Proceedings of the

National Seminar on

'Cognizance of Human Resource Development for Commercial Viability'

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Organised by:

G.S. Lohia Girls' College

Shree Kanya Pathshala Trust Complex,

G.N.B. Road,

Tinsukia – 786125

Assam

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Rakesh Agarwal

Mrs. Sukomal Agarwal

'Cognizance of Human Resource Development for Commercial Viability'

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Foreword

India is being widely recognized as one of the most exciting emerging economies in the world. The world's first management book, titled 'Arthashastra'. written three millennium before Christ codified many aspects of Human Resource practices in ancient India. In the contemporary context also the Indian HR management mindscape is far better equipped than its global counterparts because of its enriched residual traces of ancient wisdom.

More than any other economy in the world, India has always realized that unlike other resources, human resources have rather unlimited potential capabilities. The potential can be used only by creating climate chat can continuously identify, bring to surface, nurture and use the capabilities of people. Human Resource Development (HRD) system aims at creating such a climate. Organizations can facilitate the process of development by exemplifying an HRD philosophy that values human beings and promotes their development. HRD has a great role to play towards the state, national and global dimensions.

The objective of Seminar highlighting HRD for commercial viability is to give due recognition and appreciation, and to direct rightful efforts towards the most significant but at times, under rated resources in the combination of input on which an organisation dwells and prospers - the Human Resources. The seminar further aimed at innovative and revolutionary derivation from the learned, analytical and out of the box approaches of the researchers. The wide range of themes provided adequate scope to the researchers to contribute magnanimously towards manifold aspects of HRD with a microscopic view on the specific issues.

The impact of worldwide trends and development in the business environment constantly changes the role of the HRD function The National Seminar in this context contributes towards constituting a synergistic combination of various HRD strategies and mechanisms to meet the emerging challenges.

Dhiren Chandra Duarah
Rector,
G.S. Lohia Girls' College

Preface

The National Seminar on 'Cognizance of Human Resource Development for Commercial Viability' was organised by G S. Lohia Girls' College, Tinsukia, Assam in collaboration with the Department of Commerce, Dibrugarh University, Tinsukia Branch of EIRC, ICAI and National Chamber of Commerce, Tinsukia on 1st and 2nd June, 2020.

The experts and researchers extensively discussed the following sub themes while proposing recommendations for due recognition of the need for strategies for Human Resource Development.

FOCUSED SUB- THEMES

- Evolution of Human Resource Development to confront present business complexities.
- Strategic Human Resource Development and technological advancements.
- Human Resource Development for Market Research and analysis of Consumer Behaviour.
- Career avenues in Human Resource Development.
- Courses/Modules for enhancement of Human Resource Development competency.
- Entrepreneurship and Human Resource Development.
- Workplace issues and challenges resolution with HRD.
- Human Resource Development to cover global workforce.

The Seminar was organised by the Internal Quality Assurance Cell (IQAC) and National Seminar Organising Committee, G. S. Lohia Girls' College under Chairmanship of Dr. P. S. Das and the Plenary Session Chairperson Dr. J. K. Parida, Utkal University. The organisers express their ever gratefulness for the kind presence of Dr.. Amalesh Bhowal, Assam University, Prof. V. K. Shrotryia, Delhi School of Economics, Delhi University, Dr. C K. Nath, Head of the Commerce Department, Dibrugarh University, Dr Pranjal Bezborah, Dibrugarh University and Dr. Ajanta B. Rajkonwar, Dibrugarh University as Resource Persons.

The Organising Committee expresses heartfelt thankfulness to Prof. Ranjit Tamuli, Vice Chancellor Dibrugarh University and Prof. Kiron Hazarika, Commission Member, MHRD for gracing the inaugural session.

The proceedings of the Seminar have been compiled into this book which shall successfully provide an insight into the importance of Human Resource Development in the dynamic economic environment.

Rakesh Agarwal
Faculty
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EVOLUTION OF HUMAN RESOURCE DEVELOPMENT TO CONFRONT PRESENT BUSINESS COMPLEXITIES

Archita Agarwal
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Abstract

This study has been taken up to analyse the modern day business complexities and the role of human resource development to deal with it amicably.

Research problems

1. What are the complexities faced by businesses in the present day environment?
2. Role of Human Resource in the business?
3. What is Human Resource Development Practices followed by Indian Organisations?
4. Can the complexities be overcome by focusing on Human Resource Development?

Research Design

The research shall be carried out among the major industries in India using secondary data through case study method.

Major findings

We read and hear that organisations today operate in a "complex environment". Dictionary suggests that anything that defies analysis, understanding or explanation amounts to complexity. Business complexity, thus, refers to the complexity of business processes, products and services that are required to compete in an industry as well as regulations and procedures that are required to operate the business.

Human resources is important to organizations in myriad areas ranging from strategic planning to employee satisfaction. Leaders with expertise in HR strategic management participate in corporate decision-making, studies the current staffing assessments and projections for future workforce needs based on business demand. The areas in which HR maintains control can enhance employees' experience throughout the workforce while strengthening business operations.

Human Resource Development focuses on developing the most superior workforce so that the organization and individual employees can accomplish their work goals as well as attain their all round career development.

Business firms have to deal with various factors, competitions from the external environment such as the variety of brands, products, services and distribution channels offered by the firms. The stakeholders of a business such as investors, regulators, communities, customers, partners and employees pose a great deal in the business functioning. Complexity management is a business methodology that deals with the analysis and optimization of complexity in enterprises. Developed Human Resource helps the organisations to deal with such complexities in a better and effective manner.

Conclusion

In the past, when pressure from the internal and external environment was limited, businesses could go without a specialised HR force. In the present world, with the ever increasing competition from the outside world as well as increasing level of complexities in the organisational structure and otherwise within the organisation, HRD helps to grasp the career development opportunities through the development of human skills and knowledge. Career development consists of personal development efforts through a proper match between training and development opportunities with employee's need.

INTRODUCTION

Business Complexity

The term 'Complexity ' hasoriginated from the latin word 'complexus' that signifies something 'entwined' or twisted together' and includes anything that lacks understanding in the normal course of life. Business complexity, thus, refers to the complexity of business processes, products and services that are required to compete in an industry as well as regulations and procedures that are required to operate the business.

Sherry Turkle, author of *Life on the Screen* and professor of sociology of science at the Massachusetts Institute of Technology (MIT), feels that technology has helped bring the issues of complexity theory to life. She asserts that computers helped persuade us that knowing all the parts of a system (or a computer) cannot give anyone the ability to foresee all the complexity that can arise as all of those parts interact.

Business firms have to deal with various factors, competitions from the external environment such as the variety of brands, products, services and distribution channels offered by the firms. The stakeholders of a business such as investors, regulators, communities, customers, partners and employees pose a great deal in the business functioning. Complexities require businesses to expect

and embrace change every day.Complexity management is a business methodology that deals with the analysis and optimization of complexity in enterprises.

Reasons:

Some of the reasons as to why the business functioning is becoming more and more complex day by day can be enumerated as follows:

1. *Technological developments:* Development of new technologies as well as upgradation of the existing ones, makes it imperative for the businesses to cope up with the changes to compete with the world
2. *Opening up of the businesses in the international market:* As the business enters new frontiers, the functioning gets even more complicated as it has to comply with the regulations, understand and then meet the customers demand, ensure supply of goods on time etc.
3. *Government norms for operation of business*: There arevarious norms issued by the government such as taxation norms, advertising norms, norm relating to employment of workers, licensing requirements, environmental regulations, which the businesses must comply with.
4. *Business expansion:* If the businesses want to expand in terms of introducing new products, new production processes, marketing channels, with each step complexities grow.

Degree of Complexity:

The degree of complexity depends upon the business environment both internal as well as external as well as how it bears an effect in the business operations. A small business, taking for example a sole proprietorship firm would be less complex because of its controlled dealings as well as a small customer base. As a business grows, the number of interconnections also grows. Its decisions involve more stakeholders. The stakeholders of a business such as investors, regulators, communities, customers, partners and employees pose a great deal in the business functioning.

Not all complexities are bad:

However, it is imperative to note that not all complexities can be termed as "bad". If organizations learn how to manage and exploit certain kinds of complexity, it can generate additional sources of profit and gain competitive advantage. Conversely, if it fails to manage it well, increases costs and diminishes organizational performance. For example: Our body cholesterol. The human body has good and bad cholesterol, and even the bad cholesterol is tolerable until it reaches a certain level.

Complexity is much the same way. Companies that understand how to manage certain kinds of complexity can use it to gain competitive advantage. Installing a well defined organizational structure helps the businesses in confronting the day to day business complexities in a better way. A line of authority that extends from one level of the organization to another, from top to bottom, and makes clear who reports to whom.

Types:

Upon understanding about what are the factors leading to complexity, as discussed previously, we can categorize complexities into the following types:

1. INTERNAL: Internal complexities can be referred to one that occurs within the organisation. Some of them are:

*a) Technical product design:*Designing the product in a manner to gain a competitive edge in the market by adding additional features and components makes the production process as well as the marketing process (requiring to advertise about its usage and way of handling) overly complex.

*b) Organisational structure:*Without the right structure, a business won't be stable enough to perform well or quick enough to adapt to change. An effective business structure is the one which is developed after critically analysing the needs of the customers. It must be complex enough to fulfil those needs but simple enough to minimize costs to the business.

c*) Diversification:*Diversification in product lines, brand, services, and distributionchannels For example, a bakery that produces bread is significantly less complex than a Software company which deals with, development, maintenanceand publication of software.

d*) Physical resources:* Every company has the need for some physical resources. Depending on the type of business, the requirements for physical resources may be extreme. The availability of resources on time and ensuring its optimum utilisation possesses a great deal.

e) *Personal factors:* The way in which employees respond to specific circumstances or situations in the workplace. While many elements determine an individual's behaviour in the workplace, employees are shaped by their culture and by the organization's culture.Additionally, an employee's beliefs affect his or her ethics and sense of ethical responsibility.

2. EXTERNAL: External complexities may be defined as those which are not exclusive to the organisation but which affects the business in its efficient functioning. Some of them are:

a) *Government regulations*: There are various norms issued by the government such as taxation norms, advertising norms, and norm relating to employment of workers, licensing requirements, environmental regulations, which the businesses must comply with.

*b) Technological forces:*In today's world, when the businesses are growing at a rapid scale, it becomes necessary for the businesses to adapt to the modern technology to compete with the world. Business must ensure that they are able to reach their clients and also need their demands well. For example: If businesses follow Fast shipment options, they are able to move products over a large geographical area.

c) *Socio cultural forces:* Socio cultural factors include customs and values that exist in a society. The level of education, language barriers, law and politics prevailing in the area where business operates, religion of the people composing the customer base, family, role and status in the society. Businesses, to flourish, must try to understand the effect of such factors on the consumer'sbuying habits.

Role of Human Resources in the organisation

Human resources are important to organizations in myriad areas ranging from strategic planning to employee satisfaction. Leaders with expertise in HR strategic management participate in corporate decision-making, studies the current staffing assessments and projections for future workforce needs based on business demand. Some of the roles played by HR have been listed below:

1. *Training and Development*—HR can lift up the workforce, provide training to the managers to be better leaders and train the employees to develop their personal skills in addition to extensive orientation training. It will help the employees to adapt accordingly to the organizational culture and perform with their maximum potential towards its development.

2. *Establishing relationship and resolving interoffice conflicts*—HR professionals receive specialized training to be able to mediate conflicts between employees and between employees and management. It also focuses on strengthening the relationships among employees.

3. *Handling legal concerns*—HR professionals are responsible for ensuring labour and employment laws are being followed, and for handling discrimination and harassment complaints

4. *Ensuring the safety of employees* – Workplace safety is an important factor. Employers, legally, have an obligation to provide a safe working environment for employees. The HR department takes necessary measures in order to create a safe working environment for the employees. It is also responsible for reporting injuries that take place within the organization to higher management.

5. *Business Budget Control*-Human resources help maintains budgetary control by developing methods for minimising the workforce management costs. For example:Human Resources ensures competitive and realistic wage-setting, based on studying the labour market, employment trends and salary analysis based on job functions.

HR practices in organisations

Human Resource Development focuses on developing the most superior workforce so that the organization and individual employees can accomplish their work goals as well as attain their all round career development. HR Practices refers to the efforts made by the organisation for Human Resource Development. Some of the HR Practices incorporated in the Indian Organisations are listed below:

1. *Separate HRD department*: HRD Department exists in almost all large public and private sector organisations. It also indicates that the top management believes in the development of its human resources as an asset.

2. *Performance Appraisal:* It refers to reviewing the job performance of the employees. It is a formal exercise which is necessary for all important decisions such as placement and promotion, remuneration and reward.

3. Feedback and counselling:Giving remarks on the job done as well as explaining them the right and wrongs strengthensthe superior subordinate relation, enables employee to understand their strengths and weaknesses.

4. *Rewards*:Reward acts as a motivating force for those who are good performers.Praising for a job done right motivates them to work further more motivated.

5. *Training:* HR helps provide training to the managers to be better leaders and train the employees to develop their personal skills in addition to extensive orientation training. It will help the employees to adapt accordingly to the organizational culture and perform with their maximum potential towards its development.

HRD practices followed by the organisations have a major impact in the functioning of the organisation. The information available show that only some of the HRD practices are applied in the organisations in India. That said, there are still some owners and managers who attempt to do both their job (which may be highly technical and/or time-consuming) and the work normally assigned to human resources.

OBJECTIVES

1. To understand the complexities faced by businesses in the present day environment.
2. To understand the role of Human Resource in the business.
3. To understand Human Resource Development Practices.
4. To determine whether business complexities can be overcome by focusing on Human Resource Development.

METHODOLOGY

The research has been carried out by Case Study Research methodology. A case study is a research strategy which involves in-depth investigation of person, events, decisions, institutions, etc. A case study research can be single or multiple case studies and relies on multiple sources of information.

DISCUSSION

The case studies presented here are based on the researches undertaken by the researchers about the actual HRD practices in specific organisations. In the following pages, an attempt has been made to understand some of the important studies conducted by various Researchers in India about HRD practices in Manufacturing Sector, IT Sector, and Tourism sector.

Case Study 1:

QUATERNARY SECTOR

This industry includes knowledge-oriented economic sectors such as research and development industries. For example: Information Technology

The Information Technology (IT) sector in India holds the distinction of advancing the country into the new-ageeconomy. India today is the world leader in information technology and business outsourcing. Indian IT companies have globally established their superiority in terms of cost advantage, availability of skilled manpower and the quality of services. It has also built a strong reputation for its high standards of software development ability, service quality and information security in the foreign market- which has been acknowledged globally.

The present HRD practices in the IT sector is analysed through case study of 10 companies with the help of secondary data. The names of the companies selected for the study included Tata Consultancy Services Limited, Cisco Systems, Inc., IBM India Pvt. Limited, Wipro Ltd., HCL Technologies Ltd., Accenture India Pvt. Limited, Infosys Technologies Ltd., Cognizant Technologies Ltd., Mindtree Ltd.,and Oracle Financial Services Software Ltd.

Findings:

1. The HRD practices like Manpower planning & recruitment practices, potential appraisal practices, career planning and development, role analysis, performance appraisal system, Training & Learning, Performance guidance and development, other mechanisms of knowledge sharing and competency development were perceived to be existing in the selected companies.
2. The variables explaining the values o f the organizations namely; Trust, Authenticity, Taking initiative, Collaboration and team work and Quality were found to exist to a large extent in the selected organizations.
3. The other variables namely; Openness, Confrontation, Freedom to achieve results, use of freedom and Creativity were found to exist to a moderate extent.
4. On being asked about the complexities that IT sector is facing in today's world, it was revealed from the study that IT sector complexities include technical issues as tasks are dependent on each other. Further, it is affected by external factors such as government norms, social responsibilities, and political influence. Company's internal strategic pressure, organisational objectives also affects a lot.
5. It is also found that the HR professionals in IT sector are extremely weak in culture management, market-driven connectivity, strategic decision-making, and fast change.
6. It is also found that due to availability of skilled manpower, IT Sector is able to provide quality services to its clients are able to deal effectively with the modern technologies, reach out to its customers, respond to their demands well and also make available products on time. They are able to build a strong reputation for its high standards of software development ability, service quality and information security in the foreign market.

Interpretation:

Software companies are knowledge-based organizations; they invest considerably on human resource development (HRD) practices to overcome the shortage of competent workforce, to stay competitive in the dynamic and competitive business environment of today. Furthermore, software

companies are continuously involved in HRD interventions for the development of employees. These practices have positive impacts on employee intention to stay.

The IT organizations in India have scope to improve their HRD practices as it has been observed from the above study that all the components of HRD practices are taken care to a moderate extent. It is therefore implied that the HRD executives should pay special attention in this regard. The HR professionals in the IT sector are still very weak in business-related competencies. Indeed, HR professionals often lack the knowledge and competencies that would allow them to play a more strategic role in the organization.

Case Study 2:

TERTIARY SECTOR

This sector provides services such as teaching, counselling etc.

India is a large market for travel and tourism. It offers wide range of services like cruises, adventure, medical, and wellness, sports, eco-tourism, and film, rural and religious tourism. Our country has been recognized as a destination for spiritual tourism for domestic and international tourists. It is one of the most profitable industries in the country and constitutes a large part of foreign exchange.

The present HRD practices in the Tourism Industry to enhance and sharpen the capabilities of its employees is analysed through case study of Air India Ltd. with the help of secondary data.

Findings:

1. Majority of the employee agree that human resource is to be considered as an extremely important factor for productivity.
2. Employees feel that the top management do not treat human resources more politely as it is one of the important factors of production.
3. On being asked about the complexities faced by tourism industry in today's world, it was revealed that lack of proper infrastructural facilities such as inadequate roads, water, hotels and telecommunications facilities is affecting the business a lot. Lack of skilled workers to cater to the needs of the international visitors is a major drawback.
4. Most of the employees feel that there is need to re-structure their organizations and train anddevelop the human resources according to its pre-determined objectives.
5. They feel that their potentialities are not fully utilized for enhancing productivity of the organizations.

6. While HRD has been helping Air India Ltd., the overall performance as regards higherproductivity has not been so encouraging. The main reason is conflict between employees and the top management in the organization, which leads to strike and unrest among the employees.

Interpretation:

There are a number of problems and constraints, which concern the human resource development in the tourism industry like shortage of qualified manpower; shortage of tourism training infrastructure and qualified trainers; working conditions in the tourism industry; and lack of proper strategies and policies for human resource development. Tourism industry utilizing the services of well trained staff are successfully generating resources by selling tourism products in cost-effective packages, reaping higher gains; while those tourism industry which do not utilize the sources of well-educated and trained human resource, are suffering with a comparative lack of power to compete.

This study reveals the need of the Air India to incorporate the spirit of HRD in day to day functioning. The quality and efficiency of services is the primary concern of tourism industry. In order to achieve this, each of the components of tourism industry requires trained /skilled manpower. The travel and tourism industry is really as good as only its people, and it is the people that make the real product. The right person in the right job is essential for the success in any business. In travel agencies, tour operations units, hotels, restaurants, motels, resorts and similar businesses, this factor is particularly important.

Thus, the need to develop the required human resources in various segments of the tourism industry in general and Air India in particular has become imperative.

Case Study 3:

MANUFACTURING SECTOR

Manufacturing industry refers to those industries which involve in the manufacturing and processing of items and indulge in either creation of new commodities or in value addition.

The present HRD practices in manufacturing industry is analysed through case study of Hindalco Industries Ltd. with the help of secondary data.

Hindalco, which is the pioneer in Aluminium Industries, is a subsidiary of the Aditya Birla Group it is one of the largest public limited companies. Hindalco has virtually engaged in all phases of the

aluminium industry from bauxite mining to smelting of aluminium and then to manufacturing wider range of finished products.

Findings:

1. Hindalco moderately perform on the commitments for the development of its working environment.
2. Moderately performs the activity of clarifying the value of Human Resource Development to the employees
3. Invites suggestions to improve organisational culture as well as Human Resource Development to a moderate level.
4. On being asked about the complexities faced by manufacturing industry in today's world, it was revealed that availability of physical resources, shortage of labour, keeping pace with the technological developments, lack of qualified personnel, among others, and bear a major impact on business dealings.
5. Identifies the organisational factors which affect the employee's performance.
6. Hindalco provides different training programmes to improve skill and knowledge of the employee.
7. Clarifies the social objectives of the organisation,
8. Improvement of departmental performance through interpersonal relationship.
9. Conducts education programmes for betterment of employees.
10. Proper internal disciplinary system is implemented in the organisation.
11. Formulates policies to enhance employees' satisfaction to a moderate level.

Interpretation:

It can be concluded that the HRD practices at Hindalco is overall effective and developed to meet the present and the future requirements of the organisation. The organisation is well aware of the fact that its output depends upon the wellbeing of the employees; hence organisation tries its best to come to the expectations of the human resources and time.

However, few areas can be given more emphasis such as ensuring compulsory attendance of employees to training programs and provide periodic review. Top management can invest time and

other resources to ensure overall development of employees. Employees may discuss their problems with supervisors. Delegation of authority can be used to encourage juniors to develop handling higher responsibility. Employees can be encouraged to take initiatives and do things on their own.

RESULTS AND FINDINGS

Based on the above discussion, the major findings of the study can be enumerated as below:

1. All the three industries, that is, Manufacturing Industry, Tourism Industry (Service sector), and IT Industry face increasing level of complexity in today's world. Technological factors, internal structure, goals of the organisation, external factors such as governmental norms are complexities that are found to be common in all the three sectors.

2. All the sectors have an understanding that in order to meet the present day complexities, incorporation of Human Resource Development practices in the business is imperative.

3. HRD plays an important role in the success of businesses today.

4. While all the sectors were found to have certain basic level of HRD practices installed in the industry, establishing a well defined HRD System is a need of the hour.

CONCLUSION

HRD practices followed by the organisations have a major impact in the functioning of the organisation. HRD climate needs continuous up gradation, strengthening and renewal to ensure continued effectiveness of the organisation at all times. The indications received from the case studies referred here as well as other cases on the basis of information available on the internet, confirm the view that only some of the HRD practices are applied in the organisations in India.That said, there are still some owners and managers who attempt to do both, their job (which may be highly technical and/or time-consuming) and the work normally assigned to human resources. The problem with this strategy is it often leaves HR functions as secondary to tasks that more directly impact the bottom line. It can be further ascertained from the study that very few organisations seem to have an integrated HRD system. By linking the various HRD practices together, businesses will be able to manage its functions well and gain success. For example- Performance appraisal could help in training, career planning and development of the employees.Thus, there is an urgent need that the Indian organisations should make all effort to implement HRD as an integrated system.

In the past, when pressure from the internal and external environment was limited, businesses could go without a specialised HR force. In the present world, with the ever increasing competition from the outside world as well as increasing level of complexities in the organisational structure and otherwise within the organisation, HRD helps to grasp the career development opportunities through the development of human skills and knowledge.

RECOMMENDATIONS

Since the benefits of HRD practices cannot be quantitatively measured, it is generally seen that it is not prioritized. It is imperative from the above research that its high time Human Resource Development gets due cognizance. Technically, HR Accounting can access the cost-benefit analysis of HRD Practices.

1. Initiatives must be taken by the government to spread knowledge about the importance of HRD among the businesses.
2. Government could also develop a norm making it compulsory for the businesses to have a separate and accountable HRD Department.
3. Businesses should devise their strategies in a manner that the HR professionals are able to deal well with culture management, market-driven connectivity, strategic decision-making, and fast change.
4. HRD leaders should examine the demographics of the work force to determine where gaps may exist between current skills and the need for skills and experience that may emerge in the future, in alignment with the organisation's vision and strategies.
5. Rightful HRD strategies should be devised for ensuring transfer of knowledge between departing workers and fresh recruits.

It can also be stated that this study is intended to facilitate learning about the business complexities, and to understand whether these complexities can be overcome by HRD practices. Therefore, must be taken as an illustration and not a subject of blind imitation. My study ends with a recommendation of further study in the topic.

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LEADERSHIP STYLES AND JOB SATISFACTION UNDER CROSS CULTURAL PERSPECTIVE – A CONCEPTUAL STUDY

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Abstract:

With the pace of globalization, organizations are becoming more assorted with regard to diverse team members, their work culture which ultimately raises the issue of leadership challenges in such organizations. Again, with respect to the countries with different cultures like India, leadership in an organization is of more challenging task as the leader needs to have the knowledge and aware of the cultural differences that may exist within an organization. Thus, in this context job satisfaction of employees depend largely on the leadership styles which again can be viewed as a series of managerial attitudes, behaviors, characteristics and skills based on individual and organizational values, leadership interests and reliability of employees. Under such cross cultural perspective, leadership styles become more complex and challenging to meet the job satisfaction of employees. In this backdrop, the researchers, through their study intends to conceptualize the leadership styles under cross cultural perspective and analyze the role and impact of leadership styles on the employees' job satisfaction under cross cultural perspective. The study is a conceptual one and depends on the secondary sources of data. For the purpose of this study, the researchers have classified leadership styles as independent variable and job satisfaction as dependent variable.

Keywords: *Leadership Styles, Job Satisfaction, Cross Culture, Employees.*

INTRODUCTION:

Employees are the valuable assets of any organization. Their satisfaction matter to the organizational success. If the employees are satisfied towards their job then it may lead to higher output, high profitability, growth and expansion in the business, goodwill to the organization and consequently market capture and market leader. Moreover, if we talk about the India as a nation then it highlights the various cultures which have their own identity and own set of values, meanings, own

rules and regulations. Under such multicultural context, the scenario of organizational culture as well as work culture also gets changes. So to achieve the position of market leader by satisfying the job of the employees under such cultural context it's a challenging job to the leader. Thus, through this study the researchers' intention is to observe the impact of leadership styles on the employees' job satisfaction under such cross cultural perspective.

On the other hand, under this study the researchers use the term cross culture to define the cultural differences in the context of leader's culture and employees' culture. And, instead of taking India as a multicultural perspective, the researchers use India as a cross cultural perspective due to the presence of various cultures within a single nation with their own set of identity, meaning, values, dialect etc.

CONCEPTUAL FRAMEWORK:

Leadership Style:

Leadership is the process of influencing the activities of an organized group towards goal achievement. But with respect to leadership styles, ***Hersey and Blanchard*** has defined it as the pattern of behaviors that leaders display during their work and through others. **Miller & et.al,** viewed leadership style as the pattern of interactions between leaders and subordinates. It includes controlling, directing, indeed all techniques and methods used by leaders to motivate subordinates to follow their instructions. ***Howell and Costley*** stated Leadership styles as the combination of leadership behaviors.

There are various leadership styles that can be use by a leader to influence the subordinates and such leadership styles are:

1. Autocratic or Authoritarian leadership

An autocratic leader centralizes power and decision-making in himself and give orders, assigns tasks and duties without consulting the employees. The leader takes full authority and assumes full responsibility. Autocratic leadership is negative, based on threats and punishment.

2. Democratic or Participative Leadership

Participative or democratic leaders decentralize authority. It is characterized by consultation with the subordinates and their participation in the formulation of plans and policies. He encourages participation in decision-making.

3. The Laissez-faire or Free-rein leadership

Under this leadership styles the leader gives no direction and allows the group to establish its own goals and work out its own problems. The leader plays only a minor role. His idea is that each member of the group when left to himself will put forth his best effort and the maximum results can be achieved in this way.

4. Paternalistic leadership

Under this management style the leader assumes that his function is fatherly or paternal. Paternalism means papa knows best. The relationship between the leader and his group is the same as the relationship between the head of the family and the members of the family. The leader guides and protects his subordinates as members of his family.

5. Transactional Leadership Styles

Under this leadership styles objectives and goals are predefined and the leader uses reward and punishment to motivate his followers. In this leadership style, prize and penalties are the two primary tools employed by the leader to inspire his subordinates i.e. if an employee achieves the target within the stipulated time he is given incentives for his work, whereas if the task is not completed within the required time, then he will be penalized for the same.

6. Transformational Leadership

It is the style of leadership in which the leader uses his influencing power and enthusiasm to motivate his followers to work for the benefit of the organization. Here, the leader seeks the requirement for a change in the existing organization culture, gives a vision to his subordinates, incorporates mission and implement the change with the dedication of his followers. In transformational leadership, the leader acts as a role model and as a motivator too who offers vision, excitement, encouragement, morale and satisfaction to the followers. The leader inspires his people to increase their abilities and capabilities, build up self-confidence and promotes innovation in the whole organization. The main idea of this leadership style is that both the superior and subordinate work for lifting each other for improving their morale and motivation.

Job Satisfaction:

Job satisfaction is one of the most important and significant variables in organizational behavior and in work organization. It is the general attitude of an employee to the job. The higher the job satisfaction the more likely workers will hold a positive attitude towards their job and are more

likely to be committed to the organization. It encompasses specific aspects of satisfaction related to pay, benefits, promotion, work conditions, supervision, organizational practices and relationships with co-workers.

Keith Davis defined job satisfaction as "favorableness or unfavorableness with which the employees view their work and results when there is fit between job characteristics and wants of the employees."

Stephen P. Robbins defined job satisfaction as the "difference between the amount of rewards the workers receive and the amount they believe they should receive."

Culture and Cross Culture:

At a broad pragmatic level, culture is defined by social scientists as a set of characteristics or descriptors that differentiate groups in a consistently identifiable and meaningful way. Prominent social psychologists ***Florence Kluckholn*** and ***Fred Strodtbeck*** described culture as a patterned way of thinking, feeling, and reacting, acquired and transmitted mainly by symbols, and constituting the distinctive achievements of human groups, including their embodiments in artifacts. The prominent organizational scholar ***Geert Hofstede*** defined culture as the collective programming of the mind that distinguishes one human group from another. Anthropologist ***Clifford Geertz***, defined culture as a historically transmitted pattern of meanings embodied in symbols, a system of inherited conceptions expressed in symbolic forms by means of which men communicate, perpetuate, and develop their knowledge about and attitudes toward life. Common to these definitions is the notion that culture involves shared knowledge and meaning systems among its members.

