development.

- Increasing small holder productivity and incomes
- Making agricultural markets more efficient and transparent
- Linking poor farmers to urban, regional and global markets
- Improving services and governance for the rural poor
- Promoting and including farmers in agricultural innovation
- Helping farmers manage a range of risks
- Improving land and natural resource management and addressing environmental pressures
- Helping poor farmers participate in higher-value agriculture



- Supporting the emergence of a more diverse rural economy, and supporting rural families' decisions about their mix of productive activities.

Some of the challenges posed with reference to the usage of mobile applications in agriculture are discussed here.

- ❖ The lack of purchasing power and reliable connectivity in rural areas
- ❖ Farmers benefit more from simple technology, which communicates information which is relevant and easy to understand due to lack of Poor literacy level.
- ❖ The need to have high usage of graphics and voice-overs and less confidence with computer as a result of low literacy levels in villages.
- ❖ There a large number of rural households which lacks access to even a daily newspaper. This prevents information and technology from reaching their doorsteps.
- ❖ Lack of technological awareness on sharing information between farmers and information providers.
- ❖ As far as adaption of innovation is concerned the rural population mostly falls under the laggard's spectrum of an adoption cycle.
- ❖ Many applications get launched with a lot of fanfare but die a slow death as a result of no long term commitment on the project.
- ❖ Lack of a qualified and trained support team to run the applications is another problem that contributes to the failure of lot of applications.

IV. MOBILE ADVISORY SERVICES BY THE PRIVATE SECTOR

In the recent past 24 hours agro-based television channel dedicated to agriculture, radio, news papers, call centres, awareness programs for farming community, mobile phones and its applications etc., are taking vital roles in developing the agricultural sector. Some of the mobile advisory services by private sector have been presented here.

Lifelines India

Lifelines India- Soochna Se Samadhan (Solutions through Information), launched in 2006, is an information delivery service which uses the power of voice as the primary means of information



dissemination. It facilitates the exchange of critical and timely information among marginalised communities for improving the quality of life. The main objective is to provide connectivity, content and capability *via* a phone-based service.

IFFCO Kisan Sanchar Limited (IKSL)

Bharti Airtel Limited, a well known India's leading integrated telecommunications services provider along with Indian Farmers Fertiliser Cooperative limited (IFFCO) launched a joint venture company as IFFCO Kisan Sanchar Limited (IKSL). IFFCO got started in 2008 and focuses on improving farmers' decision-making with information on market prices, techniques, fertilizer, weather forecasts, and health. Subscribers receive five locally customized voice messages six days per week.

Reuters Market Light (RML)

Micro-information Services designed specifically for the farming community was launched by RML in 2007 all over India. It's currently working effectively among the agricultural community and covers over 440 crops and varieties with more than 1, 400 markets and 2, 800 weather locations of 15 000 villages in 13 States of India. Timely and adapted information have reaped noteworthy returns on their investment for the farmers.

mKRISHI by TATA Consultancy Services

mKrishi runs with three combination of service based on the interactive voice response system (IVRS), mobile based and automatic weather information integrated service. The services are provided to the farming community through the camera enabled mobiles. The service providers are providing automatic weather station with weather, soil and leaf wetness sensors are installed at the farmers' fields which captures relevant data.

Nokia Life Tools

Nokia Life Tools launched in India in 2008, makes available agricultural resources to the farmers on low-budget Nokia phones. Daily text messages are received by the farmers who have subscribed to this service in a choice of 10 different languages and two service levels. The Nokia



Life Tools uses GSM coverage. However collecting accurate data would go a long way in determining the success of this application and therefore NLT is partnering with private and public institutions to address this issue.

Behtar Zindagi (Better Life)

Behtar Zindagi was conceived by the Handy go' product team and is based on Interactive Voice Response System (IVRS). The application run on mobile provides information and solutions in the 20 regional languages among the rural population. The Information on commodity prices (mandi rate), weather forecast, agro-met advisory and the related services can be accessed by the farmers by dialling the number 556780 (toll free) from a mobile phone.