The "***cross"*** in "***cross cultural leadership***" refers to the ***leader's (the influencer)*** culture being different from the ***follower's (influence target)*** culture. Thus, what separates cross-cultural leadership from simple leadership are the words "***culturally different***." What separates simple leadership from cross cultural leadership is the need for leaders to consider the implications of the differences in the knowledge and meaning systems of their followers and to incorporate these differences into the influence process.

In this context, the researchers tries to define the leadership styles under cross cultural perspective as- Adopting the set of behaviors by the leader with due consideration to the awareness of cultural differences and using of cultural intelligence to influence the followers of diverse culture to achieve the expected outcome.

LITERATURE REVIEW:

Related to Job Satisfaction:

Chen L.H. (2007) in his study titled job satisfaction among information system personnel, investigated the relationship between achievement, motivation and job characteristics. The study was conducted among the employees of 500 enterprises in Taiwan engaged in system development, software design and development, software application. A total of 400 employees were surveyed through questionnaire. The study was based on sampling method and factor analysis was used. The study concluded that IS workers engaged in jobs with high characteristics have higher job satisfaction.

Kamal R. & Sengupta D. (2008-09) conducted a study on job satisfaction of bank officers from nationalized banks in UP. The study conducted was descriptive in nature and used non probability, convenience and judgmental sampling technique. The sample size was restricted to 100 officers and questionnaire and interview method was adopted for data collection. The study concluded that younger employees have lesser satisfaction from their job and vice versa.

Hussin B. A. (2011) conducted a study to determine the level of job satisfaction and job performance among employees of Trade winds Group of Companies in Klang valley. 115 employees were surveyed for the study with simple random sampling technique. The study conducted was descriptive in nature. The study concluded that there is a positive relationship between job satisfaction components towards job performance.

George J. & Ealias A. (2012) conducted a study on Emotional Intelligence and Job Satisfaction. A total sample of 208 employees from international electronic firms operating in India was surveyed for the study. The study was a correlational study and aimed to analyze how designation, experience and marital status of an employee affect his or her emotional intelligence and job satisfaction. The study concluded that there is a very high positive relationship between emotional intelligence and job satisfaction and also found that designation, unlikely marital status and experience has no impact on job satisfaction.

Sundar K. & Kumar A. (2012) in their study examined the relationship between demographic factors of employees and job satisfaction. The study was conducted in LIC Vellore division, Tamil Nadu. The study was conducted through simple random sampling technique and was based purely on primary data. The study revealed that the level of satisfaction varies according to age, the education, level of employees.

Sarwar S. & Abugre J. (2013) conducted a study on the influence of rewards and job satisfaction on employees in the service industry of Ghana. Total samples of 120 employees from two private organizations were surveyed through questionnaire. They used simple random sampling technique. In their study it has been found that rewards induced positive job satisfaction of employees and also found a very high level of employee dissatisfaction regarding employee pay and the amount of work they do.

Related to Leadership Styles and Job Satisfaction:

N.Ensari & S.E.Murphy (2003) in their study examined the interactive effects of two alternative process of leadership perceptions say, recognition-based process & an inference –based process.

Chen and Silverthorne (2005) in their study aimed to test the Hersey and Blanchared situational leadership theory and found that leadership style affects a range of factors such as job satisfaction, performance, intention and stress and so contribute to the organizational success.

Rad and Yarmohammodian (2006) in their study found positive relationship between leadership behaviour and job satisfaction in Isfahan University Hospitals in Iran, where a participative leadership style was prevalent. The study was descriptive and cross sectional and used stratified random sampling. The study further concluded that employees job satisfaction is affected by leadership styles of managers especially in employee oriented dimension.

Riaz, A. & Haider, H.M (2010) in their study conducted on private organisation of Pakistan and found that the practice of transactional leadership as compared to transformational leadership style. The study also revealed a positive relation of job satisfaction & transactional leadership as compared to transformational leadership.

Bushra & et.al (2011) in their study conducted in the banking sector of Lahore (Pakistan) with 200 employees suggested that transformational leadership positively effects job satisfaction and organizational commitment of employees. The study revealed that unfortunately manager of the study was not in practice with transformational leadership style. The study used simple random sampling technique.

Bhatti, N. et al (2012) in their study found that leadership styles impact positively on job satisfaction of employees. The study used autocratic & democratic leadership styles as independent variable. The study concluded that public sector teachers have high level of job satisfaction rather than private teachers.

Rehman, S. U et al (2012) in their study investigated impact of consideration & initiation structure leadership styles on job satisfaction of employees & found that consideration is highly correlated with employee job satisfaction and concluded that any change in employee job satisfaction is due to consideration rather than initiating structure.

Mysood & et. al (2013) in their study focused on three leadership styles i.e, participative, bureaucratic and directive and concluded that these leadership styles bears a positive association with the job satisfaction. The study was a casual study and applied quantitative approach and convenient sampling.

Machurnu, H. J. & Kaitila, M.M. (2014) in their study conducted on primary schools in Songea & Morogo districts in Tanzania found best performing schools with democratic leadership styles & further leads to high teachers' job satisfaction.

Batch, J. & Heyliger, W. (2014) in their study revealed that both transformational & transactional leadership bears positive job satisfaction whereas passive/ avoidant leadership results in decreased job satisfaction.

Metwally, A. H. et al (2014) in their study conducted on FMCG sector in Egypt revealed the practicing of transformational leadership in the study area and found that transformational leadership positively effects employee job satisfaction.

Saleem, H. (2015) in her study found that transformational leadership has a positive impact on job satisfaction & transactional leadership has a negative impact on job satisfaction. The study found perceived organizational politics as partial mediating role between both leadership styles and job satisfaction.

Siddique, J. (2015) in his study conducted on 200 Malaysian managers from public sectors found that transactional style bears a negative relationship with employees job satisfaction whereas transformational leadership styles bears a positive relationship employees job satisfaction.

Raimohda, A. & Modesta, M. (2016) in their study found significant positive impact of leadership style on job satisfaction of employees. The study also revealed that servant leadership style bears highest positive impact while controlling autocratic leadership style bears lowest impact on employees' job satisfaction. The study was conducted on Lithuanian public and private universities.

Oyeniyi, S. O. & Sigurd, W. H. (2016) in their study found positive impact of autocratic leadership styles on employees' job satisfaction and perceived autocratic leadership leads less job insecurity

and intentions to quit the organizations. The study was conducted on offshore oil and gas shipping re-supply industry.

Tajedin, B. et al (2017) in their study conducted on three departments of finance and administration deputy on Pehran Municipality found a positive meaningful relationship between managers leadership style and employees satisfaction and possess different level of job satisfaction under different leadership styles of Likert system. The study also revealed that level of job satisfaction improves with the movement of leadership styles from first to fourth.

Related to Leadership Styles under Cross Cultural Perspective:

Hofstede (1980) conducted a longitudinal study which yielded data showing four distinct universal dimensions of culture: (a) power distance—human inequality, the perceived amount of fear or anxiety a subordinate may have if he or she disagrees with their superior; (b) uncertainty avoidance—the extent to which a society feels threatened by uncertain and ambiguous situations; (c) collectivism versus individualism—this describes the relationship between the individual and the collectivity that prevails in a given society; and (d) masculinity versus femininity—ego versus socially driven goals in society. This framework became the cornerstone for consistent comparative cross-cultural research.

Tung (1981) found that about 40 % of the managers assigned in foreign countries failed due to lack of awareness in cultural differences. The biggest challenge is the ability of an individual to be able to understand and tolerate on the cultural dimensions.

Dorfman, W.P. & et. al. (1997) in their study explored the conflicting viewpoints on transferability of specific leader behaviors & processes across cultures. The study was based on five nations in North America & Asia. The study concluded that cultural universality for three leader behaviours (supportive, contingent reward & charismatic) & cultural specificity for the remaining three leader behaviours (directive, participative & contingent punishment).

Yousef (2000) investigated the potential mediating role of organizational commitment in the relationships between leadership behavior, job satisfaction and job performance in a non-western country where multiculturalism was a dominant feature in the workforce. Results suggest (in support of many western studies) that those who perceived their superiors as adopting consultative or participative leadership behaviors are more satisfied with their jobs. The results also indicate that national culture moderates the relationship between leadership behavior and job satisfaction

Spector & et al. (2001) studied individualism-collectivism in managers in 24 nations from all over the world. The highest mean score on the individualism scale was observed in France, and Sweden had the third highest average score. However, there were significant differences between the European nations with regard to job satisfaction and psychological and physical well-being, but this was not associated with individualism-collectivism.

Walumbwa (2002) in their study by using a field survey of 577 employees from banking and financial sectors in China, India and Kenya, examined the moderating effects of cultural orientation on the relationships between leadership styles, work-related attitudes and organizational withdrawal. The author found that cultural orientation moderated the effects of leadership styles on outcome variables.

Stone, Russel and Patterson (2003) reported that servant leadership, in comparison to transformational leadership, is predominantly a relations-oriented leadership, with the worker as its primary focus, while organizational outcomes are secondary. If the employees feel dignified in their jobs and gain intrinsic benefits from their work, this should impact their level of job satisfaction and correlate with the practice of servant leadership that includes similar values.

Chen Y. F & et.al, (2004) in their study suggested that to overcome the challenges in cross-cultural leadership, Cooperative but not competitive or independent attitude help employees and their foreign managers. It also suggested to develop a quality leader member exchange relationship. The study was based on 230 Chinese employees from various industries in Chinese Mainland and their relationship with America, Asian and Chinese managers.

Matveev (2007) showed how national culture orientations and cross-cultural communication competence affecting on the full range leadership framework and transformational leadership dimensions. Attributes of effective leadership and the choice of communication strategies vary for different cultural contexts; however, the charismatic or value-based leadership dimension contributes the most to universally perceived effective leadership styles.

Andressai, Jeanine, Leanna Lawter et.al, (2012) in their study found that within a cultural context, successful manager recognized that one's own culture cannot be directly transfer to another culture in the workplace. The study suggested that extrinsic rewards (recognition) & intrinsic rewards (accomplishment) need to be incorporated into organization's reward system to increase employee job satisfaction. The study was based on four cultural regions-Asia, Europe, and North-America & Latin America.

Ersoy A. (2014) investigated the role of cultural intelligence in cross-cultural leadership effectiveness. The study was conducted with 6 western expatriate manager and 13 local Turkish managers in a five star hotel in Istanbul region. The study revealed that expatriate leader's cultural intelligence positively impacts their cross cultural leadership effectiveness. The study used ethnography analysis and maximum variation sampling as a sub-method of purposive sampling method.

Sanebjornsson, I. M., & et.al (2015) in their paper found that as culture changes the perception of gender roles and leadership changes as well. They provide a conceptual model which demonstrated gender expectations into cross-cultural leadership style.

RATIONALITY AND JUSTIFICATION OF THE STUDY:

India is a country with economic, caste, ethnic, religion and linguistic diversities (***Stern, 2003).*** Again, **(Uberoi, 1993)** Indian society is regionally diverse (north/ south/ east/ west) communally differentiated (Hindu/ Muslim/ Sikh/ Christian/ Buddhist etc.), socially stratified in terms of caste and class and culturally discrete. ***(Hofstede 1980*)** has calculated cultural values holistically for the whole of India. These values do not explicitly explain the diversity of cultures within India **(Kakar *et al*., 2002)** as there is no single culture which can be called 'Indian culture' as each regional, linguistic, religious and caste group has its own culture. In the same line **(Malhotra, Agarwal and Peterson, 1996)** the usage of nation as a surrogate for culture is inappropriate for countries like India which have heterogeneous cultures. Personal culture is important as it affects how leaders are chosen, viewed and developed **(Dickson et al. 2012)**. On the other hand, leaders are often oblivious to their own cultural prism through which they perceive others (**Offermann & Phan, 2008**). In the same line, **Dastmalchain (2009)** remarked that leaders should be able to contrast their own cultures with those of others. From this angle within India we can segregate cross cultural effect. On the other hand, on cross cultural leadership (**Law, S.S. & et.al**) focused on factors which promote creativity in the workplace based on leadership styles. (**Kuncoro S., 2006)** investigated the relationship between cross culture and communication while cross cultural competence by (**Abbe, A. & et.al**, **2007)** and cultural intelligence in cross cultural leadership by (**Erosy, A. 2014).** The GLOBE project aimed to determine the organizational and societal dimensions of culture and its effect on leadership behaviors, country prosperity (GNP) and the well-being of members of society. Also the research attempted to determine what characteristics distinguish the practices of one culture from another and what leader behavior and organizational practices are acceptable in that culture **(House, 2004).**

After review of literature the researchers have come to know that there has been discernable research on leadership style and job satisfaction of employees from cross cultural perspective. As the area is a gray area of research and has not been explored so much thereby the researchers are interested to take up this study for research. Moreover, the present study will help to identify the impact of cross cultural leadership style on job satisfaction of employees and the way to enhance their level of job satisfaction.

OBJECTIVES OF THE STUDY:

i) To understand the challenges faced by leaders under cross cultural perspective.
ii) To understand the impact of leadership styles on the employees' job satisfaction under cross cultural perspective.

SCOPE OF THE STUDY:

i) The study is concentrated on the broad areas of Leadership Styles, Job satisfaction, Cross Culture.

RESEARCH QUESTIONS:

Based on the objectives set for the study and also in consultation with the review of literatures, the researchers have framed the following research question:

i) Under cross cultural perspective are there any challenges faced by the leaders while exhibiting their leadership styles?
ii) What impact does leadership styles bear on the job satisfaction of the employees under cross cultural perspective?

RESEARCH METHODOLOGY:

The study is a conceptual one and so the researchers' rests on the secondary methods of data collection to fulfill the broad objectives set for this study. Moreover, it is a qualitative study. Sources in secondary research for the present study include previous research reports, books, national and international journals. The researchers have considered altogether 36 reviews of literatures considering the objectives and research questions of the present study. The literatures are pertaining to job satisfaction, leadership styles and job satisfaction, and leadership styles and job satisfaction under cross cultural perspective.

DISCUSSIONS:

After considering the review of literature on "job satisfaction", "leadership styles and job satisfaction" and "leadership styles and job satisfaction under cross cultural perspective" and the researchers have observed:

Challenges faced by leaders under cross cultural perspective:

i) Lack of awareness in cultural differences ***(Tung, 1981)*** while perception of leaders through their own cultural prism ***(Offermann & Phan, 2008)*** make managers failure in cross cultural perspective. Pertaining to their study, the researchers have observed cultural differences between the leader and his/ her subordinates to be as one of the biggest challenge for the leader to adopt leadership styles under cross cultural perspective.

ii) In line with the cross-cultural communication competence **(*Matveev 2007*),** relationship between cross culture and communication (**Kuncoro S., 2006)**, cross cultural competence (**Abbe, A. & et.al**, 2 13 the researchers have observed the choice of communication strategies for universally accepted effective leadership styles under cross cultural perspective is another biggest challenge.

iii) Within a cultural context, one's own culture cannot be directly transfer to another culture in the workplace ***(Andressai, Jeanine, Leanna Lawter et.al, 2012)*** as culture changes the perception of gender roles and leadership changes as well **(Sanebjornsson, I. M., & et.al , 2015)** which necessitates the role of cultural intelligence in cross-cultural leadership effectiveness ***(Ersoy A., 2014)***. In continuance with their study, the researchers have observed the use and tactics of cultural intelligence by the leader which needs the understanding of cultural differences, role of gender in different culture, is another challenge under cross cultural perspective.

Impact of leadership styles on the employees' job satisfaction under cross cultural perspective:

i) The researchers have observed an impact and relationship of both transformational and transactional leadership styles on job satisfaction of employees. Transformational leadership has a positive impact on job satisfaction ***(Saleem, H. 2015, Siddique, J. 2015, Bushra & et.al, 201, Batch, J. & Heyliger, W. 2014)*** & transactional leadership bears both negative ***(Saleem, H. 2015, Siddique, J. 2015)*** and positive (***Batch, J. & Heyliger, W. 2014)*** impact on job satisfaction.

ii) The researchers have observed a negative relationship with passive and avoidant leadership styles with job satisfaction (***Batch, J. & Heyliger, W. 2014)*** which decrease the level of job satisfaction of employees.

iii) The researchers have observed the system of rewards whether intrinsic rewards (accomplishment) ***(Stone, Russel and Patterson, 2003)*** or extrinsic rewards (recognition) **(Andressai, Jeanine, Leanna Lawter et.al, 2012)** play a very vital role in cross cultural perspective to increase the level of job satisfaction of employees.

iv) The researchers have observed a relationship and positive impact of consultative or participative (***Yousef, 2000, Rad and Yarmohammodian, 2006)*** or democratic leadership behaviors ***(Bhatti, N. et al. 2012)*** on the level of job satisfaction of employees in an organizational setti [14]

v) It has also been observed that the charismatic or value-based leadership dimension ***(Matveev 2007)*** contributes towards the universally perceived (**Dorfman, W.P. & et. al. 1997)** effective leadership styles under cross cultural context and plays a vital role for employees' job satisfaction.

ADDRESSING THE RESEARCH QUESTIONS:

Under cross cultural perspective, the ***leader's (the influencer)*** culture being different from the ***follower's (influence target)*** culture, the challenges in adopting leadership styles by the leader is inevitable. The researchers have observed the presence of various challenges as lack of awareness of cultural differences, cultural intelligence, cross cultural competence, cross cultural communication competence faced by the leaders while adopting leadership styles under cross cultural perspective. So, the first research question based on leadership challenges under cross cultural perspective justifies the present study.

Moreover, leaders under different cultural setting and under different situation exhibit different leadership styles which may impact positively or negatively on their employees job satisfaction. The researchers have observed that transformational, consultative or democratic leadership bears a positive relationship with employees' job satisfaction while transactional leadership bears both positive as well as negative relationship with employees' job satisfaction. Again, passive or avoidant leadership bears negative relationship with employees' job satisfaction. Further, leadership styles exhibiting the use of reward system to influence his/her subordinate impact positively on the job satisfaction of employees under cross cultural perspective. So, pertaining to the second research question based on impact of leadership styles on job satisfaction of employees under cross cultural perspective, also justify the present study.

SUGGESTIONS:

Based on the discussions, following suggestions are put forwarded by the researchers:

i) While the leader adopts a leadership style under cross cultural situations, the leader needs to understand the perspective of cross culture and must have the ability to handle the situations. In other words, the leader must possess the cultural intelligence under cross cultural perspective to raise the level of job satisfaction of employees.

ii) Since it is found to have a role of rewards to increase the level of job satisfaction of employees under cross cultural perspective, so the leader while using leadership styles should give due consideration to the extrinsic and intrinsic rewards.

iii) Gender is one of the important aspects under cross cultural perspective and the role of gender changes with the change in culture and under such condition the leader must adopt a suitable leadership styles to satisfy the employees as a whole irrespective of the gender.

LIMITATIONS AND FUTURE SCOPE OF THE STUDY:

i) The study is limited to conceptual study only. In future the same can be done with the help of empirical study.

ii) The study is limited to one independent variable and one dependent variable. In future the same study can be done with other independent or dependent variables along with the variables stated in the study.

iii) The study is limited to cross cultural perspective only.

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IMPACT OF INTERACTIVE MARKETING ON CUSTOMER RETENTION IN SERVICE DELIVERY: WITH SPECIAL REFERENCE TO FAST FOOD RESTAURANTS IN DIBRUGARH

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ABSTRACT

Interactive marketing is a one-to-one marketing practice that centres on individual customer and prospects' actions. It involves marketing initiatives that are triggered by customers' behaviours and preferences and relies on customers, expressing their preferences so that marketers can produce more relevant marketing messages. It is a customer-centric strategy that involves reacting to customer actions and striving to meet their expectations and demands. The paper in hand tries to study the impact of interactive marketing, considering various parameters in service delivery for retaining customers. The scope of the study is considered to be Dibrugarh Town. Data collection is purposive by nature. Primary source includes the customers as respondents who often visit fast food restaurants. And the secondary sources comprises of Journals and the Internet.

Keywords: *Interactive Marketing, Customer Retention, Service Delivery.*

I. INTRODUCTION

1.1 Interactive Marketing: The Backdrop

Relationships are most important in the services sector. The service marketing triangle or the Service triangle as it is commonly called, underlines the relationships between the various providers of services, and the customers who consume these services. It outlines all the relationships that exist between the company, the employees and the customers. Furthermore, it also outlines the importance of systems in a services industry and how these systems help achieve customer satisfaction.

There are 3 types of marketing which happens within the Service Marketing Triangle

1. Internal marketing – Marketing from the company to the employees
2. External marketing – Marketing from the company to the customers
3. Interactive marketing – Marketing between the customers and the employees

1.1.1 Internal marketing:

Holistic marketing is most used when internal marketing is in effect. An advertising firm always tries to keep its own employees motivated. They are given a hell lot of parties and outings just so that they are in a jovial mood. And they need to be in a jovial mood because the rest of the times they are using their creative brains very hard to give the ultimate service to their customers.

1.1.2 External Marketing:

External Marketing takes place between the companies to its customers. This is the most common type of marketing which we, as customers, encounter in the market. The various types of service marketing can be advertising, sales promotions, public relations, direct marketing, or more prominently, internet marketing in today's age.

1.1.3 Interactive marketing:

The marketing which happens on a retail store, in a restaurant, in a mall, in a bank, or in any format where the customer comes in touch with the employee, is known as interactive marketing. This marketing within the service triangle happens between the customers and the employees.

1.2Interactive Marketing: A Brief Outline

Interactive marketing is today considered to be one of the most important marketing strategies adopted by business houses to survive the market. Technological competences, cut throat completion, market fragmentation an customer being choosy coming into the picture , these houses are aware of the consequences of taking things lightly.

Today with the availability of diversified options customer is no longer manipulate by the age old conventional advertisements aired in our Medias. Today's customer is likely to carry a research before making a purchase decision. Having had less time in hand a customer would always prefer to a reliable source .He or she may talk to a friend, family, peer, or even an acquaintance. This is the point where communication starts and interaction begins.

Interactive marketing is a one to one marketing practice that involves reacting to customer action and striving to meet their expectations and demand. It involves marketing initiatives that are triggered by customer's behaviour and preferences. Interactive marketing is believed to reduce risk and shoot-up sales because it is rooted with customer's behaviour and desire.

1.3 Interactive marketing in restaurant business/eateries!

Interactive market again plays a very vital role in the restaurant business across the world. Some literatures have been found stating the success of interactive marketing in the catering business. Mac Donald, Star bucks, and many more that entre to different places of the globe through transactional modes are some of the pioneering examples justifying success of interactive marketing practices.

1.4 Customer Retention and Service Delivery:

Customer retention refers to the activities and actions companies and organizations take to reduce the number of customer defections. The goal of customer retention programs is to help companies retain as many customers as possible, often through customer loyalty and brand loyalty initiatives. It is important to remember that customer retention begins with the first contact a customer has with a company and continues throughout the entire lifetime of the relationship.

Customer service and customer retention are two important business strategies that are crucial in today's competitive business environment. A great customer service creates customer happiness which in turn prevents customers from defecting to the competitors.

II. OBJECTIVES OF THE STUDY:

- To study the influence of interactive marketing on customer retention during service delivery, based on the select factors -
  - Reasonable Price
  - Consistency in service quality
  - Transparency in communication regarding the services offered
  - Existence of cordial relationship between service providers and customers
  - Responsive to customers questions and queries
  - Meeting customers' expectations
  - Availability of home delivery services

- To study the impact of interactive marketing on customers' retention during service delivery based on the select aforementioned factors/ parameters.

III. SIGNIFICANCE OF THE STUDY:

In the era of globalization and customer centric marketing, it has become a challenge for the marketers to keep customers aware and known about their offerings. As attractive products play a vital role so does services, which at times becomes difficult to measure as and when are separated from service providers and the prospective customers. That is the reason services are considered to be intangible, inseparable, heterogeneous and so on. The rationale and significance of the study is concerned with the customers' preference based on select factors or parameters and its impact of interactive marketing on customer retention during service delivery.

IV. SCOPE OF THE STUDY:

The study is based in Dibrugarh Town. The scope covers the residents in Dibrugarh, who visit the fast food restaurants but that doesn't necessitate that they be permanent residents of the town.

V. RESEARCH METHODOLOGY:

5.1 Population:

The study has been considered only with the residents who visit the fast food restaurants in Dibrugarh Town. Moreover, since the number of visitors to the fast food restaurants is unregistered and unknown so the population is considered to be infinite in number.

5.2 Sampling technique:

The sampling technique that has been adopted by the researchers is of convenient sampling and thereafter snowball sampling has been adopted for data collection.

5.3 Source of Data Collection:

5.3.1 Primary Data: The primary data have been collected with the help of an online questionnaire which was mailed to the respondents residing in the Dibrugarh Town.

5.3.2 Secondary Data: The secondary sources of data collection include books, journals, articles, websites and the internet.

5.4 Analysis and Interpretation:

As for the first objective, the analysis has been done using simple statistical tools such as cross tabulation and percentage calculation.

And for the second objective, Impact Index has been considered as a tool to measure the impact of the select factors in retaining customers during service delivery. The concept of Impact Index was

developed by ClaesFornell, which is termed as 'American Customer Satisfaction Index (ACSI) and is a predictor of consumer spending and economic growth at the macro level. This index has been used for measuring customer satisfaction in a ten-point scale and has been further modified to five-point scale based on the factors considered by the researchers for measuring the impact level of the study at hand.[1]

The calculation of impact index has been carried out as follows:

First of all,

Total Weighted Score (TWS) is calculated as: **5xSA + 4xA + 3xN + 2xD +1xSD**, where:

SA: Strongly Agree

A: Agree

N: Neutral

D: Disagree

SD: Strongly Disagree

And then,

Maximum Score = Total no. of respondents*5

Therefore, the formula for calculation of Impact Index stands as:

Impact Index (IT) = Total Weighted Score/ Maximum Score*100

After calculation of the impact index in percentages, the different number of levels and the ranges of Impact considered for analysis have been taken as follows:

NO. OF LEVELS	RANGE	IMPACT LEVEL
Level I	0% - 20%	No Impact
Level II	20% - 40%	Some Impact
Level III	40% - 60%	Moderate Impact
Level IV	60% - 80%	High Impact
Level V	80% - 100%	Maximum Impact

5.5 Questionnaire Design and Survey Method:

An online questionnaire has been developed and designed with the help of Google Forms considering the fact it would be difficult to approach a large number of respondents, time being a limited factor. The survey method was conducted by mailing

[1]Fornell C. Rust R.T and Dekimpe M.G. (2010), "*The Effect of Customer Satisfaction on Customer Spending Growth",* Journal of Marketing Research, 47(1), pp. 28-35

the questionnaire to the respondents to their respective e-mail id's and was also forwarded via WhatsApp.

VI. ANALYSING THE FIRST OBJECTIVE:

Table 1 – Table 8: Deals with the First Objective of the study in hand.

Table 1 Respondents' Age based on their Gender:

Respondents age	Male (%)	Female (%)
15 – 24 Years	53.85	23.08
25 – 34 Years	46.15	74.36
35 – 44 Years	-	2.56
45 Years & above	-	-
Total	100	100

(Source: Survey Data)

Interpretation: Table 1 depicts respondents' Age based on their Gender. It is seen that majority of the respondents belonging to gender Male are of age group 15 – 24 Years. On the other hand, majority of the Female respondents are between 25 – 34 Years respectively.

But, it is also seen that none of the respondents of both the genders belong to the age group of 45 Years & above.

Table 2 Respondents' Income based on their Gender:

Respondents Income (Rs.)	Male (%)	Female (%)
0 – 10,000	61.54	58.97
11,000 – 20,000	19.23	28.21
21,000 – 30,000	7.69	5.13
31,000 – 40,000	3.85	2.56
41,000 & above	7.69	5.13
Total	**100**	**100**

(Source: Survey Data)

Interpretation: From Table 2, it is seen that majority of the male respondents fall under the category of 0-10,000 earners. Similar picture can be seen in the female category that 58.97% of the respondents belong to the same category as that of male.

However, respondents' from both the genders belonging to the category of income 31,000 – 40,000 is seen to be very negligible.

Table 3 Respondents' Occupation based on their Gender:

Respondents Occupation	Male (%)	Female (%)
Student	53.85	28.21
Service	23.07	35.90
Professional	3.85	10.25
Business	3.85	2.56
Others	15.38	23.08
Total	**100**	**100**

(Source: Survey Data)

Interpretation: Table 3 depicts that majority (53.85%) of the respondents in the male group are students. Whereas, majority of respondents in the female group are Service holders which accounts to 35.90%.

Table 4 Respondents' trend/ pattern of visit to the fast food restaurant based on their Gender:

Trend/ Pattern	Male (%)	Female (%)
Once/ Twice in a week	23.08	30.77
More than twice in a week	38.46	17.95
Once/ Twice in a month	30.77	25.64
More than twice in a month	7.69	25.64
Total	**100**	**100**

(Source: Survey Data)

Interpretation: It can be seen from Table 4, that majority of the male respondents' visit a fast food restaurant more than twice a week (38.46%). However, only 7.69% of male respondents visit a restaurant more than twice a month.

On the contrary, majority of the female respondents' visits a restaurant only once or twice in a week which accounts to 30.77%.

Table 5 Respondents' source of influence to visit the fast food restaurant based on their Gender:

Source of influence	Male (%)	Female (%)
Through Advertisement	-	5.13
Researched Online (social media apps)	7.69	7.69
Family/ Friend's recommendation	88.46	71.80
Others	3.85	15.38
Total	**100**	**100**

(Source: Survey Data)

Interpretation: Table 5 throws into light the respondents' source of influence in visiting a fast food restaurant. Interestingly, none of the male respondents are influenced by any source of advertisements. But, they are highly inclined through a friend/ family's recommendation. Similar picture can be seen for female respondents too.

Table 6 Factors influencing customer retention towards the fast food restaurant based on Gender:

***Abbreviation-**

S.A. – Strongly Agree A – Agree N – Neutral D- Disagree S.D- Strongly Disagree

M – Male F – Female

Factors influencing customer retention	S.A (%)		A (%)		N (%)		D (%)		S.D (%)	
	M	F	M	F	M	F	M	F	M	F
i)Reasonable Price	19.23	30.77	53.85	53.85	26.92	10.26	-	5.12	-	-
ii) Consistency in Service Quality	19.23	30.77	50	41.03	3.77	20.51	-	7.69	-	-
iii) Transparency in communication regarding the services offered	11.54	10.26	57.69	69.23	26.92	15.38	3.85	5.13	-	-
iv) Existence of cordial relationship between service providers and customers	11.54	12.82	34.62	53.85	50	25.64	-	7.69	3.84	-
v)Responsive to customers' questions and queries	11.54	15.38	50	48.72	30.76	28.21	3.85	7.69	3.85	-
vi) Meeting customers' expectations	26.92	30.77	46.15	53.85	23.08	7.69	3.85	7.69	-	-
vii) Availability of home delivery services	11.54	23.08	38.46	38.46	42.30	28.21	3.85	7.69	3.85	2.56

(Source: Survey Data)

Interpretation: Table 6 shows the factors influencing customer retention towards the fast food restaurants based on Gender. Interestingly, **majority** (53.85%) of the female respondents considers in maintaining a cordial relationship between service providers and customers. But for male respondents a different scenario prevails. Half of the male respondents are more inclined towards the **neutral category**.

Again, it is seen that equal proportion of both the gender categories **agrees** to availability of home delivery services (38.46% each). However, few respondents of the male category (3.85%) and of the female category (2.56%) **strongly Disagrees** to the availability of the home delivery services.

Table 7 Respondents' considering themselves loyal towards the fast food restaurant based on Gender:

Considering loyal	Male (%)	Female (%)
Yes	76.92	58.97
No	23.08	41.03
Total	**100**	**100**

(Source: Survey Data)

Interpretation: Table 7 depicts that, 76.92% of the male respondents and 58.97% of the female respondents claims themselves to be loyal towards the fast food restaurants.

Table 8 Respondents' recommendation towards the fast food restaurant based on Gender:

Respondents' recommendation	Male (%)	Female (%)
Yes	96.15	100
No	3.85	-
Total	**100**	**100**

(Source: Survey Data)

Interpretation: Table 8 shows that, 100% of the female respondents opines in recommending others towards the fast food restaurants they visits in. But, only 3.85% of the male respondents do not accept in recommending the same.

VII. ANALYSING THE SECOND OBJECTIVE:

The researchers have tried to study the impact of interactive marketing on customer retention in service delivery based on 7 select factors.

The level of impact stands as-

Level I: 0%- 20% (No Impact)

Level II: 20%- 40% (Some Impact)

Level III: 40% - 60% (Moderate Impact)

Level IV: 60% - 80% (High Impact)

Level V: 80% - 100% (Maximum Impact)

Table 9 Impact of Interactive Marketing on Customer Retention based on Gender:

		Level of Impact (%)	
	Factors	**Male**	**Female**
1.	Reasonable Price	78.46	82.56
2.	Consistency in Service Quality	77.69	78.97
3.	Transparency in communication regarding the services offered	75.38	76.92
4.	Existence of cordial relationship between service providers and customers	70	74.36
5.	Responsive to customers' questions and queries	72.31	74.36
6.	Meeting customers' expectations	79.23	81.54
7.	Availability of home delivery services	70	74.36

(Source: Survey Data)

Interpretation: From Table 9 it can be seen that, all the select factors have a high impact on customer retention in service delivery irrespective of both the Genders. But specifically, amongst the Male respondents, the two factors, "Meeting customers' expectations" & "Reasonable Price" plays a **greater impact** as compared to the other factors. And,on the other hand, amongst the Female respondents, "Reasonable Price" and "Meeting customers' expectations" has the **Maximum impact** in retaining customers.

VIII. MAJOR FINDINGS:

The major findings after analysing the first and second objective are as follows:

- Majority of the respondents belonging to gender Male are of age group 15 – 24 Years. And, majority of the Female respondents are between 25 – 34 Years respectively.
- None of the respondents comprising of both the genders fall under the age group of 45 years & above.
- Majority of the male respondents' visit a fast food restaurant more than twice a week (38.46%). However, only 7.69% of male respondents visit a restaurant more than twice a month.
- None of the respondents in the male category are influenced through any kind of advertisements. But, majority of both the genders**(Male – 88.46% & Female – 71.80%)** are inclined to be influenced through there friend's and family's recommendation.
- **41.03 %** of the **female** respondents are less likely to stick towards similar services and in higher side to bear risk and explore alternatives.
- Male respondents **majorly (76.92%)** prefer to stick towards the same service and would not spend much time to seek alternatives.

- The level of impact for the female respondents is **maximum (82.56%)** regarding 'reasonable price' in retention towards the fast food restaurants. But, for the male respondents a **high impact (79.23%)** is seen in meeting customers' expectations for retaining the same.

IX. RECOMMENDATION:

- When it comes to good food and good taste, no any conventional media vehicle can influence its customers. As a suggestion the researchers have opined that, besides maintaining the service consistency and cordial relationship between the two players (service providers and the prospective customers) the culinary businesses should also focus on adopting proper promotional tools keeping in view the demographic segment of the customers so that they turn out to be loyal ones.

X. CONCLUSION:

The study was undertaken to see whether interactive marketing has a straight and encouraging impression on customer retention or not. The study was carried forward considering 7 important parameters that culinary business houses should consider to be in the competition for a long time period. It was observed that customer satisfaction has direct and high impact on customers' interaction to others who seeks for a restaurant before choosing one. Thus, the study tested value, transparency, cordial relationship among service providers and the prospective customers, valuing customers' expectations as attributes of interactive marketing which has encouraging impact on customer retention.

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AN ANALYTICAL STUDY ON HUMAN RESOURCE DEVELOPMENT AND TECHNOLOGICAL ADVANCEMENT IN INDIA

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Prelude

Amongst all the factors of production, man has the highest priority and is the most significant factor of production and plays an important role in the area of production and productivity and quality. Increasing competition not in the local, national but also at global level are creating difficulties for new organization start and organization to survive to grow, to maintain their position and even to improve their performance in business environment. These business organizations are under pressure to improve both quantitatively and qualitatively along with cost effectiveness. The business conditions are changing rapidly. There is growing pressure on these business organizations to cope up with the changing environment otherwise they may be thrown out of business. The business organizations faces different challenges i.e. how to raise profit, how to keep pace with changing demand, how to develop the organizational demand. Thus, in order to tackle these situations, the only solution is to develop the competency of the people at different level, minimizing the production cost and to improve productivity and these are possible only through Human Resource Development(HRD). Thus, HRD refers to the systematic and planned activities designed by an organization toprovide opportunities and facilities to earn necessary skills and to develop competencies of its members (*Balyan&Balyan).* After globalization, the pressure on the business organization intensified in India. In this situation the unskilled persons cannot produce the products and services as per expectations with the required technology. Even when the business organizations have latest technology, it cannot attain desired outcome if human potential are not fully utilized. Thus, without development of human resource this won't be possible.While development of human resource will not only lead to optimal use of technology but will also help in taking up new innovations to improve existing technology. For this it is necessary to make adequate expenditure on education and health which are regarded as one of the important pillars of HRD.

Objectives

a) To analyze the association of technology and HRD.
b) To explore the emerging issues related to HRD in India.
c) To provide suggestion to improve the development of human resource in India.

Methodology

The present study is based on secondary data which have been collected from various books, journals, newspapers, magazine and the website of ministry of human resource development and other related websites. The study is descriptive in nature.

Discussion and findings

The change is technology depends on the amount of resources invested on it. The technological progress depends on the magnitude of the resource devoted on research and development activity. It is argued that technological change over a unit of time will be positively influenced by resources invested in the creation of knowledge. However, knowledge is subject to depreciation (Shell, 1966).Thus the change in technology is expressed through the following differential equation.

$$\frac{dT}{dt} + \beta T = \lambda\alpha(t).Y(t)$$

$$\frac{dT}{dt} = \lambda\alpha(t).Y(t) - \beta T \quad \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots (1)$$

Where T is the level of technology, λ shows whether the resources devoted to innovation will result in technological advancement (success coefficient) , Y is the produced output and β is the depreciation of capital.

According to another proposition, change in the knowledge does not depend on resources being invested on it, rather the attained. The more the people know, the more they could able to add to the stock of knowledge. This is motivation behind establishment of training institutes, technical and management universities etc. This would further lead to advancement of technology. Thus now we have:

$$\frac{dT}{dt} = \lambda\alpha(t).T(t) - \beta T \quad \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots (2)$$

The differential equation (2) shows that with the greater development of human resource through addition to stockof knowledge, greater technological advancement will take place which in turn lead to advancement in technology through easier research. (Fedderke, 2002)

Technological progress now-a-days plays a significant role in performance management of the employees. Earlier, the manager of an enterprise would give his subordinates annual goals. Now-a-days, technological advancements have created more effective method for an employee performance. Introduction of various software applications make it possible for the manager to assess the performance of the employee with already set standard and provides training to fill up the gap. The development of e-learning sources helps the employees to develop their skill which may lead to an improvement in organizations performance. *Tesco* is an example of a company which use e-learning within the workplace. Using elucidate learning whenever necessary, thus offering greater flexibility than face to face learning. Even in India, in order to suit the necessity of the sales team of a leading FMCG company, they created and deployed and Incentive Voice Response (IVR), i.e. a technology that allows a computer to interact with humans thorough the use of voice Dual Tone Multi Frequency (DTMF) tones input via key pad. This IVR based system was a noble experience for the sales team which created a way to continuously learn and even from the locations where internet connectivity or access to computer is limited.*(G-cube,2016)*

In India, due to technological advancement, ease has been achieved in manufacturing and distributing contents. It is due to explosion in information technology sector, costs have been reduced in many manufacturing industries. Moreover, the digital platforms are enabled for finding standards for skill supply and demand, wage scales etc.

India is one of the fastest growing nations in Asia. India is going to account for more than half of Asia's workforce. With the passage of time, the influx of skilled candidates has been gradually on the rise. In order to make the hiring process simple, a large toll of companies tapping into technologies such as Artificial Intelligence, predictive analytics and build plug-and-play platforms. *Belong.co,* a Bangalore based SaaS startup has been using predictive analysis and social talent data.*(Forbes, 2018)*

Present scenario of Human Resource Development in India

Investment in health and education are regarded as prerequisite for Human Resource Development. A brief account of expenditure on technical education and health has been discussed in India during the period 2004 to 2015 in order to get an insight of HRD in India.

***Table1**: Plan and Non-plan total Budgeted expenditure on Technical Education in India*

Year	Total expenditure (Rs.In'000)	% of total expenditure on education
2004-05	17075205	2.50
2005-06	21332495	2.78
2006-07	22845771	2.64
2007-08	46574039	3.71
2008-09	72667701	4.73
2009-10	89234704	4.94
2010-11	94212100	4.79
2011-12	124212100	4.97
2012-13	151938725	5.08
2013-14	175240893	4.91
2014-15	195941093	5.01

Source: Ministry of Human Resource Development, Govt. of India

In the above table, the total budget expenditure on technical education is given for the period 2004-05 to 2014-15. It can be seen from the table that the absolute amount of total expenditure over the years is increasing. In 2004-05, the total expenditure on technical education was 17045205 thousand which has increased to 195941093 thousand in the year 2014-15. But if we see the percentage of total expenditure on education it is seen that there is slight increase from2.50% in 2004-05 to 4.79% in 2010-11 and further to 5.01% in the year 2014-15. Thus, the percentage of expenditure on education has not increased much over the period.

The central and the state governments have started spending increasingly on education since independence. This is a very crucial aspect of HRD in India in the recent decades. A brief overview of the expenditure by the centre and state has been reflected in the following table.

***Table 2**: Expenditure on education by central and state govt.in India (Rs.in Cr)*

	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2013-14	Share with respect to total %
Central Govt.	23211.13	34236.52	39919.37	48727.59	58146.34	66552.34	109223.31	27.09%
State Govt.	91177.69	104490.51	117764.94	173667.41	188636.07	209956.4	294013.30	72.19%
Total	114388.82	138727.03	157684.32	192395	246782.38	276508.74	403236.51	100%

1. *The centre and state Education department. Budget in total of the revenue, capital, loans and other advances.*

2. *Total expenditure on education includes expenditure by the education department and other departments where other department's expenditure also include expenditure for training*
3. *State govt. includes states and union territories.*

***Source**: Ministry of Science and Technology, Govt. of India*
Ministry of Human Resource Development, Govt. of India.

In table 2, the expenditure on education by both the centre and states govt. are shown. It is seen from the table that in 2005-06 the total expenditure on education was 114388.22 cr.out of which 23211.13 cr. was spent by the central govt. and 9177.69 cr. was spent by the state govt. Again, in 2010-11, 276508.74 cr. was spent on education by both the centre and the state govt. out of which 66552.34 was spent by the centre and rest by the state govt. moreover, in 2012-13, the expenditure on education rose to 403236.51 cr. out of which the expenditure on the centre and the state govt. are 109223.31 cr. and 294013.20 cr. respectively. Thus, if we see the share with respect to total, only 27.09% share is contributed by the centre while 72.91% are contributed by the state.

The expenditure in health is not upto the mark in India. The following table reflects expenditure health as % of GDP.

***Table3**:Expenditure on health as a percentage (%) of GDP in India (2000-2018)*

Year	% of GDP
2000	4.18
2001	4.28
2002	4.25
2003	4.01
2004	3.96
2005	3.79
2006	3.63
2007	3.52
2008	3.51
2009	3.49
2010	3.27
2011	3.25
2012	3.33
2013	3.75
2014	3.63
2015	3.89
2016	2.67
2017	1.25
2018	1.02

Source: World Health Organization

In table 3, the expenditure on health as % of GDP for the period 2000-2018 are shown. It can be seen from the table that expenditure on health as % of GDP has been decreasing over the years. In 2000, the expenditure on health as a % of GDP was only 4.18% which rose slightly in the year 2001 to 4.28%. but it started declining from the year 2002 to 2011 a minimal increase in expenditure on health as a % GDP has been recorded from 2012-2015 and a then a sudden fall to a very low level to 1.02 in the year 2018.

Education and health are two important components as they helps increasing the potential and productivity of human beings and helps in the development of an economy. Further increasing expenditure on health and education will lead to using the full potential of the people hence leading to better visualization of the resources and will also help in the upgradation of the level of technology or making new innovations. But from the above discussion we find that the expenditure on education and health that only a small percentage of total of the total expenditure is spent on education and the expenditure on health as a % of GDP has been declining over the years. Thus we find that in order for proper utilization of the human being, expenditure on both these head must rise because without proper education, training and health facilities, no country can progress. In 2018, India spends only 1.02% of its GDP which sharp contrast to other developed countries. This has been shown in the following table.

Table 4: Public Expenditure on Health as % of GDP,2018

Country	Percentage
Sweden	9.2
France	8.7
Denmark	8.7
Belgium	8.6
Netherlands	8.5
Switzerland	8.5
Norway	8.5
USA	7.9
UK	7.8
India	1.02

Source: National Health Profile, 2018

From the above table it is seen that almost all the developed countries spend much above 7% while in this field, India's expenditure on health is only 1.02% of the GDP.

With rapid development of management science and practices, a number of programme policies and systems have been designed in order to influence or to adapt employee attitude and behavior to create capability, competition and adjust with the changing environment. After 1991, India started

providing the domestic organizations the time as well as the competence to face greater competition. With liberalization of the Indian economy,many artificial barriers on the pricing and output decisions, investment decision, technology import, joint ventures etc. were relaxed. Thus, this has resulted in sudden increase in the level of competition for the Indian organizations from the MNC's, emerged the issue of quality management, increasing pressure on new waysof doing business etc. Thus, increasing pressure on organizations to change fromtraditional, sub-optimal levels of technological performance and hence to improve the technological performance and to reduce cost. Thus, in order to tackle these situations, Indian academicians advocated for the adaption of the HRD concept. The HRD concept was emphasized by some organizations in India in the year 1970. Further a number of organizations started showing interest in HRD. They even renamed their personal department as HRD department. The issues and trends of HRD functions were studied by D'Souza (1987). Further another study focusing on National HRDnetwork, centre for HRD and XLRI regarding the structure of HRD functions in Indian Business Organizations was done in 1987. In this study 28 business organizations were studied from different parts of the country. This study included both the private and public sectors from different sectors of manufacturing, trading, finance etc. The study found those organizations which entered into business and diversified their areas, survived, grew and maintain viability in the competitive situation and induced the organizations topay more attention and invest in the human resource development.

Many organizations frompublic sector launched HRD programme. They are IOC, SAIL, BHEL, and ITC. While someprivate sectors like TATA steel, Voltas and Larsen & Turbo also launched HRD programme. Thus, we can say that the progress of HRD in Indian organizations is not upto the mark. In the small organizations the concept of HRD is still missing. Though there has been some progress in the large size organizations but the small organizations have not done much progress in this regard. (Balyan&Balyan)

The scenario of HRD in India can be summarized as follows:

1. There is lack of innovative HRD practices in the unorganized organizations in India. This is basically because of lack of co-operative attitude among the trade unions.
2. There are inadequate professionally managed HRD departments. As a result of which there is a lack of strategic role in termsof their ability toidentify, to develop and to manage the programme adapted for the HRD programme and practices. This is due to lack of current knowledge inability to research new development. (Singh, 2016)

3. There is a gap between the implementation of HRD programme and practices among the organizations with foreign participation and that of the domestic organizations. This is primarily because the international consultant propound HRD strategic like training, performance appraisal etc. which are key to improvement.
4. The larger organizations are able to adapt the HRD practices while the small organizations are still lagging behind the HRD practices.

Moreover, various shortcomings regarding HRD is found in the sphere ofIndia's vocational education and training systems including absence of nation wise vocational education and training standard, lack of integrated on-site apprenticeship training, inadequate industry interface, insufficient financing of the vocational education and training system etc. *(Scroll,2017)*

Suggestions

A few suggestions can be provided to make HRD more effective in Indian Organizations:

1. The human resource programme and practices must be clear cut. Clear and uniform guidelines will help in better functioning of the programme.
2. Time to time performance of the people and organizations must be reviewed and find the gap between the required and actual competency levelof employees i.e. the knowledge and skill gaps must be bridged through HRD efforts.
3. For development of knowledge and skills of the employees, help from the external agencies like consultants managers of other units, HRD networks can be taken.
4. Adequate expenditures have to be made on the sphere of technical, vocational education, skill formation programme, health etc.

Conclusion

Summarizing the above discussion it can be said that, the HRD in India is not up to the mark. Even if technological advance has taken place is many enterprises India, they are basically private sector enterprise. Public sector lagged behind regarding this aspect. The progress of HRD is very slow in smallorganization because entrepreneurs are over burdened with work and there is no adequate technological advancement to support them. The concept artificial intelligence providing a leap-frog opportunity still has not been reached in many industries. However some of the organization inservice sector have taken lead in HRD like SBI, LIC and BSNL. In India it can be said that there is a lot of scope for HRD in manufacturing, service

sector and trading whether it is small, medium or large organization. The future of HRD in Indian companies is bright if sincere efforts are put in this direction.

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STRATEGIC HUMAN RESOURCE MANAGEMENT TOWARDS EFFECTIVE PROJECT MANAGEMENT (A PROJECT MANGERS GUIDE TOWARDS STRATEGIC HUMAN RESOURCE MANAGEMENT)

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Having more than five years of experience in handling critical Information Technology projects and ardently following the Project Management Institute's global standards towards project management, presenting some insights on how to manage human resource strategically towards effective project management. The papers cites major tools and technique's into managing human resources and roles of project managers based on internationally recognized PMI issued Standards which is followed by institution towards effective project management for more than a decade.

Abstract

Behind every successful project is a great team.

So how to make sure that we get and keep the best possible team for our project? We need to plan carefully, set up a good working environment, and negotiate for the best people we can find. But it's not enough to put a good team together, if we want your project to go well, we've got to keep the team motivated and deal with any conflicts that happen along the way. Strategic Human resource management towards effective project management gives us the tools we need to get the best team for the job and lead them through a successful project. The process starts with Identification of Team Members, where we need the right people for the project, and we have done all the prep work to figure out who we need and when we need them. The next step is to Develop Project Team, it is the process where we make sure our team is motivated and well managed. We do it throughout the entire Executing phase of the project, because we need to keep our team moving toward the goal. Next we go through various researches done over years to understand how to motivate our team by understanding theories such as Maslow's Hierarchy of Needs, Herzberg's Motivation-Hygiene Theory and McGregor's Theory X and Theory Y. Performance of the team is the key indicator of project's success so this process describes methods of creating reward systems, improving team member's performances and tracking team and individual

performances. The final and very important aspect of Strategic HR management is conflict management where we understand Ground rules, good planning practices, and everything that has to do with communication to prevent the most common reasons that conflicts happen and how to prevent them.

Keywords: *Identification of Team Members. Develop Project Team, reward systems, and motivate our*

Project

A project is a temporary endeavor undertaken to create a unique product, service, or result.

Project Management

Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. Project management is accomplished through the appropriate application and integration of the project management processes identified for the project. Project management enables organizations to execute projects effectively and efficiently.

Key Concepts of Strategic HR Management

The project team consists of individuals with assigned roles and responsibilities who work collectively to achieve a shared project goal. The project manager should invest suitable effort in acquiring, managing, motivating, and empowering the project team. Although specific roles and responsibilities for the project team members are assigned, the involvement of all team members in project planning and decision making is beneficial. Participation of team members during planning adds their expertise to the process and strengthens their commitment to the project.

The project manager should be both leader and manager of the project team. In addition to project management activities such as initiating, planning, executing, monitoring and controlling, and closing the various project phases, the project manager is responsible for the team formation as an effective group. The project manager should be aware of different aspects that influence the team, such as:

- Team environment,
- Communications among stakeholders,
- Organizational change management,
- Internal and external politics,
- Cultural issues and organizational uniqueness, and
- Other factors that may alter project performance.

As a leader, the project manager is also responsible for proactively developing team skills and competencies while retaining and improving team satisfaction and motivation. The project manager should be aware of, and subscribe to, professional and ethical behavior, and ensure that all team members adhere to these behaviors.

Acquiring Human Resource: Getting the team together

How team members will be brought onto the team. For example, the PM (project Manager) might use different methods for bringing on team members, depending upon whether they're employees or contractors. Part of staff acquisition is determining how to orient new team members. Also, consider whether staff will be co-located in one location or remotely.

Project teams don't just assemble themselves spontaneously! It takes a lot of planning and guidance to get a team together, and that's the idea behind the Strategic Human Resource Management process. In a matrix organization the team doesn't report directly to the project manager. PM's need to work with the functional managers to get the team members that they need for their project, which means there's a lot of information that PM need to give to everyone so they know exactly who they need for their team.

The various activities involved in this process are:-

Negotiation

It is the most important tool in this process. There are resources that the PM needs for their project, but they don't report to the PM. So the PM needs to negotiate with the functional managers—and maybe even other project managers—for their time.

Preassignment

It is when PM can actually build the assignments into their Staffing Management plan. Sometimes PM has resources that are guaranteed to them when they start the project, so they don't need to negotiate for them.

Acquisition

It means going outside of ones company to contractors and are when PM's team consultants to staff their team.

Multicriteria decision analysis

It means looking at a bunch of factors when deciding on who should be part of PM's project team. Sometimes teams will use tools that help them weigh factors like cost, skills, knowledge, and availability when deciding on project team needs.

Develop Team

Develop Team is the process of improving competencies, team member interaction, and the overall team environment to enhance project performance. The key benefit of this process is that it results in improved teamwork, enhanced interpersonal skills and competencies, motivated employees, reduced attrition, and improved overall project performance. This process is performed throughout the project.

Motivation

- One of the most important jobs as project manager is keeping the team motivated and constantly monitoring them to make sure they stay motivated.
- A really effective way to motivate your team is to set up a reward system. But make sure that they understand exactly what they're being rewarded for—and it must be fair, or it could backfire!
- Training is another great way to keep a team motivated. When people feel that they're growing professionally, they stay more involved and get more excited by their work.

Maslow's Hierarchy of Needs

This theory says that people have needs, and until the lower ones are satisfied they won't even begin to think about the higher ones. Maslow says you can't achieve the higher needs until you're comfortable with the lower ones.

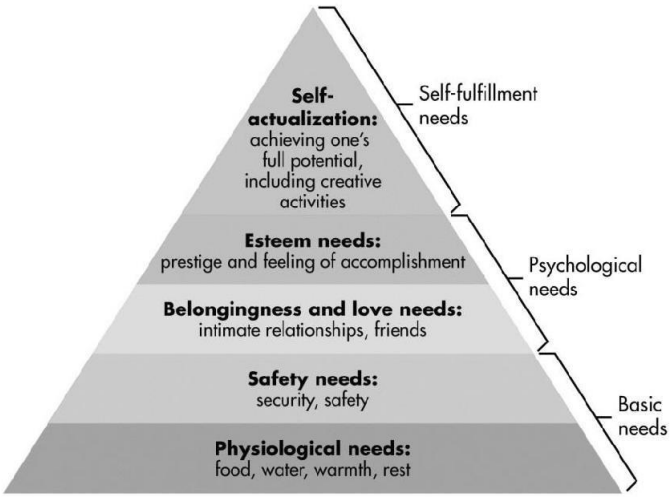

Figure 1. Maslow's Hierarchy of Needs

Herzberg's Motivation-Hygiene Theory

What Herzberg figured out was that you need things like good working conditions, a satisfying personal life, and good relations with your boss and coworkers—stuff he called "hygiene factors." They don't motivate you, but you need them before you can be

motivated. Until you have them, you don't really care about "motivation factors" like achievement, recognition, personal growth, or career advancement.

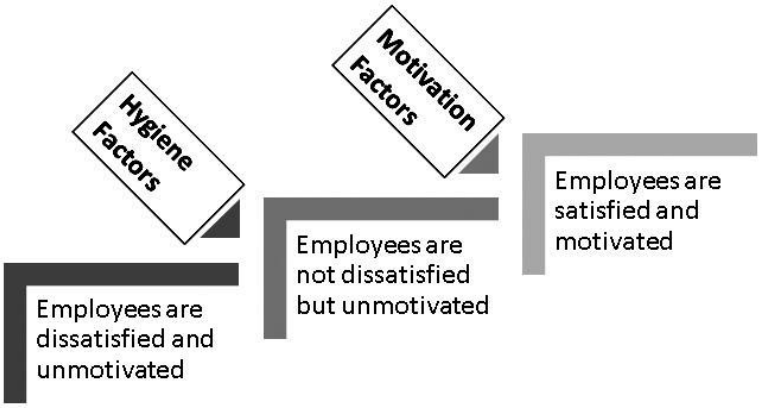

Figure 2. Herzberg's Motivation-Hygiene Theory

McGregor's Theory X and Theory Y

McGregor tells us that there are two kinds of managers: ones who assume that everyone on the team is selfish and unmotivated, and ones who trust their team to do a good job. He calls the kind of manager who distrusts the team a "Theory X" manager, and the kind who trusts them a "Theory Y" manager.

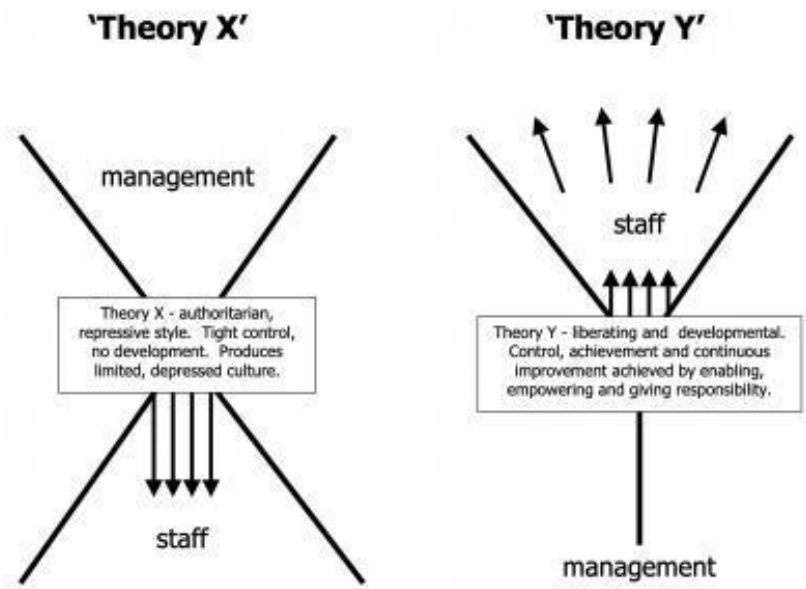

Figure 3. McGregor's Theory X and Theory Y

A Theory X manager will micromanage the team, looking over everyone's shoulder all the time and making them feel like they aren't trusted. It's much

better—and easier—to be a Theory Y manager. If you trust the team to do their jobs, they won't let you down!