KRIBHCO Reliance Kisan Ltd. (KRKL)

A Joint venture of Krishak Bharati Cooperative Limited (KRIBHCO) and Reliance Communication Limited, KRIBHCO Reliance Kisan Ltd was launched in 2009 providing a field and crop specific information to the farmer community in the rural area to sustain the agriculture and farmers livelihood in India.

Videokheti

The videokheti is multi model software using SALAAM automatic speech recogniser (ASR) clubbed with speech, graphics and touch on a smart phones or tablet designed to send videos regarding the agricultural processes and techniques. The navigation tree for making the user interface easier is done by creating four levels, namely, crops, crop cycle, type of action and methods. Videokheti is developed by Microsoft Research India in collaboration with Digital Green, an NGO.

Mandi Bhav

Tata Teleservices and Impetus Technologies jointly launched the Mandi Bhav. It focuses on providing commodity prices to farmers on one of these three languages, namely, English, Hindi and Marathi. Its available to the Tata Indicom subscribers and provides real time market prices to farmers and commodity trader from 3000 local commodity traders across the country.



Launched in 2009 by the Indian Institute of Technology – Madras (IIT-M), Tamil Nadu Agricultural University (TNAU) in collaboration with National Agro Foundation (NAF), Erode Precision Farm Producer's Company Ltd (EPFPCL), Dharmapuri Precision Farmers Agro Services Ltd (DPFASL) and sponsored by Indian Council of Agricultural Research's National Agricultural Innovation Project (ICAR-NAIP), the main purpose of this initiative was to provide multimedia agro-advisory inputs to the farmers through SMS as well as voice based interactive system.

V. CONCLUSION

Technological advancement has opened the doors for sharing of information and has contributed immensely to the development of several sectors. Agricultural sector is also slowly benefitting from the ICT developments. Mobile technologies and applications are permeating the boundaries of the rural household and offer lot of scope to improve the agricultural productivity, supplement the marketing efforts and alleviate their livelihoods. There have been several notable contributions from the private sector in this direction. Strategic partnership between the public and private enterprises can offer a lot of scope for further contributing to development of agriculture in our country.

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MANAGEMENT EDUCATION IN INDIA: PRESENT AND FUTURE

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ABSTRACT

Out of all the degrees offered worldwide, an MBA is the most sought after degree. In the last twenty years, the growth of management education in India has been phenomenal with dawn of new millennium, while there was phenomenal growth in the number of B-Schools; the benchmarks were also on the rise. The Govt. of India's appointed various committees from time to time to critically review Management Education in India. The present business education is broken and need to be reinvented with changing times. It is also the time Indian B-schools took stock of the situation and set their houses in order. There is a strong need to focus management education globally. As the business is global, day by day, there is an increasing need for the B-Schools to provide global managers. Though the various committees have suggested improvements for the betterment and qualitative improvement of Management Education, no significant changes have been made, except a few minor changes in the top ranking B-Schools. On this background, this paper addresses the issues of Drawbacks of Indian Management Education and How to overcome the drawbacks?

Keywords: Management education, Quality improvement system, Global competition

I. INTRODUCTION

Management education in India is more than half a century old. It began in 1950s as a part-time education for practicing executives, and full time management degree offered by few universities. In the last twenty years, the growth of management education in India has been phenomenal with dawn of new millennium, while there was phenomenal growth in the number of B-Schools; the benchmarks were also on the rise.

II. PRESENT STRUCTURE OF INDIAN MANAGEMENT EDUCATION



The present structure is divided into six categories:

- Indian Institutes of Management.
- University Departments of Management Studies, Correspondence and Part-time courses.
- Colleges and Institutes affiliated to Universities
- Government or Private Institutes Approved by AICTE
- Private Institutes or Colleges not affiliated to any University and not approved by AICTE.
- Private Colleges or Institutes offering MBA courses in India in Collaboration with Foreign Universities where degree and diploma certificates are awarded by Foreign Universities.