Management

- When the project is being planned, PM is directing everything—but by the time it's executing, the project manager is more of a coach and a facilitator.
- That's why it's really important for a project manager to have "soft skills"—they need to really understand what makes their team members tick, and help with their problems.
- A really good way to make sure that their project team sticks together is to establish ground rules for their project, which set a standard for how everyone works together.

Tuckman ladder

One of the models used to describe team development is the Tuckman ladder, which includes five stages of development that teams may go through. Although it is common for these stages to occur in order, it is not uncommon for a team to get stuck in a particular stage or regress to an earlier stage. Projects with team members who worked together in the past might skip a stage.

Forming. This phase is where the team members meet and learn about the project and their formal roles and responsibilities. Team members tend to be independent and not as open in this phase.

Storming. During this phase, the team begins to address the project work, technical decisions, and the project management approach. If team members are not collaborative or open to differing ideas and perspectives, the environment can become counterproductive.

Norming. In this phase, team members begin to work together and adjust their work habits and behaviors to support the team. The team members learn to trust each other.

Performing. Teams that reach the performing stage function as a well-organized unit. They are interdependent and work through issues smoothly and effectively.

Adjourning. In this phase, the team completes the work and moves on from the project. This typically occurs when staff is released from the project as deliverables are completed or as part of the Close Project or Phase process.

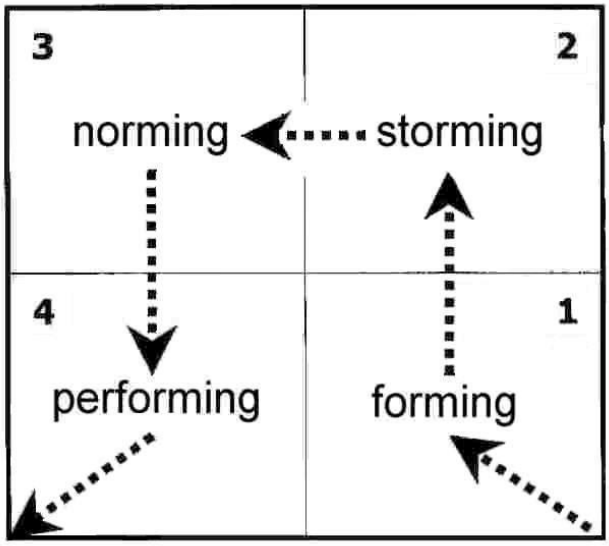

Figure 4. Tuckman ladder

Recognition and Rewards

Part of the team development process involves recognizing and rewarding desirable behavior. Rewards will be effective only if they satisfy a need that is valued by that individual. Reward decisions are made, formally or informally, during the process of managing the project team. Cultural differences should be considered when determining recognition and rewards

People are motivated when they feel they are valued in the organization and this value is demonstrated by the rewards given to them. Generally, money is viewed as a tangible aspect of any reward system, but intangible rewards could be equally or even more effective. Most project team members are motivated by an opportunity to grow, accomplish, be appreciated, and apply their professional skills to meet new challenges. A good strategy for project managers is to give the team recognition throughout the life cycle of the project rather than waiting until the project is completed.

Training

Training includes all activities designed to enhance the competencies of the project team members. Training can be formal or informal. Examples of training methods include classroom, online, computer-based, on-the-job training from another project team member, mentoring, and coaching. If project team members lack the necessary management or technical skills, such skills can be developed as part of the project work. Scheduled training takes place as stated in the resource management plan. Unplanned training takes place as a result of observation, conversation, and project performance appraisals conducted during management of the project team.

Individual and Team Assessments

Individual and team assessment tools give the project manager and the project team insight into areas of strengths and weaknesses. These tools help project managers assess team members' preferences, aspirations, how they process and organize information, how they make decisions, and how they interact with people. Various tools are available such as attitudinal surveys, specific assessments, structured interviews, ability tests, and focus groups. These tools can provide improved understanding, trust, commitment, and communications among team members and facilitate more productive teams throughout the project.

Manage Team

Manage Team is the process of tracking team member performance, providing feedback, resolving issues, and managing team changes to optimize project performance. The key benefit of this process is that it influences team behavior, manages conflict, and resolves issues. This process is performed throughout the project.

Managing the project team requires a variety of management and leadership skills for fostering teamwork and integrating the efforts of team members to create high-performance teams. Team management involves a combination of skills with special emphasis on communication, conflict management, negotiation, and leadership. Project managers should provide challenging assignments to team members and provide recognition for high performance. The project manager needs to be sensitive to both the willingness and the ability of team members to perform their work and adjust their management and leadership styles accordingly. Team members with low-skill abilities will require more intensive oversight than those who have demonstrated ability and experience.

Conflict management.

Conflict is inevitable in a project environment. Sources of conflict include scarce resources, scheduling priorities, and personal work styles. Team ground rules, group norms, and solid project management practices, like communication planning and role definition, reduce the amount of conflict. Successful conflict management results in greater productivity and positive working relationships. When managed properly, differences of opinion can lead to increased creativity and better decision making. If the differences become a negative factor, project team members are initially responsible for their resolution. If conflict escalates, the project manager should help facilitate a satisfactory resolution. Conflict should be addressed early and usually in

private, using a direct, collaborative approach. If disruptive conflict continues, formal procedures may be used, including disciplinary actions.

The success of project managers in managing their project teams often depends on their ability to resolve conflict. Different project managers may use different conflict resolution methods. Factors that influence conflict resolution methods include:

- Importance and intensity of the conflict,
- Time pressure for resolving the conflict,
- Relative power of the people involved in the conflict,
- Importance of maintaining a good relationship, and
- Motivation to resolve conflict on a long-term or short-term basis

There are five general techniques for resolving conflict. Each technique has its place and use:

- Withdraw/avoid. Retreating from an actual or potential conflict situation; postponing the issue to be better prepared or to be resolved by others.
- Smooth/accommodate. Emphasizing areas of agreement rather than areas of difference; conceding one's position to the needs of others to maintain harmony and relationships.
- Compromise/reconcile. Searching for solutions that bring some degree of satisfaction to all parties in order to temporarily or partially resolve the conflict. This approach occasionally results in a lose-lose situation.
- Force/direct. Pushing one's viewpoint at the expense of others; offering only win-lose solutions, usually enforced through a power position to resolve an emergency. This approach often results to a win-lose situation.
- Collaborate/problem solve. Incorporating multiple viewpoints and insights from differing perspectives; requires a cooperative attitude and open dialogue that typically leads to consensus and commitment. This approach can result in a win-win situation.

Decision making

Decision making, in this context, involves the ability to negotiate and influence the organization and the project management team. Some guidelines for decision making include:

- Focus on goals to be served,
- Follow a decision-making process,

- Study the environmental factors,
- Analyze available information,
- Stimulate team creativity, and
- Account for risk

Influencing

Because project managers often have little or no direct authority over team members in a matrix environment, their ability to influence stakeholders on a timely basis is critical to project success. Key influencing skills include:

- Ability to be persuasive;
- Clearly articulating points and positions;
- High levels of active and effective listening skills;
- Awareness of, and consideration for, the various perspectives in any situation; and
- Gathering relevant information to address issues and reach agreements while maintaining mutual trust.

Leadership

Successful projects require leaders with strong leadership skills. Leadership is the ability to lead a team and inspire them to do their jobs well. It encompasses a wide range of skills, abilities and actions. Leadership is important through all phases of the project life cycle. There are multiple leadership theories defining leadership styles that should be used as needed for each situation or team. It is especially important to communicate the vision and inspire the project team to achieve high performance.

Trends and emerging practices in project HR Management

Emotional intelligence (EI)

The project manager should invest in personal EI by improving inbound (e.g., self-management and self-awareness) and outbound (e.g., relationship management) competencies. Research suggests that project teams that succeed in developing team EI or become an emotionally competent group are more effective. Additionally, there is a reduction in staff turnover.

The true capability of a leader is finally not completely dependent on one's technical skills and intelligence, but on how well one can emotionally get along with one's team, colleagues, peers, seniors and subordinates.

Table 1

Relationship management competencies involve getting along well with others, handling conflict, clearly expressing ideas and using sensitivity to manage others' feelings. In terms of emotional intelligence, self-awareness and self-management have to do with our ability to relate to ourselves.

	Recognition	Regulation
Personal Competence	**Self-Awareness** ✓ Self-confidence ✓ Awareness of your emotional state ✓ Recognizing how your behavior impacts others ✓ Paying attention to how others influence your emotional state	**Self-Management** ✓ Getting along well with others ✓ Handling conflict effectively ✓ Clearly expressing ideas and information ✓ Using sensitivity to another person's feelings (empathy) to manage interactions successfully
Social Competence	**Social Awareness** ✓ Picking up on the mood in the room ✓ Caring what others are going through ✓ Hearing what the other person is "really" saying	**Relationship Management** ✓ Getting along well with others ✓ Handling conflict effectively ✓ Clearly expressing ideas/information ✓ Using sensitivity to another person's feelings (empathy) to manage interactions successfully

Self-organizing teams

The increase in using agile approaches mainly for the execution of IT projects has given rise to the self-organizing team, where the team functions with an absence of centralized control. In projects that have self-organizing teams, the project manager (who may not be called a project manager) role provides the team with the environment and support needed and trusts the team to get the job done. Successful self-organizing teams usually consist of generalized specialists, instead of subject matter experts, who continuously adapt to the changing environment and embrace constructive feedback.

Virtual teams/distributed teams.

The globalization of projects has promoted the need for virtual teams that work on the same project, but are not co-located at the same site. The availability of communication technology such as email, audio conferencing, social media, web-based meetings, and video conferencing has made virtual teams feasible. Managing virtual teams has unique advantages, such as being able to use special expertise on a project team even when the expert is not in the same geographic area, incorporating employees who work from home offices, and including people with mobility limitations or disabilities. The challenges of managing virtual teams are mainly in the communication domain, including a possible feeling of isolation, gaps in sharing knowledge and experience between team members, and difficulties in tracking progress and productivity, possible time zone difference and cultural differences.

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HUMAN RESOURCE DEVELOPMENT FOR CRISIS MANAGEMENT

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I. INTRODUCTION

1. DEFINITION OF CRISIS

Crisis can be defined as any event that is expected to lead to an unstable and dangerous situation affecting an individual, group, community, or whole society.

They occur abruptly, with little or no warning and cause negative changes in the security, economic, political, societal, or environmental affairs.

In respect of the situations facing businesses, a crisis may be identified as any sudden and unexpected event leading to major unrest amongst the individuals at the workplace. An organizational crisis may thus be defined as an emergency situation which disturbs the employees and leads to instability in the organization. It generally bears cumulative consequences for the organizational participants.

2. TYPES OF CRISIS

In order to be able to manage crises as and when they occur, it is important that we know the different forms it may take. Some of the generally recognized types of crisis are:

- Natural Disaster Crisis
- Technological Crisis
- Confrontation Crisis
- Malevolence Crisis
- Organizational Misdeeds Crisis
- Workplace Violence Crisis
- Rumors
- Terrorist Attacks/ Man-made Disasters

3. INTRODUCTION TO NATURAL DISASTER CRISIS

Natural disasters often render a devastating impact in an area, its economy and the people. The loss of lives, homes, property, infrastructure and an overall disruption in the general flow of living causes a situation of crisis wherein the environment in its totality is victimized. Such a crisis can be understood as Natural Disaster Crisis. For example: earthquake, tsunami, flood, landslides, etc.

4. NATURAL DISASTER CRISIS IN AN ORGANISATION

The occurrence of natural disasters is always uncertain, and may happen at any moment. The employed strata of people spend maximum portion of the day in their workplace and are therefore exposed to the risk of confronting disasters while at work. Natural disaster crisis in a workplace may take the form of collapsing and destruction of infrastructure while the disaster is in momentum, coupled with the spread of hue and cry among the workers. In the absence of any emergency plans, the situation can get worse and irrecoverable.

5. MEANING OF CRISIS MANAGEMENT

Crisis management is the process by which an organization deals with a destructive and unexpected event that threatens to harm the organization or its stakeholders. It involves the designing of proper plans and providing the necessary education and training to the employees to aid in strategic handling of the crisis.

6. INTRODUCTION TO HUMAN RESOURCE MANAGEMENT

The department of human resource management in any organization is responsible for creating, putting into effect, and overseeing policies governing workers and the relationship of the organization with its employees. HRM is really employee management which emphasizes employees as the assets of the business. Employees constitute one of the most important assets of any company, and therefore HRM takes it upon itself to devise policies that are in the best interest of the employees, which guarantees a satisfied and informed workforce.

7. ROLE OF HUMAN RESOURCE MANAGEMENT IN AN ORGANISATION

- Employee recruitment, on-boarding, and retention.
- Talent management and workforce management.
- Job role assignment in career development.
- Compensation and benefits.
- Labor law compliance.

- Performance management.
- Training and Development.
- Succession Planning
- Employee engagement and recognition.
- Team building

8. IMPORTANCE OF HUMAN RESOURCE MANAGEMENT

The role of HRM is to manage the people within workplace to achieve the organization's mission and reinforce the culture. HR managers can help recruit new professionals that have skills necessary to further the company's goals as well as aid with the training and development of current employees to meet objectives of the organization and help them deal with all the odds to be faced.

9. HUMAN RESOURCE MANAGEMENT AND CRISIS MANAGEMENT

Being exposed to multitudes of uncertainty, it is imperative that every business entrust its human resource management team with another important function which is that of crisis management. It is obvious that organizations are concerned with protecting their infrastructure from potential crisis, but many a times the threat imposed upon the human capital, on account of crisis is overlooked. The human resource manager should therefore see that the safety of human resource is not neglected and must take steps in this direction. This requires the development of crisis management plans, creating an experienced real-time crisis response personnel team, and imparting general training to all the workers to reduce vulnerability and increase effective responses to the crisis. It also needs to dissipate information regarding safety escapes, exit maps, and emergency communication lines so as to ensure Corporate Preparedness for facing Natural Disaster Crisis. Last but not the least, it needs to build an emotional connect with the victimized employees and help them with quick recovery.

II. LITERATURE REVIEW

1. "The new world of crises and crisis management: implications for policy making and research."- Arjen Boin, (July 2009)

In the study it was revealed that crisis management is one of the important aspect of any organizational activities. It has been identified as one of the integral systems facilitating the discovery and avoidance of future problems.

In this study, it was found that we have witnessed a series of spectacular crises and disasters: 9/11, Madrid and London, the Asian tsunami, the Mumbai attacks, the implosion of the financial

system-the world of crises and disasters seems to be changing. This special issue explores how these crises and disasters are changing and what governments can do to prepare. This opening article defines critical concepts, sketches a theoretical perspective, offers key research findings, and introduces the contributions to the special issue. Copyright 2009 by The Policy Studies Organization.

III. OBJECTIVES OF THE STUDY

The objectives of the concerned research can be summed in the following points:

- To understand the role of Human Resource Management Department in crisis management.
- To find out ways in which the organizational personnel can be trained to tackle natural disaster crisis.
- To study about the development of a strategic plan by HRD to ensure crisis preparedness.

The research study aims to cover various aspects of "Natural Disaster Crisis Management" by organizations. Further the study is supported with a case study about the crisis management in TIPLING TEA ESTATE.

IV. SIGNIFICANCE OF THE STUDY

The research studies the whole significance for human resource managers and others who are looking for ways to give shape to their crisis management objective. One can draw out ways of managing and training the human resource in an organization to ensure preparedness and effective handling of crisis arising out of disasters.

V.SCOPE OF THE STUDY

The research is conducted in TIPLING TEA ESTATE to understand the role of human resource management in crisis management which arises as after effects of natural disasters. The data is collected by way of unstructured questionnaire which contains both open ended questions. Finally the collected data is analyzed and interpreted to arrive at a conclusion.

VI. RESEARCH METHODOLOGY

1. MEANING

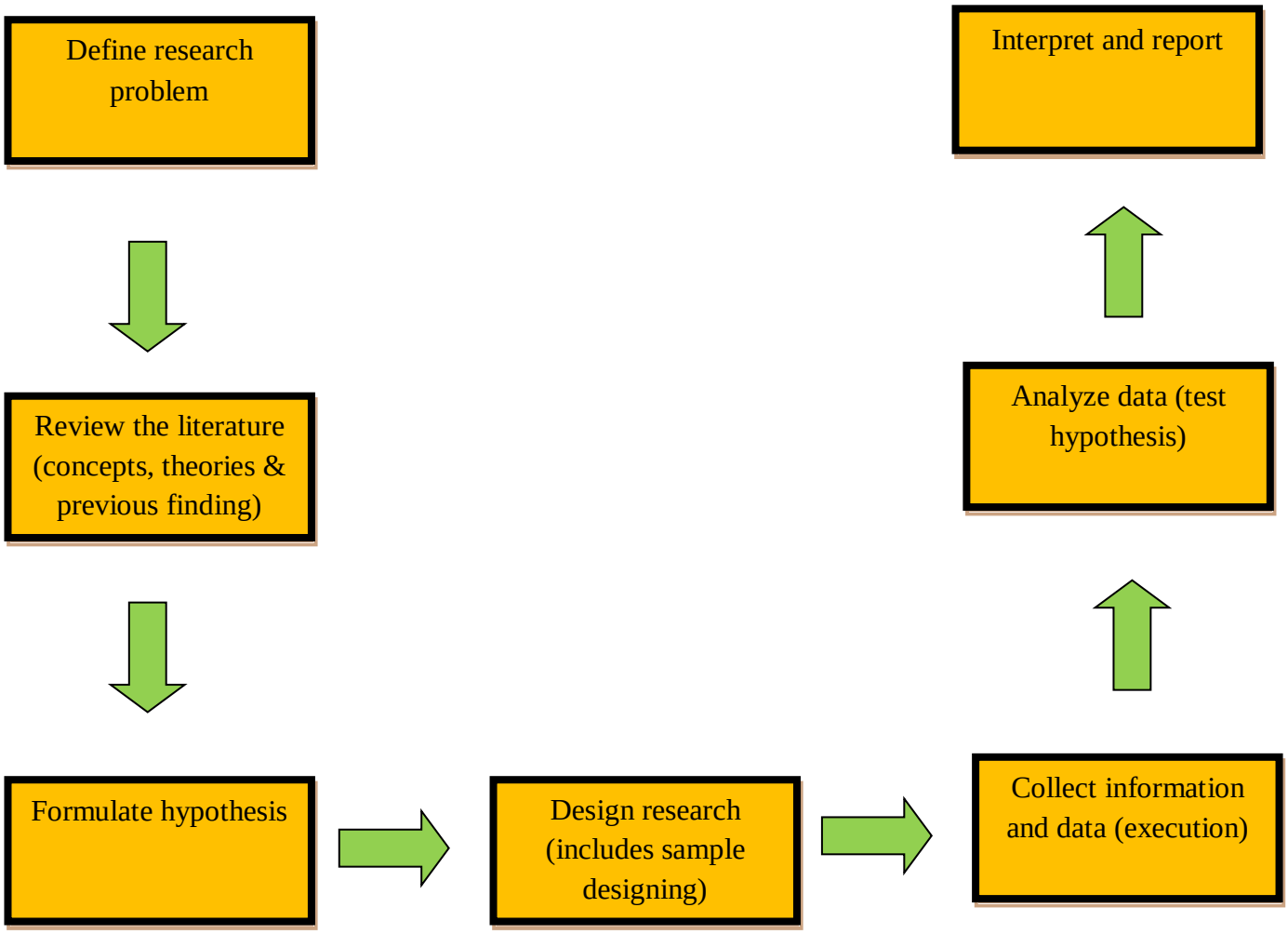
   This process was used to collect information and data for the purpose of coming to a conclusion after a proper analysis and interpretation. The methodology includes publication

research, interviews, surveys and other research techniques, and also includes both present and historical information.

The research methodology has enabled the team to organize our efforts into one cohesive and conceptual product idea generation task for us.

2. RESEARCH PROCESS

Research process consists of series of actions or steps necessary to effectively carry out research. The chart shown below illustrates a research process to be followed:-



3. RESEARCH POPULATION

A research population is a well defined collection of several individuals or objects having similar characteristics. All the individuals or objects have a common binding of characteristic or trait.

The research population opted for our research comprises of the HR managers and the associated officers and staff of the TIPLING TEA ESTATE. There were a total of 10 HR managers.

4. SOURCES OF INFORMATION

- PRIMARY SOURCE

To collect information based on the primary source the unstructured questionnaire method was used for the research work and it was further analyzed and interpreted and data cleaning was done to have the required filtered information. The primary data was used because the primary data helps to collect original information regarding the field or problem. Under investigation as primary source the data collected are more accurate and provide scope as it is possible to test its validity.

- SECONDARY SOURCE

Collection of secondary source is also essential to support the primary data. The secondary source may be in hard form or soft form. The hard form is in the nature of books, referred journals, newspapers etc. And information collected from internet falls under soft form. The books referred for the research work were C.R. Kothari & Gaurav Garg Research Methodology Methods and Techniques, etc. Internet (e.g. http://en.wikipedia.org/wiki etc) has also been searched for collection of secondary data.

VII. MAJOR FINDINGS OF THE STUDY

From the research the researcher could gather a significant chunk of information about various aspects of crisis management and the process, by which it is dealt with by the Human Resource Managers. The findings of the study are elucidated by thoughtfully segregating the aggregate knowledge gained into the following heads:

1. GENERAL ACKNOWLEDGEMENT OF THE POSSIBILITY OF NATURAL CRISIS OCCURRENCE

Ideally, crisis management starts with the acceptance by the management of the idea that they and their organization may be confronted with a crisis at any time without prior warning. Without such an acknowledgement the concept of ensuring Corporate Preparedness for Crisis Management may not find a backing.

In the present case study, conducted in Tipling Tea Estate, it was observed that the management is affirmative of the idea that a natural crisis may occur in the workplace at any time and is receptive of the need to establish a mechanism for crisis management. It can

therefore be said that the management duly acknowledges the possibility of the occurrence of natural crisis at any moment. Further, it keeps itself regularly updated with the important notifications and releases by Meteorological Departments to constantly foresee the future for any sudden calamities that may disrupt its processes.

2. PLANNING FOR CRISIS MANAGEMENT

To effectively deal with a crisis, companies should be able to react correctly when such situations arise. Being prepared for a crisis calls for developing robust plans covering crisis prevention, impact reduction and crisis recovery. The whole of such planning process is aimed at building the organization's resilience and to promote its sustainability.

On the basis of information obtained from the HR Managers in Tipling Tea Estate, the following can be outlined about their planning process regarding crisis management.

- Identification of the potential crises that may arise as a result of the occurrence of natural disasters. This step also involves recognizing the types of natural crisis that can occur, the ways in which the crises can affect the organization, and the type of preparedness required to combat each type of crisis.
- The next step is to draft activity maps to be followed by the organizational participants in the event of crisis. Here a proper action plan is created, wherein specific roles are fixed for the workers to be played at the time of crisis. The process also solicits the involvement of some randomly selected employees in establishment of the activity maps, so as to create a sense of responsibility and imbibe a feeling of being important amongst the workers.
- The third step is to chalk out ways of effectively communicating the established activity maps to the employees, so as to make it completely understandable. The idea is to pronounce the course of action in such a way that the employees get a clear picture of the sequence of activities they ought to perform in response to crisis, and also to motivate them to act with strategy and patience and not falling prey to the panic game. The management also takes regular efforts to ensure the revision of such activity maps among the employees, or otherwise get them projected in boards and bulletins.
- The forth step that formed part of the crisis management plan is to set out an emergency communication network to be opted during crisis. The communication network so developed shall form an important aid in exchanging significant information to fight the crisis in union.

- The plans are then made to equip the workplace with facilities and equipments that provide the necessary "first help" in overcoming the natural disaster crisis and help in easy evacuation. For example, the installation of fire extinguishers at small distances to facilitate an in- situ defense mechanism in place.
- Lastly, plans are made about imparting technical and other trainings to all the workers in general and to group in particular to develop a strong 'Real Time Crisis Response Team' that can coordinate the efforts of all others in navigating the company out from the crisis.

3. TRAINING OF EMPLOYEES FOR CRISIS MANAGEMENT

Training plays a major role in successful crisis management. A crisis management plan in itself may not be as effective because in order to act in a desirable way, the employees need the requisite skill and technical knowledge which is gathered only after adequate training is imparted to the workers.

The HR Managers of Tipling Tea Estate, seek to train their employees in the following areas for better crisis management.

- The employees are taught to safely power off the electricity-driven plants and machines and other tools vulnerable to explosion or otherwise so that the situation of crisis is kept from being aggravated.
- Survival tactics including general guidelines for self protection, use of first-aid, importance of protective wear, and dos and don'ts are explained to the employees from time-to-time. The same is advised to be passed on to the friends and family of the employees.
- Employees are also trained with the technical know-how of operating equipments installed in their workplace, meant for providing initial help or for evacuation purposes.
- Finally the employees are made to engage in simulation exercises whereby they are granted a practical experience about how a situation of crisis feels like and are made to develop control over their emotional behaviors, so that the original crises can be calmly dealt with.

4. RECOVERY PROGRAMME FOR CRISIS MANAGEMENT

Any crisis, no matter how well it is managed, leaves destruction and losses behind it. Crisis Management does end with taking the precautionary measures for suitably defending the

organization from natural crises, but also encompasses measures for recovery of the organizations from such losses or destruction.

In the concerned case study, it was observed that the HR managers make the following provisions for resuming its organization back to original:

- To a selected group of employees, the organization offer education about the intricacies of business operations and database of strategic information that are protected, and can be recovered in a very short time after the happening of the disaster.
- Another group of emotionally strong employees are chosen and are assigned the task of dealing with physical and psychological trauma following a crisis.

VIII. SUGGESTIONS FOR BETTER CRISIS MANAGEMENT

1. The organization can work towards building the right composure amongst employees for situations of crisis to avoid panic and ensuring better and effective response to crisis.
2. The managers must responsibly update the employees about the essentials of the activity maps so that they have the maps well imprinted in their minds, and must also inform them about the changes made in the plan to provide for flexibility on their parts.
3. Technological up gradation must be made in the in-situ defense equipments in order to make them viable. Also there must be regular checking of the equipments to see if they are in a working condition, or have lost their value.
4. A robust crisis response team must be in place to rescue all the employees and others in the workplace from the apparent crisis.
5. All the integral assets, contacts and information of the company must be so managed that they can quickly be recovered after the crisis has come to an end.
6. The employees must be trained and given adequate authority to minimize the losses to the company arising out of natural crisis by resorting to their reflexes.
7. Proper harmony must be ensured among all the employees so that they can take coordinated steps for crisis management.

IX. LIMITATIONS OF THE STUDY

- Time constraint is the biggest challenge.
- Most of the respondents were hesitating to answer the questions asked.
- The level of co-operation expected was also not up to the mark which was again a challenge for us.

- The area for the study was limited to Tipling Tea Estate so the information gathered cannot be generalized.
- The information is collected according to the convenience of the respondent.

X. FUTURE SCOPE OF THE STUDY

The study is limited to the examination of the process of Crisis Management in Tipling Tea Estate. To say in other words, the study only focuses on tracing out information and making corresponding conclusions about the system of crisis management in the Tea Estate. So the present study gives future scope to other researchers to carry research in the same area by considering other organizations or industries or by studying crisis management by other functional departments or undertaking research on the role of Human Resource Managers in handling other types of crisis (not covered under this paper). Research can also be conducted for the purpose of determining the employee satisfaction with crisis management in their organizations.

XI. CONCLUSION

The research paper focuses on the role of Human Resource Management in Crisis Management with special reference to Tipling Tea Estate. The HR Departments in any firm must move from the traditionalS roles and embrace more contemporary aspects like that of Crisis Management. In the process it must identify the potential threats an organization can face, develop crisis management plan, and train the employees for the skills they require in successful handling of the crisis. The crisis management plan must however not just be concerned with the precautionary steps for impact reduction, but must also focus on devising strategies that makes the firm more resilient, thus helping it to bounce back more quickly and easily. The research especially considers the collaboration of human efforts and giving it the necessary direction for crisis management because except the human capital all other resources in an organization are passive and incapable of making things happen on their own. The management must seek to keep itself best prepared to face any unforeseen crisis by keeping its human resource well-versed with the ways of minimizing pre and post crisis trauma. All in all a brief idea about crisis management by HRM finds description in the research.

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HUMAN RESOURCE MANAGEMENT - A CRITICAL ROLE TO PLAY IN CRISIS MANAGEMENT AND ORGANISATIONAL SUSTAINABILITY

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Abstract

A CRISIS can be defined as an event or situation that results in a total or partial disruption of key business and operational process die to harm to people or relationships or damage to property, equipment nad environment. In other words, it influences stakeholder's perception negatively. Crisis can occur at any time and hence the challenge of identifying, managing and preventing crisis has become a critical concern mainly for many set-ups. Unfortunately one of the critical errors in crisis management planning is the strong tendency to focus the attention and effort on reinforcing systems, operations, infrastructure and public relations with human factor being neglected. To overcome all these, Human Resource Management has come up with a vital role to play not only in protecting the welfare and safety of affected employees but also in supporting organisational sustainability.

In today's Information and Knowledge based Economy, organisations should increasingly rely more on Human Capital to build competitive advantages and generate their profits, rather than just on technology and systems. Human Resource can prepare the organisations better to respond to the complexities nad ambiguities inherent in today's crisis event by taking a systematic nad capacity driven approach. Some economists and researchers have viewed Human Resource as the only tool which will enable in shaping a common goal and integrate efforts towards crisis management, create a crisis - prepared culture and develop organisational readiness and capabilities to survive. Human Resource is a force multiplier and is very good for organisational sustainability.

In this study, possible effects of always looming crisis and ways to cope or avoid them has been examined and presented to readers. The study mainly focus on Human Resource strategies aspect of management in managing crisis.

Keywords: *Human Resource Management, Crisis, Organisational sustainability.*

INTODUCTION

"A commitment to planning today will help supportemployees, customers, the community, the localeconomy and even the country. It also protects yourbusiness investment and gives your company a better chance for survival."

Organisational crisis is a sudden and unexpected event leading to major unrest amongst the individuals at the workplace. In other words, crisis is defined as any emergency situation which disturbs the various stakeholders and leads to instability in organisation.

Crisis Management prepares the individuals to face unexpected developments and adverse conditions in the organisation. Employees can understand and analyse the causes of crisis and cope with it in the best possible way. It helps the managers to devise strategies to come out of uncertain conditions and decide on the future course of action. In the modern-day corporate world, with the emergence of Human Resource the role of same has bren recognised significantly to accommodate various developments and needs in the workplace. Involvement of Human Resource in crisis management is one such development, and this has led to the HR taking an active role in planning and training for crisis management. Contemporary studies have indicated that organizations that incorporate employee welfare into the crisis management plan are more likely to be successful compared to those that are only concerned about protecting systems, processes, infrastructure and public relations as was traditionally evident. The Human Resource is considered a vital partner in crisis management planning due to their understanding employee needs and their role in organizational survival. As one of the major roles of Human Resource, training is considered paramount when it comes to crisis management. The role of Human Resource is to ensure that employees are well informed about potential crises that may affect the organization and that they are aware of their role in dealing with the crisis. The Human Resource provides skills and knowledge necessary in ensuring that employees can contribute to the organization's sustainability by participating in the crisis management process. This chapter explores the HR's role in planning and training for crisis management.

SCOPE OF STUDY

Today's business environment requires a robust, enterprise-wide plan to deal with unexpected crises. Company reputation and brand, as well as the trust and loyalty of stakeholders,are all critical factors in thebackground of crisis management. At the helm, Human Resource leaders play a strategic role in organizational sustainability to contribute tangible deliverables through advance

preparation, including safety and security initiatives, leadership development, talent management and solid communication plans to support crisis management.

OBJECTIVE OF THE STUDY

1. To create awareness about the significance of Human Resource for managing organisational crisis.

2. To focus on the HR's role in planning and training for crisis management.

3. To address the Human Resource function as a crisis management function and strives to establish the role played by Human Resource in ensuring that the organization is well prepared and that personnel are well trained to deal with crises when they occur.

4. To analyse how Crisis Management team helps the organization to take the right step at the right time and help the organization overcome critical situations.

5. To enable the organisation eliminate the potential harm and allow it to resume execution of its strategy by Human Resource Management.

METHODOLOGY

My data is of secondary nature. To fulfill the purpose,detailed study of thestrategies of various companies were conducted and suggestions were provided on the basis of inferences drawn. The process adopted for the preparation of this research paper is mentioned as below.

- Research Design- The reaseach to be made on the topic of study is designed.
- Research Approach- Various medium were used research on the subject matter.
- Data Collection Method- Useful and authentic information were gathered using various medium as tools of study.
- Data Analysis Method- The collected data have been summarized an analysed properly to draw inferences and come up with distinct conclusion.

ANALYSIS AND FINDINGS

Modern era establishes that the traditional human resource (HR) role has evolved significantly to include other responsibilities based on the changing work environment. This means that HR has moved beyond the common roles of hiring and firing to more complex roles that directly influence the performance of the organization. Consequently, the HR role is more demanding and requires extensive knowledge and skills to ensure that all these organizational needs are met. Crisis

management is among the areas of management in which the HR is expected to participate in, with a view of ensuring that employees needs, during and after a crisis, are given consideration during the development of crisis management plans. The prevalence of crises within organizations has increased significantly in the contemporary times as different kinds of threats emerge within and outside the working environment. This calls for increased awareness of such threats and the inclusion of mitigating actions to address crises when they occur. Accordingly, crisis management can be considered an imperative role of the HR and which should be given significant priority. Crisis management refers to the process of anticipating, identifying, preventing and managing potential disasters by putting in place plans to deal with crises when they occur. The HR has an impacting role in crisis management through planning and training to ensure employees are capable of navigating through turbulent times. The role of HR in crisis management is to enhance preparedness among personnel and thus ensure effective disaster planning. Through including the human side in crisis management, it has been established that organizations are in a better position to deal with crises when they occur. The study focuses on the HR's role in planning and training for crisis management. It addresses the HR function as a crisis management function and strives to establish the role played by HR in ensuring that the organization is well prepared and that personnel are well trained to deal with crises when they occur.

5.1. How to smart Human Resource crisis management?

Step 1 – Develop a crisis preparedness plan that fully integrates the human capital

HR managers should work collaboratively with other key organizational functions, identifying the types of emergencies that the company may face. Once threats have been identified, a needs assessment should be conducted to determine resources needed for continuing business operations.

Step 2 – Establish a Crisis Management Team

The crisis management team is responsible for formulating the policies that will be followed during the crisis; they must consider all options and come up with contingency plans. It should be composed of people from all cadres, including the head of departments, line managers and human resource representatives.

Step 3 – Focus on information and training

Information has to be communicated in an effective manner during the crisis. Advisable crisis communication channels include:

- Special area on company intranet.

- Special section of HR help center.
- Telephone hotline for employees.
- Daily bulletin board postings, or email updates.
- Password-protected Internet site with a discussion section strictly for managers.

Training is essential to ensure that everyone knows what to do when an emergency hits. Members of the crisis management team should be trained so they are familiar with their responsibilities within the emergency, communications and business continuity plans. All employees must become familiar with protective actions for life safety, as well as building and information security.

Step 4 – Plan for recovery phase

After the crisis is over HR managers have serious issues to deal with. Employees will most probably be demoralized, and will need help getting back on their feet. The stress that is associated with undergoing a traumatizing experience has to be dealt with promptly. In some cases relocation is unavoidable and employees have to be assisted in order to adapt to the new work environment. In other cases, death results from the crisis. The organization eventually has to rise from the ashes and valuable employees who fell during the crisis have to be replaced, which is yet another function of HR.

5.2. Human Resource's Role in Managing Organizational Crisis

5.2.1. Crisis management planning

This is the process through which an organization makes plans on how to deal with crises, including crisis prevention, impact reduction, and crisis recovery. Crisis management planning enhances the company's ability to deal with crises and ensures faster recovery when an

organization is faced by a crisis. Crisis management planning is an imperative process in crisis management because it provides guidelines on preventing or averting crises, dealing with crises and the recovery process.

5.2.2. Training and talent development

An imperative role of HR in crisis management, training ensures that employees can effectively implement the crisis management plan. Training and talent development provide employees with knowledge and skills necessary to enhance the recovery process. The HR is expected to lead or participate in training aimed at mentally preparing employees for possible crisis events. This involves the development of a training plan in which employees are provided with knowledge and skills on how to deal with crises. The training should also involve simulation exercises to provide a practical feel about how to deal with real crises. This is discussed in more detail under the topic "Training for crisis management."

5.2.3. Vulnerabilities and threats communication

The HR has a key responsibility to ensure that employees are aware of vulnerabilities and potential threats. This involves identifying and communicating all possible threats within and outside the organization to the employees. Effective communication ensures that employees are physically, emotionally, and intellectually prepared, such that it becomes easier to handle the crisis. Besides providing such information, the HR is expected to develop a crisis communication plan that should be shared among employees to help them in identifying channels of communication in the face of a crisis. HR is a strategic partner when it comes to human resource management and should therefore understand the crisis management language, enough to lead preparedness and recovery.

5.2.4. Recovery

The role of an HR is highly prominent in this phase. You have to help the company as well as the employees to regain their composure. You need to find out the unique needs of the employees & organization that they require to bring their life on tracks and join back work. This includes:

- Checking whether the employees or their families need residential campus based treatment services
- How can the company help them in such case?
- How to fill in the gap between the company and the employee

You need to be vigilant to take care of the issue and provide the best of your HR services.

5.2.5. Keep testing the plan

Once you have a plan in place, it is important to test it in real-life situations. Run mock drills and make employees follow the crisis management guidelines. This will help you make the planning smarter; matching the needs of time and different situations.

5.2.6. Influencing organizational culture

The other way in which the HR influences crisis management is through influencing the organizational culture. Organizational culture is defined as the shared behaviors within an organization and which determine how members of the organization interact and execute their duties as influenced by organizational values and norms. This insinuates that the manner in which employees within an organization respond to crises is highly dependent on the organizational culture. The HR can influence culture within the organization, with aspects such as leadership capabilities and resilience being emphasized as a means to enhancing crisis management. When skills such as problem solving are ingrained in an organization's culture, it is possible that staff will be better positioned to survive the crisis.

CASE STUDIES

CASE STUDY: 1

COMPANY NAME: CHOC CO.

Choc Co. is one of the world's largest confectionery businesses with significant market share in many of the world's biggest confectionery markets, including many emerging markets. It has a long and proud tradition, stretching back more than 150 years, including a long history of developing its employees, which has remained part of its ethos during its progress to becoming a global company.Despite very positive sales figures over the last 12months, Choc Co. has

prioritised streamlining the business to make it more competitive and has placed a strong emphasis on reducing cost over the next 18 months.

CHALLENGES:

Standing in high competition by reducing cost when the cocoa prise rised in 2017

Despite very positive sales figures over the last 12months, Choc Co. has prioritised streamlining the business to make it more competitive and has placed a strong emphasis on reducing cost. Despite being keen to preserve its longstanding reputation as a firm that is committed to developing all its employees, in respect of learning and development, this 'streamlining' activity has focused on:

I. ensuring a clear return on investment in training activities
II. changing the way that learning programmes are delivered and being more creative in developing approaches to learning
III. connecting training activities to the strategic needs of the firm.

SOLUTIONS:

Whilst performing well in the marketplace, senior management continue to express discontent with levels of productivity and employee performance. Moreover, senior management has determined that the company needs to become more flexible and adaptable to respond to change in its market context with regard to rise in cocoa price, for example by an ability to adapt organisational structures to meet new business needs or through the introduction of technological innovation. However, as a traditionally minded employer, and with low levels of employee turnover at shopfloor level, Choc co. appears to have instilled in its workers a mindset of stability and steady progress, which is at odds with competition in a rapidly changing global economy. Therefore, Choc Co. wants to move towards a system of continuous improvement by creating a culture whereby workers are empowered to implement small incremental changes, rather than have substantial change imposed on them from time to time.

Currently, the company runs a number of large training events each year designed to update manufacturing staff on everything from health and safety changes, business strategy and company performance to the adoption of new production technology. This is sometimes coupled with skills training for these workers as and when appropriate. This has traditionally been done at the specialist training centre at their largest production facility, which doubles as the company's headquarters.

Ray Barbie, the head of learning and development at Choc Co. recently attended a seminar at a local university on 'the changing nature of workplace HRD'. He was slightly alarmed to find out that much of the company's practice was seen as outdated. In particular, he was interested in examining how some more contemporary approaches and techniques in HRD could help the company both reduce costs and better performance through continuous improvement.

RESULTS:

By recognising the improvement required with the structure and role of HRD, the company could stand in the competition among other firms and could steadily reduce down the cost of productivity inspite of rise in cocoa price. It was able to manage the organisational crisis related rise in cost of productivity.

CASE STUDY: 2

COMPANY NAME: **SIEMENS**

Siemens is a one of the largest German multinational electrical and electronics engineering companies in the World. Every year it employs 20000 people in UK. In addition, Siemens UK invested a huge amount of money only on research and development, because their businessfocused on 'innovation'.

CHALLENGES:

Continuous change in business operations because of unstable environment.

The business is a highly reputed electronics company, it needs to focuses on innovation. It needs to predict and gradually respond to continuous change in new business environment by making changes in its operations. In 2017, in the month of November a crisis hit the company when it could not make such rapid changes as and when required due to which it was backed in its operation and this lead to crisis. Because of climate change and growing importance on carbon footprint, the need of the hour knocked for the inclusion of same. Even though the required changes were made in accordance to technology and changes in environment but the company could not come up as a success because the main cause of problem was that they lacked potential labour capital to operate wind turbines and renewable energy sources.

SOLUTIONS:

After making thorough analysis of the existing loopholes in their plans and strategies it was recommended that they lacked proper Human Resource Management which signified thatSiemens

needs to hire more employees with eligible skill or give training to existing employees to develop with new skills that can match with wind turbine operating. Workforce planning is also important for future opportunities.Therefore, for growth of their business, Siemens needs people with first class level of skill, knowledge and capability in engineering, IT, business and other relevant field.

Siemens Company's strategic planning included workforce planning, and it is a systematic process for identifying the human capital required to meet company's goals and developing the strategies to meet these requirements. Workforce planning helps an organization to estimate its future workforce requirements and calculate the numbers, nature and sources of potential employees who might meet that demand. In other words, it is about getting the right number of people, with the right skills, in the right place and at the right time. Such as workforce, planning enabled Siemens to inspect its present staff numbers and the skill it has in place as well as identify where it has skill gaps needed to meet its business objective. Therefore, workforce planning actually enables Siemens to identify the future and present gap of skill, talent and opportunity, so that Siemens can go training programs.

Siemens could analyze the new environment where they are going to shift their production plan to another city or place. Such as, they are relocating its main plant in Lincoln to a bigger site outside the main city. Therefore, they have to analyze the environment of new place to identify what kind of skill is in need. Because, every new place contain new opportunity and at the same time it needs new skill, extra staff and technology. By workforce planning, Siemens could maintain Competitive advantage and establish a channel of talent and minimization of knowledge gap by giving retirement of old employees and fill this gap by promotion of existing employees. In this way, workforce planning enabled Siemens to identify its training needs and solve the crisis prevailing in the organisation.

Siemens has three main development programs, which is designingfor 'Entry level talent'. Thisentry-level talent means fresh graduates who are going to begin their career with Siemens after education. For these new talents they are developing three programs:

1. Apprenticeships
2. Siemens Commercial Academy
3. Siemens Graduate Programs

RESULTS:

Training and development helped the growth of Siemens. Business objective means the long term targets set by a business to ensure success. As Siemens provide training to their employees to

improve their performance as well as have up-to-date knowledge and skills remain competent in the highly competitive market. This makes the employee motivated and confident. In addition, they have updated knowledge so they are the asset for the organization. The employees feel valued and stay longer in organization. Thus, training and development ensured that it is able to achieve its business objectives. Moreover, as the employees stay longer in the organization, that reduces the recruitment cost and which increases the profit margin. To keep its world-leading position and grow in a competitive market, Siemens aims to deliver quality products and services. To do this, it needs people with high skills, knowledge and capability in engineering, Information technology and business. So achieve their business objectives they need skilled factory workers, trade apprenticeships, designers and managers. Training and development is important because, well-trained staff who remain with the business mean that customer enjoy continuity, this leads to customer loyalty and establish a great brand value. Repeat business is also established. That means consumers who make further, subsequent purchase the service or product. An organizations primary business objective is to make profit. So trained employee can make more profit by their skills and cost of new employees can reduce by effective training program. In addition, valued, satisfied and skilled employee can empower the organization and gain a competitive advantage. By training and development program, Siemens could ensure its long-term business objectives.

CASE STUDY: 3

COMPANY NAME: KFC(Kentucky Fried Chicken)

KFC, also known as **Kentucky Fried Chicken**, is an American fast food restaurant chain headquartered in Louisville, Kentucky, that specializes in fried chicken. It is the world's second-largest restaurant chain after McDonald's, with 22,621 locations globally in 136 countries as of December 2018. The chain is a subsidiary of Yum! Brands, a restaurant company that also owns the Pizza Hut, Taco Bell, and WingStreet chains.KFC is a loveable brand.

CHALLENGES:

In February, 2018 KFC suffered the most embarrassing calamity of all for a fried chicken chain – its 900 UK stores ran out of chicken. Many stores had to close temporarily.There was shortage of chicken in the majority of their UK & Ireland restaurants after an unfortunate series of events lead to delivery delays from their warehouses.A total of 562 KFC outlets remained shut following a weekend of disruption that peaked on Sunday night at 646 closures. KFC published a list of only 338 of its 900 stores that were still open on Monday night. Many were offering a limited menu and

restricted opening hours.The chicken delivery problem is so severe that the company cannot say when operations will be back to normal. But it said it was working "flat out" to resolve the crisis.

SOLUTIONS:

Their marketing team got to work immediately. They rolled out brilliant ads in newspapers with the KFC letters rearranged on the bucket to own their FCK up. They maintained a page on their website where customers could check the chicken status of their local restaurants. And they kept on top of the news by answering questions via social media almost daily.They did everything transparently, swiftly, and true to their brand voice, which made everyone put their torches away and celebrate their humility.Within hours of the initial problems coming to light, customers knew exactly what had gone wrong, how it was being resolved and, importantly, when it would be fixed.

Not only did they recognise mistakes had clearly been made, but they also used that to their advantage by injecting some humour and keeping the language simple. It would have been easy for KFC's directors to hesitate. In the early hours of the supply chain breakdown, little was known about when normal service would be restored, but the members of team decided it was better to recognise the issues being experienced by customers and build the narrative as facts became available.KFC's speed of response was core to managing the unfolding crisis successfully.The fact that the company identified emotion was driving a large part of the narrative was key in justifying a humorous response.When companies are drawing up their crisis communications strategies, Human Resource Management remains an element that is overlooked, but in reality it is the only basic tool to all problems.

RESULTS:

To ease pressure on its beleaguered Rugby depot, KFC sought a new home for its non-perishable stock, such as mops, brushes and gloves. To do this, it got in touch with Stowga,a startup that provides an Airband style service for warehousing. KFC has gone back to its original recipe for chicken deliveries by rehiring Bidvest Logistics in the wake happened crisis.The decision will ease pressure on DHL's Rugby depot, to help get our restaurants back to normal as quickly as possible

As KFC stands now, over 97% of our 900 restaurants are now open for business, although there will be some limited menus before we are back to business as usual.

CONCLUSION

The study focuses on the relevance of HR in crisis management, with particular focus onplanning and training for crisis management. It is established that while traditional crisismanagement efforts

have dwelled on protecting the organization's resources, processes, technology and reputation, the human side often ends up being neglected. This calls for increasedparticipation of HR is crisis management in order to ensure that employees are effectivelyengaged in the process.It provides various justifications for increased participationof HR in the organization's crisis management planning process. Among the most importantaspects is that employees make up the organization's most valuable resources and that theyare also responsible for the implementation of crisis management plans when they fall due.Accordingly, they are considered a key stakeholder in the crisis management process, and theHR should therefore be proactive in this process.

The HR in any organization must move from the traditional roles and embrace more contemporary aspects of HR including participation in crisis management. This will ensure thatemployees are better prepared to handle crises and also promote the employee retention inthe organization. There are various aspects of planning and training that the HR can participate in and take control of in the organization. These include identification of potential threatswithin the organization, developing departmental crisis management plan, participationin the development of the organizational crisis management plan, training employees on threatand risk management, business continuity planning, crisis impact assessment, and practical lessons in handling crises when they occur. Through HR participation in planning and training, performance of organizations can be enhanced, thus promoting the bottom-line and ability to deal with future crises.

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A BRIEF ASSESSMENT OF HUMAN RESOURCE ACCOUNTING (HRA) PRACTICES IN ASSAM GAS COMPANY (AGCL) LIMITED

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Abstract

Human Resource Accounting has been gaining importance after being noticed as the most vital part of any organization. The various models of valuing human resources are being developed and not many companies are using HRA as either the management of those companies think it useless or they are unaware of HRA applications and its models to value Human resources. Here an attempt is being made in the present study to evaluate the top management support as well as financial reporting system used towards HRA perspective.

The researcher made survey on Assam Gas Company Limited operating in corporate headquarters in Duliajan under Dibrugarh district of Assam, aiming to assess the Human Resources Accounting "HRA" application within those organizations through investigating the availability of some of the main HRA requirements that have been acknowledged by many previous studies which are (human resource measurement reliability and financial reporting system used). The researcher has collected the research's primary data through a questionnaire which was distributed on the survey (employees working in the organizations in Finance as well as HR Department), and has analyzed using the analytical descriptive methodology approach to describe the basic features of the data in the research.

1. INTRODUCTION

Human resource is one of the most significant part of any organization or firm, as it assures that there exists a symbiosis between the financial and all the other physical resources for the achievement of organizational goals and objectives. Conventionally, financial assets are accounted in the books of accounts as per the general principles of accounting, but do not count the human asset. Although many efforts have been made by many thinkers in this arena, a proper/appropriate and fully validated model of performance based on accounting in the Indian context is not yet

available. The past few decades have witnessed a global transition from manufacturing to service based economies. Though, Human Resource Accounting (HRA) was introduced way back in 1980s, it started gaining popularity in India recently.

American Accounting Association's Committee on Human Resource Accounting (1973)[1] defined that Human Resource Accounting is nothing but "the process of identifying and measuring data related to human resource and communicating this information to interested parties".

Woodruff (1989) [2]defined ―Human Resource Accounting is an attempt to identify and report investment made in human resources of an organization that are presently not accounted for in conventional accounting practice.

2. PROFILE OF ASSAM GAS COMPANY (AGCL) LIMITED[3]

Assam Gas Company Ltd., a Govt. of Assam Undertaking was incorporated on March 31,1962 in Shillong as a limited company wholly owned by the Government of Assam to carry out all kinds of business related to natural gas in India. The first gas transportation business started in the year 1967 with supply of natural gas to Namrup Thermal Power Station of ASEB. Subsequently, the company grew from strength to strength and stands today as one of the premier natural gas distribution companies in India.

Assam Gas Company Ltd. has a network of underground natural gas trunk and distribution pipelines that serves about 400+ tea factories, 1000 commercial establishments, about 31,000 domestic consumers and several big industrial consumers in the districts of Tinsukia, Dibrugarh, Sivasagar, Charaideo, Jorhat, Golaghat and Cachar in Assam. It has its present headquarters in the oil town of Duliajan in the district of Dibrugarh,Assam,India. The Company has a capacity to transport over 5.5 MMSCMD of natural gas. Over the years AGCL has established branch offices in 14(fourteen) different locations in Assam.

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Company under Section 2(45) of the Companies Act, 2013, wholly owned by the Government of Assam. In terms of the Articles of Association of the company, the number of Directors shall not be less than two and not more than fifteen. The Power and Public Enterprises Department, Government of Assam each nominates one of its representatives as one of the Director on the Board of the Company. Assam Gas Company Ltd. has been declared under Category 'A' by the Department of Public Enterprises, Govt. of Assam based on sound financial performance over a number of years among the functioning State Level Public Sector Undertakings. The Company has been paying regular dividends to the Govt. of Assam and also to the CM's Relief Fund. The Company feels proud of its sound Industrial Relationship between the workers' and the management leading to healthy work environment. Also its adherence to safety rules has earned itself Rajiv Gandhi National Safety Award.

3. STATEMENT OF THE PROBLEM

Human Resource is the vital element of any organization. It has been observed that most of the organizations use Human Resource Management practices but they do not use human resource accounting for valuation of human resources or they are unable to find out human resource productivity. Neither Indian Companies Act, 1956 nor Indian Companies Act, 2013, making any scope for showing any information about human resource. Human Resource Accounting got its importance 55 years back (from 1961-2015) in US. It was not practiced in India in the initial stage. Till now 15 major companies adopted HRA in India out of 13 lakhs companies in India.[4]

There is a growing importance on human resource and its proper utilization of human capital and its management is vital for organization's overall performance which has direct correlation to success. This research investigates human resource measurement reliability as well as financial reporting system used by the company towards HRA perspective in Assam Gas Company Limited, as there's a general ignorance of application of HRA since employees cost are treated as expenses that reduce profits, while they are important assets that are the major sources for which the organization can earn profit and to explore the procedure of application of Human Resource Accounting in the organization.

4. REVIEW OF LITERATURE

Mir & Singh (2011)[5] prepared an article on "Human Resource Accounting (HRA): A Conceptual Framework and International Developments" paper emphasized about the vitality of HRA for managerial decision making purpose. It has also discussed about the phrases of historical development of HRA over the period of time and its extent of applicability in many countries like

Scandinavia, Australia, New Zealand, United Kingdom, China, Germany, Canada, India, Portugal and Greece. It found that International Accounting Standards Committee published standards on Intangible assets and stated that investment and awareness of Intangible assets have increased significantly over two decades. This paper also stated that HRA valuation is significant in decision making process and acts as a great input for managerial purpose; also it provides an alternative accounting system to measure the cost and value of the people to an organization. The author recommended that the measure of learning cost, cost of lost productivity, job vacancy and the utility of HRCC method in managerial decision making process in such areas such as employee turnover, separation indemnity, duration of labor contracts and personnel budgets in monetary terms.

Sen (2011)[6] in his doctoral thesis on "Anatomy of Human Resource Measurement and Accounting" finds that HRA aids the decision making process and the representation of a complete picture of financial position of an organization by estimating the value of human resources and disseminating the same in external financial reports. He suggested that HRA should come under the fold of GAAP and the IASB should take care of it. The banking industry may use HRA for both internal reporting to cater to human resource management decision making and external reporting to aid external users of financial statements. The banking companies should disseminate HRA information in a narrative supplementary statement within the framework of conventional framework of external financial reporting Narayan (2010)[7] composed an article on “Human resource accounting: A new paradigm in the era of globalization” discussed about the objectives and the process of HRA. It makes an attempt to identify the pattern of HRA practices with reference to Indian context and the issues and challenges and its respective causes. Interestingly, it found that HRA was highly appreciated by the accounting profession but the application has not flourished throughout the world .One of the major findings was that the physical value has some retirement value as it can be owned but human value has no retirement value as it cannot be owned and traded , also International Accounting Standard Board (IASB) and Accounting Standard Board(ASB) was not able to formulate any specific standards on measurement and reporting of human resources in an organization. The author suggested that the measurement of intellectual capital should be used as it helps managers, investors and other concerned people by providing a more accurate estimate of true value of the company and proper initiation should be taken by the government and professional boards at the National and International level for formulation of specific accounting standard and suitable valuation models for measuring the value of Human Resource.

Opala & Chidi (2010) 8presented a paper titled "Human Capital Accounting and its Relevance to Stock Investment Decisions in Nigeria, University of Lagos, Nigeria." Which focused on the relevance of the Human Capital Accounting for investment decision making and this paper advocated in favor of Human Capital Accounting as a part of financial reports. It is believed that if a company maintains HRA, it will contribute significantly in managerial decision making process. In the study the researcher used survey research design. It was found during the study that HRA is highly significant to the investors in making relevant decisions. It is recommended that HRA should be the part of financial reporting and the study revealed that inclusion of Human Cost Value in the balance sheet will help the investors to take rational financial decision. The study also revealed in the findings of the study that the quality of human capital is a key factor in determining the value of farms stock and will help in making investment feasibility report better.

5. OBJECTIVES OF THE STUDY

The objectives of the research study are:-

1) To evaluate the human resource measurement reliability towards Human Resource Accounting (HRA) Practices in Assam Gas Company Limited.
2) To evaluate the financial reporting system used by Assam Gas Company Limited on Human Resource Accounting (HRA) perspective.

6. HYPOTHESES OF THE STUDY

The following is the hypothesis of this research:

1) There is no significant difference of opinion of Human Resource Accounting Practices in Assam Gas Company Limited.

7. DATA SOURCE AND METHODOLOGY

1) **Research Methodology:** As a research design techniques the researcher has followed the analytical approach to describe the basic characteristics of the data in a research. The Analytical Descriptive methodology is the best methodology to be used because it is non-experimental and it deals with the relationships existed between non-manipulated variables in a natural, rather than artificial setting.[9]

2) **Research Plan:** The research plan has been designed keeping in mind both the qualitative and quantitative data that the researcher has to deal with during the analysis phase. An extensive research has been undertaken to gain insights into the general nature of the research problems and

objectives, the possible decisions alternatives and the relevant variables that has been considered while designing the questionnaire. With the help of this questionnaire, a survey has been conducted from the general public's point of view. For the purpose of the survey, a census survey has been undertaken in the sample organization included in the study from various categories of employees.

3) **Research Population:** The research population consists of 24 employees out of which 16 employees are from finance department and 8 employees are from Human Resource Department of Assam Gas Company Limited. This organization is categorized under 'Navratna' category due to their core business as well as their sizes engaged in crude oil exploration and production.

4) **Research Sample:** A Census survey has been conducted from the selected employees of Assam Gas Company Limited.

5) **Sample Size:** An attempt has been made to collect responses from 50 selected employees from various managerial levels. Thus, the number of respondents become 50. The distribution of respondents is shown as below :

Department / Level	Human Resource Department		Finance Department		Total
	Male	Female	Male	Female	
Top Level Management	2	0	2	0	04
Middle Level Management	10	2	14	2	30
Lower Level Management	05	05	3	3	16
Total	25		25		50

Sampling Technique: Purposive Random sampling technique has been used.

6) **Sources of Data:** The data has been collected both from primary as well as secondary sources.

a) **Primary Data**: This data has been collected from the field by preparing a structured questionnaire and it has been distributed to get responses from target group. Respondents has been asked to provide their opinion or experience on the dependent variables of this research, such as top management support and financial reporting system used.

b) **Secondary Data:** Secondary data has been collected from various, journal, books, websites, previous studies which are relevant to the study.

8) **Questionnaire of the study:** The structured questionnaire has been prepared keeping in mind the objectives of the study. Each question in the questionnaire was closed ended in general.

9) **Statistical tools:** The various statistical tools like percentages, averages have been used. Besides, five point scale has been used to measure the responses of the respondents in quantifiable terms. To measure the level of impact Customer Satisfaction Index formula has been used.