Table 1: Growth of B-Schools in India

Year	No. of B-Schools
1950-1980	118
1981-2000	673
2001-2005	700 (Approximately)
2006-2007	1,400 & More
2007-2012	1,600 (Approximately)

Table 2: Distribution of Schools across Categories

Categories	Approximate Nos
Govt. & Quasi Govt. B. Schools	20
University Departments	200
Private Autonomous B-Schools	200
University Affiliated Colleges	1000
Others	200



Period	No. of B-Schools added	Average Annual Addition
1950-80 (30 yrs)	118	4
1980-1995 (15 yrs)	304	20
1995-2000 (5 yrs)	322	64
2000-2006 (6 yrs)	1,017	169
2006-2011 (5 yrs)	2,883	577

It can be observed from the above statistics that AICTE allowed a mindless expansion of B-Schools during 2006-11, a period under which both the global and Indian economies witnessed severe recession and a slump in demand for MBAs. It is owing to the faulty working of AICTE that we are now on the verge of a “B-Schools’ Bubble burst”. It has already started and according to a statement of AICTE’s Chairman, 65 B-Schools are under closure. The Times of India has recently reported that 3 lacs seats of engineering and management courses could not be filled up during 2011-12.

Out of all the degrees offered worldwide, an MBA is the most sought after degree. According to the AACSB, USA there is more than 13,000 Management Institutions in the whole world, which are granting Management Degrees at undergraduate and postgraduate levels. Asian Countries announces for 6,500 Institutions out of these 13,000 odd Institutions offering MBA/PGDM programme which are approved by the regulation i.e., AICTE.

III. KEY ESSENTIALS OF B-SCHOOLS



As present number Indian B-school has international accreditation from the Association of Advanced Collegiate School Business (AACSB-USA), or the European Quality Improvement System. Very recently Management Development Institute, Gurgoan has been accredited by the British Association (AMBA), making it the first B-school at receive international accreditation.

IV. THE KEY ESSENTIALS TO BE WORLD CLASS B-SCHOOL ARE

- Faculty commitment to research and teaching excellence.
- Committed professional staff who grasp higher education.
- Quality of students admitted.
- Financial resources.
- Financial resources.
- Leadership of Deans and Directors.

V. NATIONAL KNOWLEDGE COMMISSION

The Govt. of India's appointed various committees from time to time to critically review Management Education in India. The important ones are:

- Kurian Committee – 1991.
- Iswar Dayal Committee – 2001.
- Management Education Review Committee – 2009
- U.R. Rao Committee on Faculty Development – 2004
- All India Management Association (AIMA) – 2005.

The National Knowledge Commission was set up by the Prime Minister in 2005 and is appointed A Working Group on Management Education under the Chairmanship of S.L. Rao. The Working Group studied various committees' reports and the current status of Business Education in India and pointed out the following major challenges faced by Indian Management Education:

- Though, India produces a large number of graduates perhaps next to U.S. but still a scholarly debate on curriculum pedagogy and innovation is negligible.



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- Most institutes depend on curricula and materials developed elsewhere and have not developed on intrinsic capacity to respond and evolve to changing needs of various sectors of industry.
- Many institutions still are unable to fulfill the mandatory changes imposed on them, such as upgrading of the curriculum by the universities or the board of management studies.
- Management institutions in India are today estimated to be graduating approximately 1 Lac (+) students annually. However, what proportion of the total requirement will be for the increasing more expensive graduates in management and what proportion would be for the less expensive lower levels of managers is not yet clear. Again there is a need to raise the number from the current level of 1 lac (+) managers to about 3 lacs (+) managers a year over the next 10 – 15 years.
- With the opening up of trade and cross border movement of goods and services, the country needs a paradigm shift in management education and management training for working professionals.
- Presently, management education is treated as sub – department of engineering by AICTE – rather than recognizing that management itself.

Though the various committees have suggested improvements for the betterment and qualitative improvement of Management Education, no significant changes have been made, except a few minor changes in the top ranking B-Schools. Now it is time to face the following challenges to respond to the global competition.

- Ensure Quality Faculty.
- Promote Research Culture.
- Faculty Development Programms.
- Develop reading materials relevant to Indian Context.
- Develop interaction with Industry.
- Evolve a proper system of Accreditation & Rating.
- Create an independent Institutional mechanism.
- Corporate Governance of B-schools.



- Need to broaden the specialization.
- Create a global mindset.
- Internationalize Management education.