10) **Periodicity of the study:** This study has covered a period of three accounting years w.e.f. 1st April, 2013 i.e., accounting years of 2013-14, 2014-15, 2015-16 and 2017-18.

8. SCOPE OF THE STUDY

The scopes of the study are as follows:

- **Management benefit information of adopting HRA:** The benefits got after adopting HRA has not been studied so far with Indian perspective. Hence, in this study it is an attempt to bridge the gap.
- This study presents the scenario of HRA status in terms of acceptance and use by management as management tool of Assam Gas Company Limited.
- This study helps to know the extent to which HRA is required for an organization.
- This study also helps the management of the organisation to formulate future plans and policies.

9. LIMITATIONS OF THE STUDY

The limitations of the study are as follows:

- The study is limited to one company only. Therefore, utmost care have been taken at the time of interpretation of the findings while making of generalization from the chosen specified study area.
- There may be chance of biasness in selecting sample for the proposed study and also this study has been based on samples which may not same for the employees of other organizations.

10. RESULTS AND INTERPRETATION

SN.	Opinion of the respondents	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Human Resource Department has enough expertise and knowledge to perform proper performance appraisal.	5	22	3	3	0
2	Performance appraisal is done on regular basis for employees	3	22	4	20	1
3	High attention is given for employees' performance appraisal reports.	1	14	22	13	0
4	Human Resource Department has an expert team with qualification and enough knowledge to manage and perform HRA	16	26	6	1	0
5	Human Resource Department provides employees to deal with new systems.	17	28	4	1	0
6	There is succession planning for top management future vacancies.	2	14	22	12	0
7	Institution strives to maintain a fair internal system that equals between required job duties and salaries paid.	12	23	7	6	2
8	Financial reporting system used has the ability to calculate Human Resources Value	0	35	11	4	0
9	There is an internal audit on Human Resource value calculation.	0	1	17	34	4
10	Human Resource Department has enough expertise and knowledge to perform proper performance appraisal.	0	13	27	6	4
11	Performance appraisal is done on regular basis for employees	15	26	3	6	0
12	Financial reporting system used has the ability to calculate Human Resource Value.	0	0	27	20	3
13	Financial reporting system used contributes in calculating Human Resources value in the organization/institution	16	26	1	6	1
14	There is an internal audit on Human Resource value calculation.	4	24	12	10	0
15	Accurate information and values can result from the financial system used regarding HRA.	16	24	3	7	0
16	Financial reporting system used can be developed to serve new systems application for Human Resource Department.	2	4	31	8	5
17	Financial reports produced by the financial reporting system used that calculate HR value have a great impact on top management and Board of Directors decision making.	16	26	1	6	1

11. **Interpretation of Point no. 1:** It is observed that 44% of the respondents strongly agree that Human Resources Department has enough expertise and knowledge to perform proper performance appraisal, 44% of the respondents agree, 6% of the respondents are neutral in their opinion and 6% of the respondents disagree while none of the respondents strongly disagree about the statement that Human Resources Department has enough expertise and knowledge to perform proper performance appraisal. Therefore, it can be opined that 88% of the respondents agree to the statement that Human Resources Department has enough expertise and knowledge to perform proper performance appraisal.

Interpretation of Point no. 2 It is observed that 6% of the respondents strongly agree that that performance appraisal is done on a regular basis for employees, 44% of the respondents agree, 8% of the respondents are neutral in their opinion, 40% of the respondents disagree while 2% of the respondents strongly disagree about the statement that performance appraisal is done on a regular basis for employees. So, it can be opined that majority of the respondents agree to the statement that performance appraisal is done on a regular basis for employees.

Interpretation of Point no. 3 It is observed that 2% of the respondents strongly agree, 28% of the respondents agree, 44% of the respondents are neutral in their opinion, 26 respondents disagree while 1% of the respondents strongly disagree about the statement that high attention is given for employees' performance appraisal results. So, it can be opined that majority of the respondents did not put any view about the statement that the statement that high attention is given for employees' performance appraisal results.

Interpretation of Point no. 4 It is observed that 28% of the respondents strongly agree Human Resources Department has an expert team with qualification and enough knowledge to manage change and perform HRA, 42% of the respondents agree, 14% of the respondents are neutral in their opinion, 16% of the respondents disagree while none of the respondents strongly disagree about the statement that Human expert team with qualification and enough knowledge to manage change and perform HRA. So, it can be concluded that majority of the respondents agree that Human Resources Department has an expert team with qualification and enough knowledge to manage change and perform HRA.

Interpretation of Point no. 5 It is observed that 34% of the respondents strongly agree that Human Resources Department provides employees with training courses to deal with new systems, 56% of the respondents agree, 8% of the respondents are neutral in their opinion, 2% of the

respondents disagree while none of the respondents strongly disagree about the statement that Human Resources Department provides employees with training courses to deal with new systems. So, it can be said majority of the respondents agree that Human Resources Department provides employees with training courses to deal with new systems.

Interpretation of Point no. 6 It is observed that 4% of the respondents strongly agree, 28% of the respondents agree that high attention is given for employees' performance appraisal results, 44% of the respondents are neutral in their opinion, and 24% of the respondents disagree while none of the respondents strongly disagree about the statement respondents about there's a succession planning for top management future vacancies.. So, it can be concluded that majority of the respondents do not put any view on the statement that respondents about there's a succession planning for top management future vacancies.

Interpretation of Point no. 7 It is observed that 24% of the respondents strongly agree that the institution strives to maintain a fair internal system that equals between required job duties and salary paid ,46% of the respondents agree, 14% of the respondents are neutral in their opinion, 12% of the respondents disagree while 4% of the respondents strongly disagree about the statement that The institution strives to maintain a fair internal system that equals between required job duties and salary paid. So, it can be opined that majority of the respondents agree that the institution strives to maintain a fair internal system that equals between required job duties and salary paid.

Interpretation of Point no. 8 It is observed that 6% of the respondents strongly agree that top management has awareness on employee performance appraisal importance in HRA application, 64% of the respondents agree, 10% of the respondents are neutral in their opinion, 12% of the respondents disagree and 8% of the respondents strongly disagree about the statement that the top management has awareness on employee performance appraisal importance in HRA application. So, it can be concluded that majority of the respondents agree that top management has awareness on employee performance appraisal importance in HRA application.

Interpretation of Point no. 9 It is observed that none of the respondents strongly agree that management gives high attention to using performance appraisal results in HRA, 70% of the respondents agree, 22% of the respondents are neutral in their opinion, 8% of the respondents disagree and none of the respondents strongly disagree about the statement that management gives high attention to using performance appraisal results in HRA. So, it can be concluded that majority

of the respondents agree that management gives high attention to use performance appraisal results in HRA.

Interpretation of Point no. 10 It is observed that none of the respondents strongly agree that management makes promotion or bonus decisions based on HRA application results, 26% of the respondents agree, 54% of the respondents are neutral in their opinion, 12% of the respondents disagree and 8% of the respondents strongly disagree about the management makes promotion or bonus decisions based on HRA application results. So, it can be opined that majority of the respondents did not put any view on the statement that management makes promotion or bonus decisions based on HRA application.

Interpretation of Point no. 11 It is observed that 30% of the respondents strongly agree that management provide employees with awareness programs about valuing them as one of the institution assets, 52% of the respondents agree, 6% of the respondents are neutral in their opinion, 12% of the respondents disagree and none of the respondents strongly disagree about the statement that the management provide employees with awareness programs about valuing them as one of the institution assets. So, it can be concluded that majority of the respondents agree that majority of the respondents agree to the statement that management provides employees with awareness programs about valuing them as one of the institutions' assets.

Interpretation of Point no. 12: It is observed that 8% of the respondents strongly agree that top management provides incentives to the employee b as ed on his/her productivity and his financial value, 54% of the respondents agree, 28% of the respondents are neutral in their opinion, 12% of the respondents disagree and 8% of the respondents strongly disagree about the statement that the top management provides incentives to the employee based on his/her productivity and his financial value. So, it can be opined that majority of the respondents agree to the statement that top management provides incentives to the employee based on his/her productivity and his financial value.

Interpretation of Point no. 13 It is observed that 32% of the respondents strongly agree that financial system used has the ability to calculate Human Resources value, 52% of the respondents agree, 2% of the respondents are neutral in their opinion, 12% of the respondents disagree while only 2% of the respondents strongly disagree about financial system used has the ability to calculate Human Resources value. So, it can be concluded that majority of the respondents agree that financial system used has the ability to calculate Human Resources value.

Interpretation of Point no. 14 It is observed that 32% of the respondents strongly agree that financial system used contributes in calculating Human Resources value, 52% of the respondents agree, 2% of the respondents are neutral in their opinion, 12% of the respondents disagree while 1% of the respondents strongly disagree about the statement that financial system used contributes in calculating Human Resources value. So, it can be opined that majority of the respondents agree that financial system used contributes in calculating Human Resources value.

Interpretation of Point no. 15 It is observed that 8% of the respondents strongly agree that there is an internal audit on Human Resources value calculation., 48% of the respondents agree, 24% of the respondents are neutral in their opinion, 20% respondents disagree while none of the respondents strongly disagree about the statement that there is an internal audit on Human Resources value calculation. Therefore, it can be concluded that majority of the respondents agree to the statement that there is an internal audit on Human Resources value calculation.

Interpretation of Point no. 16 It is observed that 32% of the respondents strongly agree that accurate information and values can result from the financial system used regarding HRA, 48% of the respondents agree, 6% respondents are neutral in their opinion, 14% of the respondents disagree while none of the respondents strongly disagree about the statement that accurate information and values can result from the financial system used regarding HRA. So, it can be opined that majority of the respondents agree that accurate information and values can result from the financial system used regarding HRA.

Interpretation of Point no. 17 : It is observed that 4% of the respondents i.e., only 4%respondents strongly agree that the financial system used can be developed to serve new systems application for Human Resources Department, 8% of the respondents agree, 62% of the respondents are neutral in their opinion, 16% of the respondents disagree while 10% of the respondents strongly disagree about the statement that the financial reporting system used can be developed to serve new systems application for Human Resources Department.

So, it can be concluded that majority of the respondents do not put any view on the statement that financial system used can be developed to serve new systems application for Human Resources Department.

Interpretation of Point no. 18 It is observed that 32% of the respondents strongly agree that financial reports produced by the financial system used that calculate HR value have a great

impact on top management and Board of Directors decision making, 52% of the respondents agree, 2% of the respondents are neutral in their opinion, 12% of the respondents disagree while only 2% of the respondents strongly disagree about the statement that financial reports produced by the financial system used that calculate HR value have a great impact on top management and Board of Directors decision making. So, it can be opined that majority of the respondents agree to the statement that financial reports produced by the financial system used that calculate HR value have a great impact on top management and Board of Directors decision making.

Testing of Impact Index and Level of Impact Index:

To test the impact index and its level of impact based on the opinion of the respondents, HRA practices in Assam Gas Company Limited can be can be found out by Customers Satisfaction Index formula (George, 2012) which is as below:

$$\textbf{Customers Satisfaction Index}^{10} = \frac{\text{Total Score X 100}}{\text{Maximum Score}}$$

Where, level of impact is categorised as:

0%-20% = Very low Impact

20%-40% = Low impact

40%-60% = Moderate impact

60%-80% = High impact

80=100% = Very high impact

• George,D,(2012):*A Study on the Satisfaction Level of Auto rickshaw Passengers with Special Reference to ThrissurTown*. Mirror,Vol-II No. (I), pp 77-86.

Table: Calculation of Impact Index and Level of impact based on the opinion of the respondents:

SL NO.	Opinion of the respondents	Total Score	Maximum Score	Impact Index (%)	Level of impact
1	Human Resource Department has enough expertise and knowledge to perform proper performance appraisal.	213	250	85.2	Very High
2	Performance appraisal is done on regular basis for employees	156	250	62.4	High
3	High attention is given for employees' performance appraisal reports.	153	250	61.2	High
4	Human Resource Department has an expert team with qualification and enough knowledge to manage and perform HRA.	191	250	76.4	High
5	Human Resource Department provides employees to deal with new systems.	211	250	84.4	Very High
6	There is a succession planning for top management future vacancies.	156	250	62.4	High
7	Institution strives to maintain a fair internal system that equals between required job duties and salaries paid.	187	250	74.8	High
8	Financial reporting system used has the ability to calculate Human Resources value	200	250	80	High
9	There is an internal audit on Human Resource value calculation.	172	250	68.8	High
10	Human Resource Department has enough expertise and knowledge to perform proper performance appraisal.	199	250	79.6	High
11	Performance appraisal is done on regular basis for employees	140	250	56	Moderate
12	Financial reporting system used has the ability to calculate Human Resources value	200	250	80	High
13	Financial reporting system used contributes in calculating Human Resources value in the organization/institution.	213	250	85.2	Very High
	Overall Average Index*	**2391**	**3250**	**73.57**	**High**

*Based on Customer Satisfaction Index
Source: Compiled by the researcher.

Interpretation: - It is observed that the impact index based on the opinion of the respondents is 73.57%, i.e., the level of index is high, so, it is accepted that there is no significant difference of opinion of Human Resource Accounting(HRA) in Assam Gas Company Limited.

- **CONCLUSION**

The concept of HRA is not yet popular in India as most of the companies yet to start practicing HRA. It is not mandatory to disclose human resource accounting reports on the annual statements of the company. But still some companies adopted human resource accounting practices and they disclose it with annual reports of the company. In AGCL, the procedure adopted for human resource accounting in the form of employee cost summary which is the historical method of human resource accounting which has been practiced by the company since 2006. As per the interrogation with the general manager of human resource department of AGCL, it was found that human resource accounting is very much useful in taking major Human Resource Management decisions as human resource is the asset of any organisation and it is the human resource from which economic benefits can be derived directly or indirectly. According to the General Manager of Accounts and Finance of AGCL Company, it was found that human resource requires a huge costs of the company so human resource accounting is a very useful tool in taking various finance related decisions like salary revision, bonus, and other compensations. According to the General Manager of Human Resource Management, the new Enterprise Resource Planning Enterprise Resource Planning (ERP) and Software Accounting Professional (SAP) system of maintaining accounts and administering will help the accounts and finance department for better and new way of maintaining human resource accounting system. According to him, human resource accounting facilitates better way of administering the financial resources. It has been found that Historical cost has been maintained because it is very easy to use and very easy to understand. Sooner or later Lev and Schwartz model need to be adopted.

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TRAINING IMPARTED TO LIFE INSURANCE ADVISORS: AN ANALYTICAL STUDY

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Abstract:

Life insurance is one of the most important tools for investment, which provides life coverage along with saving element. Billions of rupees are invested every year in different life insurance products. Due to lack of knowledge about the insurance plans offered by different insurance companies, the customers of life insurance plans rely on life insurance advisors to make purchase decisions. Thus, the life insurance advisors play a very crucial role in the marketing of insurance products. At the same time, they have to uphold the trust bestowed on them by the insurance companies as well as the customers. This necessitates that the advisors are well trained in different aspects of marketing and human behaviour. They need to have good product knowledge – not only of their own companies but of the competitors too. Also, they should have good communication skills, social etiquettes, ethical conduct and a pleasing personality.

This study makes an effort to examine the kind of training being provided by life insurance companies to the life insurance advisors. The paper also tries to find out what the policyholders expect from the insurance advisors, so as to know the training gap and suggest an appropriate training programme. The study reveals that the life insurance advisors are found wanting in many crucial aspects of product marketing and behavioural approach. There is an urgent need to redesign the training module of insurance advisors and the way training is imparted to them, with an aim to bring about behavioural change in them, to make them ethically compliant and also to ensure that they have more extensive knowledge of the different financial products.

Keywords:

Insurance, Training, Investment, financial advisor, life coverage

INTRODUCTION:

Life insurance has nowadays become an important tool for investment. Not only because of the life coverage that it provides, but also because of the saving elements included in it. Premium payment is obligatory in a policy. As a result, a policyholder is able to save a handsome amount if he invests regularly.

A large population of India is uneducated, and among the educated class also there are a vast number of people who find it difficult to understand the fine points of a life insurance policy. Moreover, life insurance is a product which everyone needs but is reluctant to admit. So, the sale is normally a persuasive one, in which life insurance agents play an important role.

Infact the role of insurance agent is so vital that there is a complete set of rules and regulations for the conduct and training of life insurance agents. Insurance Regulatory and Development Authority of India (IRDAI), the regulatory body for the insurance sector, has prescribed guidelines for the appointment and conduct of life insurance agents. The agents have to clear IRDAI IC 38 Pre recruitment qualification exam for acquiring the agency-licence; and to appear for the examination, he needs to first undergo an IRDAI mandated training. The training is classroom training where the agents are supposed to learn the basic insurance concepts.

Insurance is a technical subject. Also, the policyholders invest their hard earned saving, relying on the advice and suggestions given by advisors. This necessitates that the agents are well trained on various insurance concepts so as to be able to give sound advice to their clients. Also, the career path of a well trained insurance agent is better than other agents who are not so well trained.

SIGNIFICANCE OF THE STUDY:

Life insurance not only spread the probably pecuniary loss among a large number of policyholders, but also provides an important avenue for investment. With the opening of insurance sector for the private sector in India in the year 2000, the insurance sector has seen stiff competition. Every company wants to be ahead of others in the race, and are introducing new and innovative insurance products. This has created a problem of choice for the policyholders, along with difficulty in understanding the product-features, terms and conditions of the various insurance plans owing to the technical jargons being used and also because of plethora of information being bombarded by different companies.

The insurance advisors are the vital link between the insurance companies and the policyholders. They give product-related information to the prospective policyholders, and get the deal closed for the company. They have a duty to protect the interest of both the insurance companies and the policyholders because of the trust reposed on them by both the stakeholders.

The insurance companies are required to train the insurance advisors in selling the product in a professional and ethical way. This is in the interest of the insurance companies too. A satisfied customer not only buys future policies from the companies with whom he is satisfied, but also gives a positive word-of-mouth publicity.

This study tries to examine the issues related to training of life insurance agents, and give suggestions for a better training programme.

FIELD OF THE STUDY:

The study was carried on in the town of Tinsukia (Assam)

OBJECTIVES:

1) To understand the expectations of policyholders/ clients from life insurance advisors.

2) To find out the gap between policyholders' expectations and reality.

3) To suggest areas where training should be provided to life insurance advisors so as to bridge the gap between policyholders' expectations and reality.

SCOPE OF THE STUDY:

1. The study focuses on the policyholders' expectations and training aspects of life insurance advisors.

2. The study is confined to Tinsukia Town (Assam).

LIMITATIONS OF THE STUDY:

1. Respondents are from one town only. So, the results cannot be extrapolated for the entire country.

2. Some of the respondents may be biased.

SOURCES OF DATA:

Data were collected from both primary and secondary sources.

METHODS OF COLLECTING DATA:

Primary Data: Primary Data was collected by way of unstructured interviews of life insurance advisors and the policyholders. Life insurance advisors were approached to know the kind of training being provided by the insurance companies, and the policyholders were contacted to know what they expect from life insurance advisors. Unstructured interview method was deemed proper for the purpose.

Secondary Data: Secondary data were collected from insurance journals, books on insurance and training, online research articles and publications, and websites of IRDAI *(Insurance Regulatory and Development Authority of India)* and insurance companies.

SAMPLING DESIGN:

Non-Probability Sampling: Convenience sampling method was used to gather information from policyholders. Snowball sampling technique (reference based method) was applied to collect data from life insurance advisors.

FINDINGS:

A) EXPECTATIONS OF POLICYHOLDERS/ CLIENTS:

1. Life insurance advisors should have good communication skills. The policyholders want the insurance advisors to communicate in simple language, without the use of technical jargons. They want the advisors to be polite and humble.

2. Life insurance advisors should have good dressing sense. Good grooming creates a positive impression, and the policyholders are willing to spend more time with the advisors.

3. Many policyholders are not interested in knowing the complete details of the insurance plans. They expected insurance advisors to suggest them a suitable insurance plan as per their needs.

4. Policyholders expect the advisors to offer them the best product that is unmatched when compared with others. However, a very small portion of the policyholders were interested in having detailed comparison of the products.

5. Though the majority of the customers of insurance products don't prefer to go into very minute details of the insurance products, they expect insurance agents to have comprehensive knowledge of the insurance plans offered by their companies. They want the advisors to explain them the insurance plans in brief and in a simple language, without going into technical parts.

6. Policyholders expect the life insurance advisors to be able to guide them in their investment decision, keeping in view their personal needs.

7. All the policyholders expect the life insurance advisors to be transparent and not hide any adverse feature or hidden cost of the insurance plans.

8. A significant proportion of policyholders find insurance advisors wanting in several aspects. Many insurance advisors give an impression that they are not fully trained and lack severely in many crucial marketing and behavioural aspects.

9. Few policyholders feel that the life insurance advisors do not come well equipped for the sales call. When being asked for brochures or benefit illustrations of different products, they seek time to get the materials for the clients.

10. A few policyholders feel that the insurance advisors are not fully honest with them, and adopt unfair means (such as pressurising through influential persons, giving misleading/ false information, suggesting to hide information in the proposal forms, etc.) to solicit business from them.

11. Some policyholders, though a small proportion, are fully satisfied with their life insurance advisors in all respect. These are normally the well experienced advisors, who have been in insurance field for years,

B) TRAINING IMPARTED TO LIFE INSURANCE ADVISORS:

The insurance companies in Tinsukia impart training in the following areas to life insurance advisors:

1) Training for IRDAI IC-38 Pre-Recruitment Qualification Exam: Insurance companies provide this training to the candidates who are going to appear for the IC-38 Pre recruitment qualification exam conducted by IRDAI. During the training period, the agents are made acquainted with the basic insurance concepts.

2) *Product Knowledge to Advisors Passing IRDAI Exam (IC-38): The trainer of the insurance company gives training on various insurance plans of the insurance company to the advisors, who have passed IRDAI Exam (IC-38).*

3) On-the-Job Training: The immediate supervisor/ senior of the insurance advisors accompany the insurance agents in their initial few sale-calls. The advisors learn by observing their seniors. The advisors themselves also try to make the sales pitch to the clients. The senior comes to the help of the advisors if needed.

TRAINING GAP:

It was observed that there is a huge training gap as far as training of life insurance advisors is concerned. The important areas which are not taken care of by present training programmes are:

1) Communication and Social Skills: An advisor sells an intangible product. So, effective communication is essential to convert a lead into business, and to build close contacts with clients. Also, the more he wants to expand his business the bigger the need for the client-database. This can be made possible by networking and socialising. By making more and more social contacts and communicating effectively with people, he will be able to get newer business along with repeated business from existing clients.

2) Basic Computer Skills: Information Technology has nowadays become an integral part of our personal as well as corporate life. An advisor needs to explain the benefits of various financial products, compare various investment alternatives/ financial instruments, download various forms available online, help policyholders in checking the status of their investments online and so on. To carry out his tasks effectively, he needs basic computer knowledge to do various tasks online and to operate insurance company's software.

3) Knowledge of Competitors' Products: The competition to an insurance advisor comes not only from the insurance products of other insurance companies but also from all investment alternatives. So, he needs to be well aware of various investment options, and their comparative features.

4) Offer Need-Based Solutions to Clients: Many clients are not interested in fine details of the various insurance plans. They expect the advisors to give them a complete financial solution as per their needs. So, the insurance advisors need to be well trained in offering need based customised solutions to the clients.

5) Self Grooming: The insurance advisors need to have a well groomed appearance and a pleasing personality. His appearance also has a bearing on the client's decision.

SUGGESTIONS:

The study reveals certain key areas in which an insurance agent should be suitable trained. A training programme can be effective only when it is developed in accordance with training needs. The training programme should be designed in such a manner that it imparts right skills, knowledge and attitude in the insurance advisors. The training programme should increase the morale and motivation of the advisors. Following steps should be taken by an insurance company to equip insurance advisors with necessary skills:

1) Product-Knowledge:

i) Refresher Product - Training: Product Training should not be a one time affair at the time when an agent gets the licence or when a new product is launched. Atleast once in six months, there should be a special product-training sessions for the existing advisors, where they are once again given product training. This will help the advisors who need to refresh themselves with the knowledge about certain products.

ii) Product-Comparison Training: Insurance companies should organise regular special product-comparison training, atleast once in a quarter, where the advisors are trained on how to compare various investment products and insurance plans. This necessarily includes imparting knowledge on various products of the competitors, and where they stand on various parameters in comparison to the insurance plans of the advisor's company. Such training will boost the morale of the advisors and they can face the clients more confidently.

iii) Incentive Based Test/ Exam on Product Knowledge: The insurance companies should, from time to time, test the product-knowledge of the insurance advisors, by way of written exams. Advisors performing well should be rewarded. This will incentivise the advisors to keep them updated.

2) Training on Ethics:

Though a crucial aspect needed for long-term relationship building with clients and for image building, this is one area which is normally neglected. What is the ethical code of conduct and what are the do's and don'ts for an advisor need to be emphasized and made understandable to the advisors.

3) Social Skills:

i) Training on Communication and Social Skills: To be successful an agent must have strong interpersonal, networking, social and communication skills. There should be compulsory training session on communication and social skills, for minimum one week, for all new advisors, just after they get their agency-licence. The training areas must include tele-calling, face to face conversation, handling complaints, networking and socialising.

ii) Self Grooming: A small training session on self grooming should be a part of training module. This session can be a component of Social Skills Training.

iii) Role Play: During the training sessions, to develop social skills, Role Play method of training should also be used. The advisors should be made to think from the point of view of clients/ policyholders. This will help them offer need-based customised solutions to the clients, and handle their grievances and complaints empathetically.

4) Building Morale and Confidence:

Morale is boosted and confidence is more when a person has knowledge and the inner believe that he is capable of doing the task. Apart from product-training and social skills training, following steps should be taken:

i) Monthly Interaction-cum-Feedback Session: The insurance company should organise in the first week of every month, an interaction-cum-feedback session with all the insurance advisors, where they can discuss various issues and share their previous month's experiences with others. The advisors can learn from each other's experiences and get answers to their own doubts.

ii) Motivational Workshops: Soliciting insurance business is not an easy task. It requires a lot of patience and persistence. Many advisors lose their interest and enthusiasm after a few failures. To encourage and motivate such insurance advisors, motivational workshops must be arranged by the insurance companies, atleast once in a year.

5) Computer Proficiency:

After an advisor has got the agency-licence, the insurance company should arrange for a basic computer training for the advisors who are nor computer-savvy. They should be trained on how to work on MS Office, use company's software and work online.

CONCLUSION:

Life insurance advisor are an important link between the insurance company and the policyholders. Policyholders too have high expectations from insurance agents. They expect life insurance agents to guide them in their investment decisions. The job of a life insurance agent is not easy. He has to constantly keep himself updated and keep on learning. However, the sad part is that nowadays many insurance agents have taken the easy way out. Instead of updating and developing themselves, they try to get the deal close one way or the other. Even the training programme offered by the insurance companies is not adequate, and does not develop the potentials of the insurance agents. The cumulative effect is that the insurance agents are unable to fulfil the expectations of the policyholders. The insurance companies need to redesign their training programmes in order to make the agents more effective and responsive to customers' expectations.

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AN ANALYSIS OF HUMAN RESOURCE DEVELOPMENT (HRD) PROGRAMMES FOR SANCTIONED TEACHERS IN PROVINCIALISED DEGREE COLLEGE OF ASSAM: A STUDY OF TINSUKIA COMMERCE COLLEGE

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1. Introduction:

Every academic and non-academic organization needs dynamic human resources that are essential for its effective and efficient functioning. Dynamic human resources should acquire capabilities continuously and must adopt the values and beliefs and aptitude in accordance with changing requirements of the organizations. The concept of Human Resource Development (HRD) was formally introduced and designed by Leonard Nadler in 1969 to bring about the possibility of behavioural changes.

T. Ventateswara Rao, one of the extensive workers on HRD defines it in the conference organized by the American Society for Training and Development as "a process by which the employees of an organization are helped in a continuous planned way to:

i) acquire or sharpen capabilities, required to perform various functions associated with their present of expected future roles,

ii) develop their general capabilities as individuals and discover and exploit their own inner potentials for their own and or organizational development purposes;

iii) develop an organizational culture in which superior-subordinate relationship, team work and collaboration among sub-units are strong and contribute to the professional well-being motivation and pride of employees".

HRD is mainly concerned with developing the skills, knowledge and competences of people which always follow people- oriented concept. It can be applied both for the national level and organizational level, academic and non-academic.

It is to be noted that a teacher is termed as a 'faculty' by the University Grant Commission (UGC). Faculty development as HRD programme covers a wide range of activities. These activities are aimed at improving teaching quality in the development of professional growth of faculty educators along with creating an environment to develop a sense of cohesiveness among colleagues. Although there are many definitions that apply to faculty development yet the most important aspect of this process is, however, rest on university administration which cater to develop the faculty development programmes to meet their needs for support in the areas of teaching, scholarly activities and professional growth, along with a climate that fosters and encourages overall faculty development.

11. Review of literatures:

Training and development has positively co-related that claims significant relationship with employee performance and effectiveness which emphasizes acquirement of knowledge, improvement of skill, concepts, rules, changes of attitudes and behavior in the organizational context (Abeba,A. *et.al*, 2015).

The higher education institutions have a strong level of awareness of Strategic Human Resource Management. The performance appraisal and compensation system do always not guarantee the highly motivated core of staff (Alwiya, A. and Jolly,S., 2016).

Human resource is of paramount importance for the success of any organization. Human resource management is concerned with the human beings in an organization and reveals that human resource management is that process of management which develops and manages the human elements of enterprise. Human resource planning is needed for foreseeing the human resource requirement of an organization and supply of human resources. HRD is an integrated and interdisciplinary approach to the development of human resources in the organization. The main aim of HRD is to bring about all round development of the people in the organization (Gupta, S.K. and Joshi, R., 2004).

The management of human resources in universities is just challenging as it is seen in other organizations. Most of the universities do not have separate department dedicated to the performing HR functions. It is the complete revamp of HR functions of recruitment, placement, training, appraisal, compensation and employee relations (Menon, S., 2015).

The HRM practices have strong influence on the performance of the employees. Except the practices of Performance Appraisal and the Career Opportunities all other practices have positive impact on the performance of employees. Recruitment and selection, Training and

Development have greater impact on the perceived performance of employees (Narayan, B. L. 2012).

Human resource management is increasingly becoming a most vital function of a modern manager. Human resources take active role in the modern economic scenario of any country. Without human resource components, abundant physical resource is not beneficial. The level of economic development of the countries is largely a reflection of the differences in quality of their human resources (Rao, P. S., 2008).

Training and development are continuous process in improving the caliber of employees. Training and development must exist in education sector with impact factor to generate efficiency of employees to cater to the need of their customer (Rashid, A.A.S. and Niwaz, L.R., 2013).

HRD is an urgent need and a challenge before the present Indian society. The role of higher education in the development of human resources is no more to be disputed. Higher education in India in general and in Assam in particular has not been able to perform its optimum role in the direction of human resource development (Saikia, M., 2013).

HRD is of high value in business and industry and 'human' element is considered as a resource and its development and protection is inevitable. There are no such measures for performance appraisal of human resource on education front which shows lack of accountability in the sphere of education. HRD is a powerful idea of transformation of human being into highly productive and contributing factor (Salam, A., 2013).

HRD in educational institutions should be an attempt to develop the entire human resources available within the institutions to its full potential (Sharma, D., 2011).

The process of faculty development programs to higher education enhances the teaching climate and helps new and tenured faculty to improve their teaching skills. There is continuous need for research into faculty development components. A well-defined faculty development program plan needs to be articulated and implemented into policy at higher education institutions (Thomas, C. and Mary, G.M., 2010).

111. Objectives of the study: The objectives of the study are as given bellow:

(i) To throw some light on state/ union territory- wise Academic Staff Colleges available for the faculties of higher education institutions in India.

(ii) To analyze various HRD programmes available for the faculties of higher education institutions of our country.

(iii) To analyze various HRD programmes participated by the sanctioned teachers of Tinsukia Commerce College

1V. Methodology of the study:

There are a total of 295 numbers of provincialised degree colleges in the state of Assam. Tinsukia town, one of the oldest towns and the business hub of Assam is purposively selected to carry out the present study. There are three provincialised degree colleges in the town of Tinsukia district. Out of which there is only one rural provincialised degree college in Tinsukia Town which is purposively taken into consideration for the present study. The name of the rural college is Tinsukia Commerce College which was established in 1972. There are 7 sanctioned teachers out of which 4 Assistant Professors and 3 Associate Professors working (another three posts of sanctioned teachers are lying vacant after retirement) in this college till date which constitute the population of the study. The researcher surveyed all the sanctioned teachers of the college using structured questionnaire to collect primary data. The primary data is also collected from the official records of the college. The paper also uses secondary data from various sources like books, journals, websites, thesis etc. Percentage is the only statistical tool used for analysis of data in the present study.

V. Discussion and Analysis:

The discussion and analysis of the survey is presented under the three sub- headings of this heading as given below:

V.I. State/ union territory- wise Academic Staff Colleges available for the faculties of higher education institutions in India:

The UGC is making continuous and proactive effort to upgrade the knowledge and skills of faculty members in the institution of higher education for pertinent HRD. For this purpose UGC has established a good numbers of Academic Staff Colleges throughout the country, now it is known as Human Resource Development Centre(HRDC). State/ union territory-wise Academic Staff Colleges available for the faculties of higher education institutions in India is presented in **Table-1** below:

Table-1: State/ union territory- wise Academic Staff Colleges available for the faculties of higher education institutions in India

Sl. No.	Name of the state/ union territory	Total number of Academic Staff College
1	Andhra Pradesh	6
2	Assam	1
3	Bihar	2
4	Chattishgarh	2
5	Delhi	3
6	Goa	1
7	Gujrat	3
8	Haryana	3
9	Himachal Pradesh	1
10	Jharkhand	1
11	Jammu & Kashmir	2
12	Karnataka	3
13	Kerala	3
14	Madhya Pradesh	3
15	Maharashtra	5
16	Manipur	1
17	Meghalaya	1
18	Mizoram	1
19	Orissa	2
20	Puducherry	1
21	Punjab	3
22	Rajasthan	3
23	Tamil Nadu	4
24	Uttar Pradesh	5
25	Uttaranchal	1
26	West Bengal	4
Grand Total		**66**

Source: https://www.ugc.ac/page/

Table-1 shows that there are a total of 66 numbers of Academic Staff Colleges available in India. It is clear from the table that the state of Andhra Pradesh holds the first position with 6 numbers of Academic Staff Colleges followed by Maharashtra and Uttar Pradesh in the second position with equal 5 numbers for each state while Tamil Nadu and West Bengal hold the third position with equal 4 numbers for each state. The other 21 states/ unions territories have 1 to 3 Academic Staff College/s of their own.

V.II. Various HRD programmes available for the faculties of higher education institutions:

The HRD or faculty development is a continuous process and helps in attaining sustainable development both within the faculties and for the institutions. Faculty development has been

an ongoing movement in higher education during the last four decades. The HRD deals with the development of human resources for efficient exercise of available resources in order to achieve the individual, group and organizational goals. For this purpose UGC provides funds under different schemes for various HRD programmes. Various HRD programmes available for the faculties of higher education institutions include Orientation Programme, Refresher Course, Short- term Course, Seminar, Workshop, Minor Research Project and Major Research Project, M.Phil./ Ph.D. with Teacher Fellowship, Academic Conference, etc. for the development their of skills, knowledge and competences. The latest inclusion with regard to this facility is the introduction of a unique initiative of online professional development of in-service teachers of higher education, using Massive Open Online Courses (MOOCs) platform Study Webs of Active-Learning for Young Aspiring Minds (SWAYAM) –Annual Refresher Programme in Teaching (ARPIT) by Ministry of Human Resource Development on 13th November, 2018. The ARPIT is a 40 hours programme with 20 hours of video content offered in highly flexible format which can be done at one's own pace and time. This course is treated as equivalent to one Refresher Course for the purpose of career advancement of faculty by the UGC vide its notification D.O.No.f.2-16/2002 (PS) Pt.fl.II dated 3rd December, 2018.

V.III. Various HRD programmes participated by the sanctioned teachers of Tinsukia Commerce College:

The teaching staffs as in practice are to participate in different faculty development programmes organized by different universities and academic institutions in the form of Orientation Programme, Refresher Course, Short- term Course etc. Orientation course is an Induction Programme which is first to be attended by the teaching staffs of the colleges and universities just after entry into services. Participation in Orientation Course by the sanctioned teachers of Tinsukia Commerce College is presented in **Table-2** below:

Table-2: Participation in Orientation Course (from date of joining till April 2019)

Designation of the Respondent	Number of Orientation Course		Total	Share in Percent attended	Percent share without attended
	0	1			
Assistant professor	1	3	4	75	25
Associate professor	0	3	3	100	0
Total	**1**	**6**	**7**	**85.71**	**14.29**

Source: Compiled from field survey

Orientation Course is one of the important courses which is to be attended by the college teachers. After getting appointment in the college, the college teachers have to go for attending the Orientation Course organised by the Academic Staff Colleges of Different Universities and recognized institutions as permitted to conduct such courses. At present one Orientation Course is mandatory for career advancement scheme. **Table- 2** above indicates a total of 6, that is, 85.71 percent (p.c.) of the respondents have attended the orientation course. On the other hand 14.29 p.c., that is, 1 respondent has not attended the Orientation Course. **Table- 2** also indicates that 75 p.c. of Assistant Professors have participated Orientation Course while 25 p.c. of them have not participated this Course. But all the Associate Professors have participated the Orientation Course. The following table shows the respondents' participation in Refresher Course, which is one of the most educative and learning feature in ones' academic career particularly in teaching profession.

Table-3: Participation in Refresher Course (from date of joining till April 2019)

Designation of the respondent	**Number of Refresher Course**				**Total Respondent**	**Percent share of total attended**
	0 No.	**1 No.**	**2 Nos.**	**3 Nos.**		
Assistant professor	1	1	2	0	4	75
Associate professor	0	0	0	3	3	100
Total Respondent	**1**	**1**	**2**	**3**	**7**	**85.71**

Source: Compiled from field survey

Like orientation course, refresher course is also one important faculty development programme which is attended by the college teachers during their service life and is mandatory for Career Advancement Scheme. It is also essential on the part of the teachers to put into their excellence in fullest capacity by improving knowledge and skill while attending various such faculty development schemes. The faculties' participation in orientation and refresher courses was not compulsory till 1996, the year of revision of pay structure of UGC. Most of the teachers working during that period did not attend such courses. At present it is made mandatory for Career Advancement Scheme. The **Table- 3** shows that out of total 7 respondents 6 respondents, that is, 81.75 p.c. have participated refresher course where the share of participation for Assistant Professors and Associate Professors stood at 75 p.c. and 100 p.c. respectively. The **Table-3** also shows that one of the Assistant Professors has no participation in a single refresher course. The picture of undergoing research activities within the faculties of the college is presented in **Table- 4** below:

Table- 4: Ph.D. and M.Phil. awardees and pursuing of Ph.D. and M.Phil. (from date of joining till April 2019)

Designation of the respondent	Ph. D. Awardee	Pursuing of Ph. D.	M. Phil. Awardee	Pursuing of M. Phil.	Total Respondent	Percent share of total
Assistant professor	1	2	3	0	4	**25**
Associate professor	0	0	0	0	3	**0**
Total Respondent	**1**	**2**	**3**	**0**	**7**	**14.29**

Source: Compiled from field survey

In educational journey, research degrees are honored with highest position. Teaching staffs are always expected to involve in research works. Similarly, the Government of India through HRD and UGC offers many incentives and facilities for pursuing research work which is expected to be the prime role in educational tour. Hence, it draws the importance of teaching staffs to undergo research activities. **Table-4** shows that only one Assistant Professor, that is, 14.29 p.c. of the total teachers of the college is awarded the Ph.D. degree while 2 of the Assistant Professors, that is, 28.57 p.c. of total teachers are pursuing the Ph. D. work. None of the Associate Professors have any Ph.D. or M. Phil. degree and they are not pursuing Ph. D. or M. Phil. work. **Table-4** also shows that 3 of the Assistant Professors, that is, 42.86 p.c. of total teachers of the college are having M. Phil. degree. Therefore, it invites the needs to enhance research activities of the college faculties right now. The other involvements in HRD programme, like work-shop participation, seminar paper presentation, ISBN/ISSN publication, Minor Research Project completion and Major Research Project completion by the teachers is presented in **Table- 5** below:

Table- 5: Participation in Work-shop, Seminar, ISBN/ ISSN Publication & Minor Research Project etc. (from date of joining till April 2019)

Designation of the respondent	Participation in Work-shop			Total	Seminar Paper Presented			Total	ISBN/ ISSN Publication			Total	Minor Research Project	Major Research Project	Short–term Course
	1- 5 No.	6-10 No.	Above 10 No.		1- 5 No.	6-10 No.	Above 10 No.		1- 5 No.	6-10 No.	Above 10 No.				
Assistant professor	1	3	0	**4**	0	1	3	**4**	0	1	3	**4**	**2**	0	3
Associate professor	0	3	0	**3**	1	2	0	**3**	3	0	0	**3**	0	0	0
Total Respondent	**1**	**6**	**0**	**7**	**1**	**3**	**3**	**7**	**3**	**1**	**3**	**7**	**2**	**0**	**3**

Source: Compiled from field survey

Table- 5 corroborates that 6 teacher, 3 each from Assistant professors and Associate professors have work-shop participation from 6- 10 in number. None of the Assistant Professors as well as Associate professors has work-shop participation more than 10 in number. One Assistant Professor has work-shop participation from 1- 5 in number.

Table- 5 shows that 3 Assistant Professors have seminar paper presentation more than 10 in number but none of the Associate Professors have seminar paper presentation more than 10 in number. One Assistant Professor has seminar paper presentation from 6- 10 in number. Every Assistant Professor has seminar paper presentation more than 5 in number. **Table-5** also shows that 2 of the Associate Professors have seminar paper presentation from 6- 10 in number and one Associate Professor has seminar paper presentation only from 1- 5 in number.

Table- 5 ensures that every Assistant Professor has ISBN/ ISSN Publication more than 5 in number but 3 Assistant Professors have ISBN/ ISSN Publication more than 10 in number. All Associate Professors have ISBN/ ISSN Publication only from 1- 5 in number.

Table- 5 confirms that only 2 Assistant Professors have completed their Minor Research Project but it is not completed by any Associate Professor. Further, there is no Major Research Project completion or undertaken by any teacher of the college. So far as completion of Short– term Course is concerned, 3 Assistant Professors have completed it and the other 4 teachers have not completed a single short-term course.

Major findings:

1. The study confirms that there are a total of 66 numbers of Academic Staff Colleges available in India. The study also confirms that the state of Andhra Pradesh holds the first position with 6 number of Academic Staff Colleges followed by Maharashtra and Uttar Pradesh in the second position with equal 5 numbers for each state while Tamil Nadu and West Bengal hold the third position with equal 4 numbers for each state.

2. It is found that various HRD programmes available for the faculties of higher education institutions include Orientation Programme, Refresher Course, Short- term Course, Seminar, Workshop, Minor Research Project and Major Research Project, M.Phil./ Ph.D. with Teacher Fellowship, Academic Conference, etc. for the development their of skills, knowledge and competences. Study Webs of Active-Learning for Young Aspiring Minds (SWAYAM) –Annual Refresher Programme in Teaching (ARPIT) launched by Ministry of Human Resource Development on 13th November, 2018 is the

latest inclusion with regard to this facility. The ARPIT course is treated as equivalent to one Refresher Course for the purpose of career advancement of faculty by the UGC.

3. The study reveals that a total of 6, that is, 85.71 percent (p.c.) of the respondents have attended the orientation course. On the other hand 14.29 p.c., that is, 1 respondent has not attended the Orientation Course. Table- 2 also indicates that 75 p.c. of Assistant Professors have participated Orientation Course while 25 p.c. of them have not participated this Course. But all Associate Professors have participated Orientation Course.

4. The study ensures that out of total 7 respondents 6 respondents, that is, 81.75 p.c. have participated refresher course where the share of participation for Assistant Professors and Associate Professors stood at 75 p.c. and 100 p.c. respectively. The study also ensures that one of the Assistant Professors has no participation in a single refresher course.

5. The study confirms that only one Assistant Professor, that is, 14.29 p.c. of the total teachers of the college is awarded the Ph.D. degree while 2 of the Assistant Professors, that is, 28.57 p.c. of total teachers are pursuing the Ph. D. work. None of the Associate Professors have any Ph.D. or M. Phil. degree and they are not pursuing Ph. D. or M. Phil. work. The study also confirms that 3 of the Assistant Professor, that is, 42.86 p.c. of total teachers of the college are having M. Phil. degree.

6. The study discloses that one of the teachers did not even attend a single course, Refresher Cource or Orientation Programme.

7. The study shows that a total of 6 teacher, 3 each from Assistant professors and Associate professors have work-shop participation from 6- 10 in number. None of the Assistant Professors as well as Associate professors has work-shop participation more than 10 in number.

8. The study reveals that 3 Assistant Professors have seminar paper presentation more than 10 in number but none of the Associate Professors have seminar paper presentation more than 10 in number. Every Assistant Professor has seminar paper presentation more than 5 in number. It is found that 2 of the Associate Professors have seminar paper presentation from 6- 10 in number and one Associate Professor has seminar paper presentation only from 1- 5 in number.

9. The study ensures that every Assistant Professor has ISBN/ ISSN Publication more than 5 in number but 3 Assistant Professors have ISBN/ ISSN Publication more than 10 in number. All Associate Professors have ISBN/ ISSN Publication only from 1- 5 in number.

10. The study confirms that only 2 Assistant Professors have completed their Minor Research Project but it is not completed by any Associate Professor.

11. The study discloses that there is no Major Research Project completion or undertaken by any teacher of the college.

12. It is found that 3 Assistant Professors have completed Short– term Course and the other 4 teachers have not completed a single short-term course

Conclusion:

The higher educational institutions are the pillars of the society which reflect the values of the society. It not only develops moral but also provides value education to the nation. Hence, importance arises for the development of the institutions from all sides. The human resources of every institution play a significant role in its overall development. They are to play their role in different ways for fulfilling the objectives of the institutions. Not only discharging the normal hour of duties but also activities for societal benefit is another job responsibility. The teaching staffs of the colleges are more responsible in overall development of the student fraternity. They are to play a major role in all direction of a higher educational institution. Not only assigned with taking the allotted classes, they are also assigned with the career development, institutional activities and societal activities. Hence, the importance of the teaching staff in higher educational institutions is significantly felt, and it has become very much true in the era of globalization of the education.

In academic field, we are to be updated with latest information and knowledge which we can get mostly by participating in Faculty Development Programme. Hence, teaching staff must compulsorily attend the programmes without any irrelevant break looking into the greater interest of the student community.

It is beyond doubt that Ph.D. degree holders deserve more value than M. Phil. degree holders, yet the rest of the teachers are expected to go ahead with research activities even if it is M. Phil., Minor Research Project, Major Research Project, ISBN/ ISSN publication, Book Publication and Seminar Paper Presentation. From the analysis it leads to conclude that all the

college teachers in general and the teachers of Tinsukia Commerce College in particular must go for more research activities which in return shall not only benefit the individual educational institution but it also can bring a positive charge in the social fabric of the society. Hence, the teachers are humbly suggested to be more active in imbibing research culture amongst themselves for the greater interest of the academic society consisting of student fraternity. In addition to that, they must make it a habit to see with all spirit that their institutions grow and develop nationally as well as internationally for a better footing.

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INTRODUCTION OF QUESTION THINKING SKILL TRAINING TO INCREASE HR EFFECTIVENESS

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Abstract

The concept of question thinking and its subsets have far more reaching impact on the human resource development of our country than is envisaged. Question thinking skill is a new concept in our country and hence is yet to be tapped towards utilization of its potential to the fullest extent. Being a important skill set of soft skills, it can result in bridging the skill gaps amongst the youth and the work force not only in our country but globally. Being a versatile skill set, its applications could be spanning almost all the fields of life and could potentially be part of life skills too. The job market today feels the deficiencies of skill sets when it comes to competencies like communication skills, decision making skills, conflict management skills, presentation skills, behavioural competencies and questioning skills which are all grouped under the head of soft skill development. Question thinking concept would help the Individual to become more effective towards the above said competencies. Trainers are also required at educational institutions, business houses and corporate houses to train employees on the skill. Since it is a intangible skill set, it is learnable and teachable. Further, question thinking modules specific to the trade/profession/requirement could be prepared for the users as per requirement and implemented for use. This paper aims to highlight the concept of Question thinking, its applications and the need for question thinking skill training to increase human resource effectiveness and to make HR force an effective force.

I. Working Definition

Being a new concept, it is important to define the concept for ease of understanding.Question thinking concept relies on thinking in the form of questions.The articulative use of the model of questioning in thinking process helps an individual to focus on the questioned topic.Therefore question thinking triggers the mind to focus on the topic being questioned thereby bringing in focus to the subject/topic/challenge or problem. Further questioning helps to clarify the subject in an objective manner and helps to arrive at relevant information

required for decision making. Question thinking is the essence of research i.e., to find answers to questions of the world. Learning to question systematically and scientifically is an art and skill which needs to be learnt to become effective in fostering better interpersonal relationship both at office and at home, take quick and correct decisions, be confident, handle objections by others, negotiate better, resolve conflicts, direct people towards betterment, mentoring, better teaching and learning and finally helps to reduce the soft skill gap in the work environment. All these strengthen the human resource towards more effectiveness and efficiency.

II. Objectives

An interactive survey was carried out amongst the respondents, in which they were queried about the level of awareness of question thinking skill. Further training was imparted to the respondents about the concept, quality, dynamics and methodology of question thinking skill, its application in detail and feedback obtained after the training in the form of a questionnaire with the following objectives:-

1. To check the level of awareness of question thinking skill amongst professionals.

2. To check whether or not, the concept of question thinking can help an individual to focus on the questioned subject and arrive at an informed decision.

3. To carry out a survey on whether or not question thinking skill training can improve individual performance at work environment

4. To find out whether or not, question thinking skill can improve greater self confidence.

III. Research Methodology

The Research Methodology followed was of exploratory in nature.The sampling technique used was non probability sampling (Quota sampling for the interactive surveys). Thestudy is based on primary data and secondary data.Introductory training was given to the respondents on the concept and its applications.The surveys were carried out amongst professionals from different disciplines numbering 40.Secondary data was collected from various books, journals, internet, government records and research articles.

Indian Human Resource Scenario and Soft Skills Gap

According to LinkedIn annual Global Talent Trends (2019) report, four key trends -- **soft skills, work flexibility, anti-harassment, and pay transparency** -- are impacting the future

of human resources (HR) and the recruiting industry, in India as well as globally. Soft skills include personal attributes that enable effective and harmonious interpersonal communication. In India, 87 per cent respondents believe that candidates with strong soft skills will be increasingly important to the success of their organizations. However, only 53 per cent say their companies have a formal process for assessing soft skills. As per India's Census(2010), the total youth population increased from 168 million in 1971 to 422 million in 2011. India is seen to remain younger longer than China and Indonesia, the two major countries other than India which determine the demographic features of Asia.

According to the 2017-18 Economic Survey, 64.8% of India's population would be in the working age of 15-64 years in 2026 up from 62.9% in 2006. As per the Madhya Pradesh Skills Ecosystem Report, a study conducted by Confederation of Indian Industry and Boston Consulting Group (CII & BCG) reveals that India has a large population base of 1.14 billion with demographic shift in favor of working age group (15-59 years).Further study by the same group in 2017,reveals that by 2020, India is forecasted to be the youngest country in the world with a median age of 29.United Nations Development Programme estimates, that 2040 will be the year when India will have the maximum share of working age population and in 2050 it will have the maximum number of working age population. In order to reap the benefits of demographic dividend of the young HR force, India will have to, therefore, equip this manpower to meet the requirement of skill talent across geographies. Question thinking skill training would surely strengthen such a preposition by enhancing the soft skill effectiveness of individuals to transform into a more potential HR force.

Question Thinking Theories

The Socratic questioning or Socratic maieutics was named after Socrates, the great philosopher who utilized an educational method that focused on discovering answers by questions from his students. The disciplined practice of thoughtful questioning enables scholar / student to examine ideas and be able to determine the validity of those ideas(Socratic dialogue unknown; Plato's Biography of Socrates, 2017). It is right to say so because it is this thought which being so powerful has changed the entire world and the mother earth.

Aristotle followed the integrative and exclusionary method. With the development of parallel thinking, the argumentative thinking process was given a new dimension and in fact to some extent replaced by parallel thinking. One such method was the six hats method which found wide acceptance and produced enormous results in the field of lateral thinking (Edward De

Bono, 1985). It is the thinking ability which has helped civilization to progress and develop. It is this attribute which has resulted in so many discoveries, creations, innovations and socio economic developments. This thought is the mother of all problems and solutions.

The thought of curiosity and craving to find answers to this complex universe has directed human thought towards such search and research which is constantly attempting to get answers(Dan Moulthrop,2015). If one observes carefully towards the process of thought generation, it is self generated, environment generated or influenced by both as highlighted by Jessica, Jonathan & Nathan(2014).

The will to survive and reproduce (Charles Darwin, 1859) has surely made mankind to work towards certain needs as explained by the Theory of Maslow's hierarchy of needs(Abraham Maslow,1943). Therefore, all discoveries and inventions are thoughts of questions which were worked upon to get thoughts of answers finally put to practice. Therefore, if the problem in hand is clear, by asking the right questions we can move to the right answers. It is pertinent to mention that from the above facts, it is sure that QTS(Question Thinking Skill) has a positive impact in almost on all the subsets of soft skill and its learning(Vinoth,2018).

Application of Question Thinking

Therefore question thinking skill could be specifically focused for use as different modules for schools, colleges, business organizations, hospitals, customer service centers, Conduct of surveys, parenting techniques at homes. More awareness and learning about the skill will foster better relationship, improvement of one's personality, to be a effective manager and a good leader(Terry,2009). This skill has a scope almost in all fields and disciplines provided this skill is researched further and training modules developed to suit the various fields and disciplines. More and more research, training and trainers would be required initially to bring in awareness and teaching amongst the masses(Vinoth,2018).

IV. Survey Results

A survey of 40 professionals from various disciplines of medicine,Human resource, engineering, clerical and from General Administration was carried out in a series of personal interviews and interactive questioning.During the interaction, it was clearly evident that only two respondents had some brief idea about the concept of question thinking.Rest 95% were unaware of the concept and its applications. Thereafter the respondents were made to undergo a training module on the definitions, concept, dynamics, scope and its applications in day to day life to improve HR effectiveness.After the training a questionnaire was given keeping the

objectives of the survey in mind to obtain their responses.The data was analyzed based on the objectives and the following are the key results:-

1. Prior to the training only 5% respondents were aware of the concept of questioning thinking.
2. After the training, all the respondents have responded that QTS will help them to improve their decision making ability.
3. All respondents have affirmed that question thinking skills will improve their individual performance at work place.
4. Respondents have responded positively that QTS would help to develop more self confidence of an individual.

The results of the pilot study survey on the responses for the introductory interactive training session of the QTS has revealed that this concept possesses great potential in strengthening the soft skills gap amongst the HR development of the country.Hence, more and more in-depth research is required on the field for creation of question thinking modules for various market environment for better standardization. Hence there are requirement of creating more awareness about the concept and create more trainers to train the youth.

V. Limitations of the Study

The sample size was small due to time constraints, subjective and conceptual nature of the research thereby preventing the researcher to select a larger sample size representing the population for better results. Also being a pilot study, the various factors in the form of variables which could affect results such as background, level of intellectual knowledge, age, language were kept as a constant. Moreover the aim of the research was exploratory and introductory in nature and hence limited in scope.

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GOOD & SERVICES TAX (GST) TRAINING MODULE IN INDIA: A PERSPECTIVE

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Abstract:

Tax structure in India is regarded widely as a web of complicated and multi-layered system. Indirect tax further was multi-fold with numerous tax applied to goods and services in various forms. In the month of July, 2017 the indirect tax regime in the country saw a major shift with the introduction of Goods and Services Tax Act (GST). The Indian businesses have largely depended on manual system of accounting and small businesses in particular resorted to self- maintenance of accounting without employing any professional as such for the same. However, after the implementation of GST this perception has largely changed. Every business whether large or small is looking for a professional individual who could guide the business in an effective manner to comply with various procedural aspect of the law. Chartered Accountants are already catering to this need in addition to the tax consultants. However, still many traders are facing the challenge of quality manpower those who can exclusively cater to the compliance of GST. This paper highlights various aspects of the law which creates the requirement for trained professionals in this area and also put forward the shortage of the same in real terms in the market and what are the measures which could be adopted so that a proper module to train individuals in this sector can be brought up which can not only help the businesses but also create additional employment opportunities and thereby contribute to the field of Human Resource Development.

Keyword:

GST, Training for GST, Employment opportunity

1. INTRODUCTION

Human Resource Development is an important and inseparable aspect of an organization. For an economy to prosper, its quality of human resource must be high. India, being a country with huge population, has, since ages, suffered from illiteracy amongst its masses. The education programmes have now started to reach the citizens at large but still a lot is to be done. Moreover, the education system in India is largely considered as non-technical and

non-skilled based due to which the job readiness of an individual is not taken care of. India in the 21st century is witnessing various changes. It is the fastest growing economy in the world which brings with itself many opportunities and also poses various challenges. The Indian economic system, the tax system and the business structures are witnessing major changes to bring the economy in uniformity with the global scenario. This has created demand for skilled manpower in these sectors which could cater to the growing needs of organization and individuals in the changed scenario. One such major change has been the introduction of Goods and Services Tax (GST) w.e.f. 01-07-2017. This has created requirement for skilled based GST consultants and professionals whereas there is lack of such courses in the market which is leading to wastage of such a golden opportunity for many.

2. OBJECTIVE OF RESEARCH

The present research is specific and is limited to the following objectives to have an exhaustive analysis of the following aspect:-

a. To analyze the need for GST training; and
b. To analyze a viable training module for GST.