VI. DRAWBACKS OF INDIAN MANAGEMENT EDUCATION

Management experts pointed out the following drawbacks in Indian Management Education (Balaji, 2013)

- Insufficient availability of specialized experts and qualified faculty.
- Lack of Industry based specializations.
- Lower infrastructure.
- Burden with heavy subjects.
- Lack of necessary guidance to the students.
- Lack of updated and industry based syllabus.
- Lack of admissions in Management Research.
- Lack of Inter-disciplinary approach.
- Lack of specified authorities for quality research in management studies.
- Insufficient Grants for research.
- The courses remain too theoretical and do not equip students with the right Attitudes, Skills and Knowledge (ASK) required for them to be employable.
- Students are not properly educated either to fit the industry requirements or to be entrepreneurial to start and grow up small and medium companies. Students only get a degree but not the industry-required qualifications.
- Neither the institutions nor the students are clear as to what kind of “product specification” is achieved at the end of the two years of study i.e., the quality of students produced and their ASK levels.
- More than 85% of the students who complete their MBA/PGDM are not industry ready.
- Just as customers would like to know about the specifications and quality before buying any “product”, industry would also like to know and be assured of the product specification (Quality) of the Graduates it wants to hire.



**VII. HOW TO OVERCOME THE DRAWBACKS? THE FOLLOWING ARE SOME
THE WAYS**

- Provide decent salaries and professional ambience to faculties.
- Send the faculties regularly for training programs to update their skills and abilities.
- Develop right mindset and attitude. Focus on quality of education not quantity.
- There has to be interactive sessions for the students rather than mere preaching what is mentioned in the books.
- You cannot become a crack shot unless you lose some ammunition.
- The students have to be exposed to the industry through interface so that they understand the practical problems in corporate world. This boosts more confidence among the students.
- The project work should be contextual, relevant and should focus on the current scenarios.
- MBA is a professional degree and it should train and groom the students to be true professionals to take on the challenges being faced in the business environment.
- Make accreditation mandatory to ensure quality of education.
- Take stringent action against the illegal and unauthorized MBA colleges.
- Use online courses and other e-learning methods to increase training opportunities for field and local staff.
- Provide training in languages besides English.
- Ensure that training is provided even in emergency situations.

It is the wholesome responsibility of the management educators to make students to attain standards of maturity to become valuable persons both personally and professionally.

VIII. THE TYPES OF MATURITY NEEDED ARE

- Social Maturity
- Physical Maturity
- Intellectual Maturity
- Chronological Maturity
- Emotional Maturity
- Philosophical Maturity



- Spiritual Maturity

The present business education is broken and need to be reinvented with changing times. It is unfortunate that India with a billion plus population could not produce global leaders like Jack Welch, Peter F. Drucker, Bill Gates, Michel Dell; it is time India took a relook at the methodology of management education. It is also the time Indian B-schools took stock of the situation and set their houses in order. The silver lining in the dark cloud of management education in India is the Indian School of Business (ISB) which is ranked as the 15th best Business School in the world surpassing other premier management institutions like IIMs. There is a strong need to focus management education globally (i.e. think globally but act locally). When the course content is customized based on the market needs then students will not face unemployability problem. Let us make Indian MBA on par with global standards. We need to get out of the mindset of being copycats. We need to reinvent ourselves as leaders from being followers.

As the business is global, day by day, there is an increasing need for the B-Schools to provide global managers. Therefore, it has become necessary that Indian Management Education should become more global. Hence (G. Saha):

- The business schools must admit international students to the programme. The Indian management institutes are the only ones with no international participation.
- The B-schools should induct a few international faculties & provide an opportunity to the students to listen about other country's business culture & systems.
- The B-schools should provide an active programme of students & faculty exchange with advanced countries.
- To ensure that at least 25% of the curriculum deals with international subjects like international economics, International Marketing, International Financial Management or international Business Management etc.
- Indian B-schools should collaborate with some well known foreign B-schools by which Indian students can do part of their education in those institutes.



- Lastly the B-schools also collaborate with some foreign placement Consultancies to make sure at least some students can obtain jobs abroad.

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