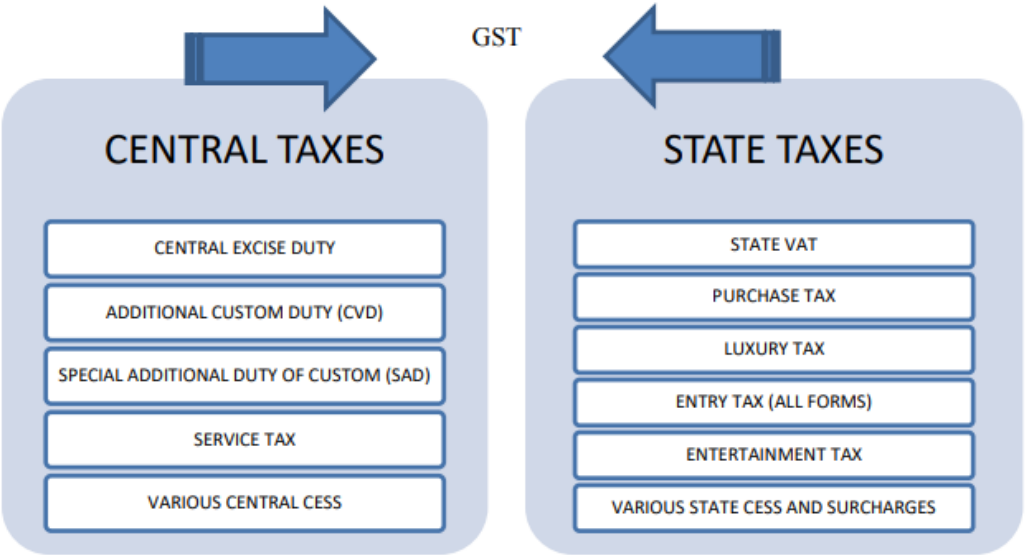
3. RESEARCH METHODOLOGY

The paper is based on exploratory research technique and data, and information cited in this paper was collected from secondary sources available on various websites of the Government of India like GST (www.gst.gov.in), GST Council (www.gstcouncil.gov.in), GST Council Archives (www.gstindia.com), Finance Ministry (www.finmin.gov.in), etc., and from various news articles, from websites of various media houses, journal papers, newspaper reports, magazine articles, etc. Based on the

information collected from these sources, the research design was adopted to achieve the objectives of the study.

4. GOODS AND SERVICES TAX – A BRIEF INSIGHT

Goods and Services Tax (GST) was introduced w.e.f. 01-07-2017 after overcoming many hurdles. It is poised to be the biggest indirect tax change in the country since independence. The law has merged various indirect taxes levied by the Central and State Governments and merged into a single tax GST. The followings taxes have been sub-merged into GST:



The GST system works on the mechanism of Input and Output tax credit. Tax has been divided into three broad categories:-

a. IGST (Integrated Goods & Service Tax) levied on interstate transactions and distributed between Central & State Government.

b. CGST (Central Goods & Service Tax) is that portion of GST levied on intra state transactions which goes to the Central Government.

c. SGST (State Goods & Service Tax) is that portion of GST levied on intra state transactions which goes to the respective State Government.

The simple description of the working of GST mechanism is that whenever a purchase is made by a trader/manufacturer/business for furtherance of his activity by means of

purchase of raw materials or purchase of goods or payment against a service, such organization has to pay GST on that transaction at a specified rate. The tax so paid is regarded as input tax credit (ITC). Similarly, when such organization sells good or provides service to generate revenue, it charges from its consumers, whether B2B (Business to Business) or B2C (Business to Consumer), at the specified GST rate and collects the same, which is regarded as Output GST. The input and output GST are matched periodically and if the output is more than input, it is to be paid, else it stays in the organization's GST account as ITC. The credit adjustment system is similar to the VAT regime.

Two categories of registration are prescribed under the law:-

a. Regular - The following categories of organizations/individuals are required to get Regular registration under the Act:-

   i. Businesses with annual turnover exceeding Rs. 1.5 crores

   ii. Businesses selling goods outside the state.

   Under regular registration, the input output mechanism is followed and two returns are to be filed every month, i.e., GSTR 3B (before 20th of the succeeding month) & GSTR 1 (before 10th of the succeeding month) and tax payment is to be made alongwith filing of GSTR 3B.

b. Composite - The following categories of organizations/individuals can opt for Composite Registration:-

   i. Businesses with annual turnover less than Rs.1.5 crore

   Under composite system, a business can opt for paying a lump-sum tax as a percentage of turnover. Under this system, quarterly return , i.e. GSTR 4 is to be filed and tax is also paid quarterly till 18th day of the succeeding month of the end of quarter.

Businesses with turnover of upto Rs. 40 lakhs per annum, in case of a trading firm, and upto Rs. 20 lakh, in case of a Service provider, are exempted from registration under GST.

However, even businesses with any turnover can opt for Regular registration. A business registered under Regular scheme can pass on the benefit of tax credit to others and can also sell goods outside the state, and thus Regular registration has been opted by maximum businesses which have registered under GST.

The returns as stated above for various categories of registration, i.e., GSTR 1, GSTR 3B, GSTR 4 and various other annual returns which are being notified from time to time have to be filed through the GST portal (www.gst.gov.in). Both online and offline GST return preparation mechanism is available. But the final return is to be filed only online, authenticating it by means of a Digital Signature or a One Time Password (OTP) sent to the registered mobile number.

Further, fine and interest is levied for delay in filing return.

The e-way bill mechanism is also applicable for movement of goods of value exceeding Rs.50,000/-. A unique e-way bill has to be generated online, giving details of the goods transported and the details of the vehicle in which the goods have been transported.

All the above legal requirements, either for a small business or a large business, requires a professional or an expert who can take care of the compliance part. Moreover, rectification of errors by means of revised return is also not permitted and use of Debit/Credit Note must be done, which further complicates the situation.

5. NEED FOR TRAINED HUMAN RESOURCE FOR GST

GST puts forth various compliance burden on a business, whether it be in the form of filing

various returns timely, raising proper invoices for transactions, recording valid HSN codes for various goods and services, charging proper GST tax rates for various goods and services, generating proper e-way bills for applicable transactions, payment of GST on a timely basis, maintaining proper books of accounts, etc.

Indian businesses have traditionally been managed by Sole owners or Partnership concerns wherein not much stress was put on maintaining computerized accounts or other aspects as mentioned above. However, the introduction of GST has posed a challenge before such businesses which are now dependent on professionals for their

compliance burdens. Moreover, professionals such as Chartered Accountants and Tax consultants are seeking high fees for carrying out GST compliance works. In some cases, even after paying such charges the professionals are unable to spare time as they are already over-burdened with the existing work. This has created an urgent need for more trained GST professionals in the country who can cater to the need of these small and medium sized firms.

6. EXISTING COURSE MODULES FOR GST TRAINING IN INDIA

Various leading institutes have come up with various courses related to GST. A few important courses which are presently available are discussed here:

The Institute of Chartered Accountants of India has introduced a course titled "Certificate Course on GST" which is carried out for a duration of 10 days covering multiple aspects of GST. The course assumes that the trainee has basic knowledge of tax matters and the knowledge imparted is of advanced level. It is deemed to be suitable for Auditors & Professionals.

The Ministry of Skill Development and Entrepreneurship (MSDE) had introduced a short course to certify GST practitioners under Pradhan Mantri Kaushal Vikash Yojna (PMKVY). Under this programme, 100 hours of training was to be imparted to professionals such as CA, CS, ICWA so that they can cope with the challenges of procedural compliance under the said law.

The National Institute of Financial Management (NIFM) which comes under the Ministry of Finance, Government of India also introduced a three day course module to provide basic training on GST. The training was mainly targeted to be given to GST trainees & Government employees. The practical application of various provisions was to be covered under the course.

The Institute of Cost Accountants of India (ICAI) had introduced a new course in the year 2018 titled "Certificate Course in Goods & Service Tax (GST)". This course was targeted towards Tax practitioners, Industrialists, Entrepreneurs, Academicians & Executives of different organizations. The course duration was six months with 72 training hours. The aspects covered were providing working knowledge of GST and knowledge of the various rules of the same.

On 14.02.2019, the Press Trust of India reported that the Government of India in collaboration with the Institute of Cost Accounts of India will launch a course to train about One Lakh Accountants over a period of one and a half year. The course fee will be funded by the Government of India. The biggest challenge that the Government is facing is the SMEs sector are not equipped with the right kind of accountant who can adhere to the GST norms. These trained accountants will bridge the gap and will provide the SMEs sector with skilled manpower. The proposed course will be of 50 hours classroom training and 10 hours practical training. Entry to the course will be through an All India Entrance Exam. The eligibility level would be - Commerce graduates or those who are pursuing graduation in Commerce. Training would be provided across 300 centres of ICAI in the country. However, this proposal is still in pipeline and is yet to be finalized. But this establishes the reality that the SMEs sector is facing lack of qualified GST personnel.

There have been online training modules and workshops designed for the training of GST by the Government of India which is made available in the GST website as well as is freely available in many other online platforms. But online education has still a long way to go in India. It can be considered as a good beginning but the results are not encouraging yet.

In addition to the above courses, there are many other courses carried out by a number of private institutes. These courses are being carried out over a duration of 3 weeks to 12 months, claiming to make an individual expert in GST, but due to the lack of compliance norms and strict quality control measures, these courses have merely become a marketing tool to attract the masses.

7. TRAINING GAP WHICH EXISTS IN THE AREA

Many training modules are already in place for GST in the country. Other than the proposed programme of the Institute of Cost Accountants of India (ICAI), which targets to train about One lakh individuals, all other Government programmes are made for the professional class, who already have a basic working knowledge of the law, if not they have skills through which they can gain knowledge of the law. Moreover, the proposed programme of ICAI, as stated above, has been capped at 60 hours, with only 10 hours of practical training. Given the technical aspects of the law, this time seems to be very less and can defeat the purpose of this huge program.

The problem area as truly identified by the Government is the lack of trained manpower having working knowledge of GST which could cater to the compliance needs of the SMEs sector. This sector cannot afford to bear huge professional charges against compliance of the law nor can they keep away from the compliance part. Thus, it is the responsibility of the Government to develop a training environment which could produce professionals who are versed with the working knowledge of GST and can cater to this sector. In addition, it will create job opportunity for the youth of this growing nation which fulfills the target of meeting human aspirations as well. Many training courses which are available are either not tailor-made for GST or are for professionals in the form of workshops to just add to their existing field of knowledge. The private institutes offering the course are rather more money minded and lack credibility, quality and intent.

8. SUITABLE TRAINING MODULE FOR GST

Since GST is a subject related to taxation, the core branch of knowledge to which it belongs to is Economics & Commerce. After high school when an individual chooses to specialize in a particular stream of knowledge at the Senior Secondary level, the basics of Taxation alongwith GST can be introduced. Many education boards are working in this direction, though the proposals are still in the planning stage. Some education boards have even included chapters on GST, covering some of its fundamentals, which is a welcome step. But, for the Commerce stream, an optional subject on Taxation & GST must be introduced at the Senior Secondary level. This will provide a base to students those who want to take up this subject as a career.

Many students now-a-days are interested to start a career immediately after their Senior Secondary level. The accounting institutes such as the Institute of Chartered Accountants of India, the Institute of Company Secretaries of India, the Institute of Cost Accountants of India and similar institutes can come up with Certified or Diploma Courses after the Senior Secondary level which could comprehensively train the students on the GST aspect and can grant them working knowledge on the same. The module must also include knowledge of an accounting software which solves many aspects of the compliance part related to GST. Even Universities across the country can come up with Diploma Courses for training students on GST. Though indirect tax is a subject in the Bachelor Degree Curriculum in many Universities but it is theoretical in nature.

However, for the success of any program, the practical aspect must be equally given importance alongwith the theoretical aspect.

A credible programme by a credible organization such as ICAI, ICSI or Universities across the country can contribute to this cause in a huge manner. The GST Course Module should be designed in such a manner that it includes the following basic aspects:-

a. **Basic knowledge of Computers** – The basic knowledge of computer is a must for GST. As the system involves a login into the GST portal and filing returns and paying taxes online, computer knowledge becomes mandatory. But advanced knowledge in this area is not required and only a basic knowledge will be sufficient.

b. **Working knowledge of Accounting Software -** Various Accounting softwares are available in the market which have customized themselves according to GST. Though accounting software is not a must for GST compliance but knowledge of the same makes the job easier. There are lesser chances of error and compliance becomes relatively easy. Working knowledge of accounting software becomes another important aspect.

c. **Basic knowledge of GST law -** GST law is a comprehensive legislation covering both simple and complicated issues relating to indirect tax. The complicated aspects of the law, which an individual generally doesn't come across in SMEs sectors, can be left to thorough professionals like CA, CS, ICWA, etc. However, basic knowledge of the law, which is applicable in day to day working, can prove to be of great help.

d. **Working Knowledge of Practical aspects of GST –** The practical aspect of GST includes knowledge of filing various returns, raising proper invoices under the law, charging proper rate of tax for various classes of goods and services, HSN code identification, e-way bill mechanism, registration, reverse charge and tax payment. These aspects are important for fulfilling the compliance requirement of the law. The module must thus include practical training of these aspects to give a working knowledge of the same.

e. **Basic knowledge of Internet & E-banking-** In GST, the filing of returns, generation of e-way bill, payment of tax is done online through the GST portal or the E-way bill

portal, as the case may be. For login into the portal, basic internet knowledge is sufficient and for payment of taxes, online e-payment mechanism, including E-banking system must be known. Basic knowledge of these aspects will help in efficient maintainace of compliance aspects.

f. **Continuous Upgradation of Knowledge for Amendments in GST -** Basic technique of staying upgraded along with the amendments in the existing law from time to time must be provided to the students under the module as GST law is not static. In its almost 2 years of stay in the economy various changes have been introduced. If a student is not updated about the changes or if a student is not versed with the techniques of upgradation, he/she may fall behind in the field.

This paper highlights the need for creating a new pool of professionals – the GST professionals. With the above knowledge they can easily cater to the compliance requirement of SMEs sector. It is a lucrative career option and given the lack of computerized infrastructure in the country, these professionals can prove to be beneficial role models in choosing an attractive career option. The main contention is the lack of a comprehensive module exclusively targeted to cater to this specific requirement.

9. SUGGESTED GST TRAINING MODULE

The various aspects as highlighted above can be bundled into a GST TRAINING MODULE and the same can be adopted with certain modifications by various leading institutes and Universities to cater to the growing requirement of GST professionals.

An Eight months course has been suggested which can be undergone by a student from Commerce Background who has passed the Senior Secondary Examination. It is presumed for developing this module that the student doesn't have the basic knowledge of taxation laws and computerized accounting.

CHAPTER 1 : Basic of Computer, Windows 7 & 10, MS- Word, MS- Excel, Internet applications, E-banking (30 hours training) with 60 minutes classes spread over One month (considering 6 days a week classes). The sessions must include practical assignments for a better understanding and proper practice lessons must be developed for each session.

CHAPTER 2 : Working knowledge of accounting software such as Tally must be provided. This is the basis of making GST compliance easy. 60 hours training with stress on practical aspect of the software must be provided. It must cover account preparation of a business alongwith generating return through software must be covered. The training must be covered over a period of 4 months (considering 3 days a week classes)

CHAPTER 3 : Basics of GST. IGST, CGST & SGST explanation, Various tax slabs, Registration types and procedure, Generating Tax invoices, HSN code understanding, Reverse charge mechanism, E-way bill mechanism, Filing of various returns, Payment of taxes. (60 hours training) with (20 hours theoretical lesson & 40 hours practical sessions) spread over a period of 4 months (considering 3 days a week classes).

CHAPTER 4 : ARTICLESHIP for a period of three months. The articleship can be under a Chartered accountant or a Qualified Tax consultant. This must be an extensive training covering minimum 4 hours a day under the said professional to gain a working knowledge of GST. Articleship can be carried as per the convenience of the student and the examination will be due only after completion of the Articleship.

Finally, a practical based examination can be conducted on a periodic basis to grant Certification to the said candidate. This is a comprehensive module and if adopted this can help in creating proper GST professionals who can build a long term career in this field and help the businesses in fulfilling their compliance requirement as well.

10. CONCLUSION

GST is considered as the overhaul of the indirect tax structure of India and this law is here to stay. Moreover, nations across the world have implemented GST successfully and are seeing an increased tax collection with high compliance rate. The solution to the problem of lack of skilled GST professionals must not be tackled with a short term goal, rather a long term approach as adopted by many popular countries who have successfully implemented GST, is needed. Though, the steps taken by various participants to educate people about GST is appreciable, but it is a fact that a lot remains to be done. Announcing programmes and measures won't help until it is implemented in its true spirit. The top accounting institutes in the country and the Universities must come forward in this hour of need to address to this growing demand by proving a specific answer in the form of a comprehensive Course module for GST which will solve

the long term problem of Skilled professionals in this sector and will in turn also contribute towards Human Resource Development which will better the life of many aspiring individuals who are looking for a stable career ahead. The suggestive course module in this study is a sincere effort in this direction and further research can be conducted to explore better possibilities of improving the said module.

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IMPACT OF TRAINING ON EMPLOYEE PRODUCTIVITY: A STUDY OF PRIVATE SECTOR BANKS IN TINSUKIA REGION

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Abstract

Today, in the era of globalisation, business is presented with opportunities and faced with challenges. Technology and connectivity are the norms in the developed world. Those organizations, which are technologically updated and dynamic can only survive in this global competitive market. The most vital asset to every organization under stiff and dynamic competition is its human capital. In order to survive in the dynamic market strong emphasis must be laid on skilled human capital in order to be competitive and financially solvent. Training is considered as one of the important tool to develop knowledge and skill of employees.

The present study will try to find out the various training programs adopted by the organization in private banking sectors and also provide a refresh insight of the significant role of training in Employee productivity.

Key words: banking sector, employee training, employee productivity

Introduction :

Banking sector is a wide financial and economical industry, which depends majorly on the workforce. Banking has been and will always be a "People Business". Efficient and effective management of the human resource in the organization turns it a successful one. Today in the era of globalisation, organisations which are technologically updated and dynamic can only survive in this ever changing competitive world requiring a strong emphasis on skilled human capital.

For banking, the importance of human resource management has grown manifold because of the nature of banking industry, which is mainly service based. The management of people in the organization along with handling the financial and economic risks at the wider level is the most potent challenges in front of the banking industry in any given time frame. Efficient and skilled manpower in the sector can only manage the financial risks that the banks need to take on regular basis.

The technology along with the method of working in banking sector is changing rapidly. Not only the machines, but approaches to various schemes, policies and banking facilities are changing with time. The new recruit and the older ones as well, need to undergo necessary training to grasp the same from time to time. Training can be defined as the program which is organized by the organization to develop the skills and knowledge in the employee's job requirement. In training, the employees are imparted by the technical knowledge and skills and is considered to be the short-term and job - oriented process. Empowering the employees with training and measuring their performance afterwards, is what the need of the hour in order to be competitive and successful.

The Indian organizations are always seen having a low investment in the training and development sessions which is further complicated by high employee turnover that leads to perceived loss of training investment that is aroused by the employers.

Training presents a prime opportunity to expand the knowledge base of all employees, but many employers in the current climate find development opportunities expensive. Employees attending training sessions also miss out on work time which may delay the completion of projects. However, despite these potential drawbacks, training and development provides both the individual and organisations as a whole with benefits that make the cost and time a worthwhile investment. The return on investment from training and development of employees is really a no brainer. Training is an indispensable part of human resource function

and management as it aims at improving the performance and the productivity of the employees.

Literature Review:

Nda Muhammad Maimuna & Fard Yazdani Rashad (2013) conducted a study entilted, "The impact of Employee Training on Employee Productivity" presents literature review on the significant of training and development on employee productivity. The paper concluded that training and development has a positive impact on the employees to carry out their work more effectively, increasing their interpersonal and technical abilities, team work, job confidence and work motivation.

Shaheen Azara et al. (2013), in the paper entitled "Employee Training and Organizational Performance: Mediation by Employees Performance". The study tries to visualize the importance of training for school teachers and analysis its relationship between training and teacher's performance. The overall results revealed significant and positive association between training and organizational performance.

Sharma Pooja and Sharma Richa (2014), conducted a study entitled "Examining the Impact of Training Practices and Employee Empowerment on the organizational Productivity", to study the significant impact of training practices and employee empowerment on the organizational productivity in the context of service organization. They said that if the organizations give attention for identifying the training needs of their employee, and empower them to take decisions on their own so that it will ultimately enhance the productivity of an organization.

Elnaga Amir, Imran Amen (2013) conducted a study entitled "The effect of training on Employee Performance" aimed at studying the effect of training on employee performance and to provide suggestion as to how firm can improve its employee performance through effective training program concluded that training plays vital role in the building of competencies of new as well as current employees to perform their job in an effective way.

Sandamali JGP et al. (2018) conducted a study entilted "The relationship between training and development and employee performance of Executive level Employees in Apparel Organizations".The study attempts to identify the relationship between training and development and employee performance of executive level employees through quantitative and cross sectional survey. The findings revealed that training and development is positively related to employee performance of executive level employee.

Iiyas Mohammed et al. (2017) conducted a study entitled "Relationship between Training and Employee Productivity in Organization: A partial Least Square (PLS-SEM) Approach" .The study attempts to find a relationship between training and employee productivity. Data were collected through questionnaire and analyzed with smart PLS software. A few statements were also added in the questionnaire about strategic skills in order to add value to this study. The study shows that both general skills and strategic skills have a positive relationship with employee productivity.

Objectives:

- To explore the various training programmes adopted by private sector banks.
- To examine the importance of period of employee training in improving productivity

Scope of the study:

The present study will help us to understand the various training sessions which employees have to go through in banking sector. Training sessions which employees are conferred upon comprising of both on the job training and off the job training methods. The present study focuses mainly on the soft and technical training sessions and little emphasis has been given on subject related training sessions. The study encompasses all the employees of the bank including Branch Managers, Clerks, Cahiers and others. The study emphasises mainly on private sector banks including Axis Bank, HDFC Bank, ICICI Bankand Yes Bank of Dibrugarh district.

Significance of the study:

The present study will help us in bridging the gap between training sessions and increased productiveness i.e. whether there is a relation between training and productivity. The study will throw light on improving banking services through efficient and effective training by determing the loop-holes, as banks being a human intensive industry which is for the people and by the people, it is pertinent that the employees are trained properly to increase customer satisfaction. Employees are internal customers of banks, they being trained rightly will help them achieve personal as well as of the organisational goals. Beside this, it would be helpful for other researchers too who would carry out advance research on the same area with a broader perspective.

Limitations of the study:

- The sample space being less may give biased results'
- The variables taken as measures of productivity may not always hold as there may be some error term.

Research Methodology:

In order to achieve the objectives following methodology has been adopted –

Data Collection Technique:

The present study is quantitative in nature. Data was collected through both primary and secondary sources. For primary data a structured questionnaire was drafted containing personal details and topic related questions. The questionnaire was distributed amongst the respondents in the study area.

Sample and Study Design:

The study consisted of four private banks of Dibrugarh district namely - Axis Bank, HDFC Bank, ICICI Bank and Yes Bank. Convenient sampling technique was employed for data collection.

Profile of respondents

Period of Training(in years)	No. of respondents
0-5	10
5-10	10
10-15	10
15 and above	10

To maintain uniformity in analysis, 10 employees from the above mentioned categories on the basis of period of training has been undertaken

Analysis of Data:

Five point Likert scale is being applied to analyze the impact of different time periods of training on the performance of the employees The impact factors of the statements in the Likert scale is calculated by using the following formula:

Impact factor = mi/ni x 100%

Where mi= Actual score

ni = total score

Actual score for each statement is calculated as follows:

mi= Sum(xipi)

where xi=scores i.e. 1,2,3,4,5

pi = no of respondents

The results under impact study of Likert scale has been ranked in decreasing order for each category.

Analysis and Interepretations

0-5 years of training :

Statements	5	4	3	2	1	Total Score	Actual Score	Score (%)	Impact Rank
Training improves employee satisfaction and morale	7	2	1	0	0	50	46	92	II
Training helps in acquiring new skills	8	2	0	0	0	50	48	96	I
Training improves knowledge	6	2	1	1	0	50	43	86	III
Training session helps in achieving personal goals	5	2	1	2	0	50	40	80	IV
Training improves performance	8	2	0	0	0	50	48	96	I

The above table shows that almost all the employees belonging to the initial periods of training i.e. upto years of training period are mostly benefited towards improvement in their performance followed by a proportionate acquisition of new skills from the training programmes. They are also of the opinion that training helps them to improve their morale and level of satisfaction to a great extent. The employees in this category also agrees that training significantly helps them in improving their knowledge and achieving their personal goals but with a relatively lower impact in relation to the former benefits.

5-10 YEARS OF TRAINING :

Statements	5	4	3	2	1	Total Score	Actual Score	Score(%)	Impact Rank
Training improves employee satisfaction and morale	5	3	2	0	0	50	43	86	II
Training helps in acquiring new skills	6	2	2	0	0	50	44	88	I
Training improves knowledge	5	2	1	2	0	50	40	80	III
Training session helps in achieving personal goals	4	3	1	2	0	50	39	78	IV
Training improves performance	6	2	2	0	0	50	44	88	I

From the above ranks on basis of the impacts of training on employee's productivity it can be observed that almost all the employees belonging to the category with a training period of 5-10 years are also mostly benefited towards improvement in their performance followed by a proportionate acquisition of new skills from the training programmes. They also expressed that training helps them to improve their morale and level of satisfaction but to a relatively lower extent than the former category employees. The employees in this category also agrees that training significantly helps them in improving their knowledge and achieving their personal goals but again with a relatively lower impact in relation to above mentioned principle benefits.

10-15 YEARS OF TRAINING :

Statements	5	4	3	2	1	Total Score	Actual Score	Score(%)	Impact Rank
Training improves employee satisfaction and morale	3	3	1	2	1	50	35	70	III
Training helps in acquiring new skills	3	4	3	0	0	50	40	80	I
Training improves knowledge	1	5	2	2	0	50	35	70	III
Training session helps in achieving personal goals	0	4	1	2	3	50	26	52	IV
Training improves performance	3	3	3	1	0	50	38	76	II

The above table potrays the data of employees who have undergone 10-15 years of training in their working career. It shows a highly positive impact of training in acquiring new skills which is slightly higher than impact of training on improvement in employee performance. Some of the employees also expressed a positive impact of training on increasing knowledge and employee satisfaction and morale. However, a very less number of employees under this category agreed that training helps them in achieving personal goals.

15 AND ABOVE YEARS OF TRAINING :

Statements	5	4	3	2	1	Total Score	Actual Score	Score(%)	Impact Rank
Training improves employee satisfaction and morale	0	2	4	2	2	50	26	52	II
Training helps in acquiring new skills	1	2	2	4	1	50	28	56	I
Training improves knowledge	0	3	1	1	5	50	22	44	IV
Training session helps in achieving personal goals	0	2	1	5	2	50	23	46	III
Training improves performance	1	2	2	4	1	50	28	56	I

Moving to the experienced category who have ub=ndergone more than 15 years of training in their working career,, it is observed that training has ca very low impact on acquiring new skills which is same in case of impact of training on employees' performance. Very less number of employees opined that training improves employees' satisfaction and morale. Moreover, employees under this category are also did not agree much with the statement that training improves knowledge and promotes in achieving personal goals.

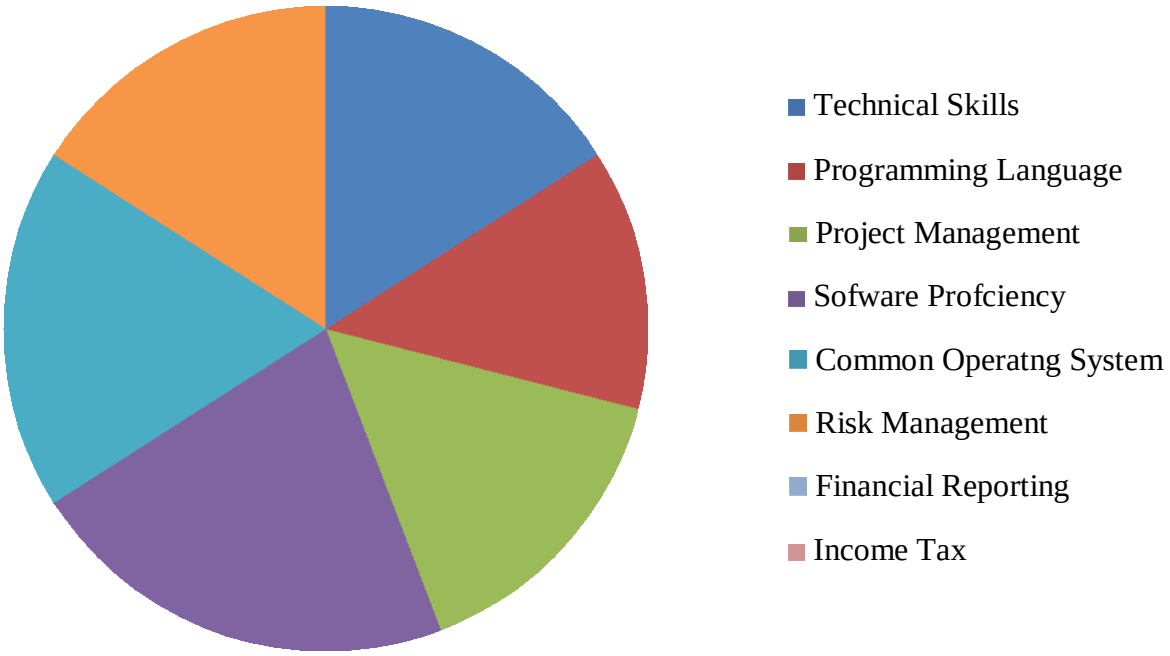
The overall findings are summed up as follows:

- Training has maximum impact on improving the skills of both the initial as well as experienced employees.
- Training contributes to improvement in performance of majority of the employees associated with training programs

- Improvement in performance is observed to be fully and directly directly related to acquiring of the new skills imparted in the various training programmes (in the above 3 levels of training out of 4, the deviation of the third case being very little from rest)).
- Training has some impact on improving knowledge, job satisfaction and morale in decreasing order respectively, the same decreasing with increasing training periods.
- Training has the least impact on fulfilling the personal goals of the employees with the least being observed with employees' who have undergone more than 10 years of training.
- The decrease in impact factors with the increase in period of training draws an inverse relationship between period spent on training and impact of training on employees' productivity. As the time period spent in training increases with increase in the continuing span of the job, less and less employees' are interested in training as it is evident from the observation that the impact of training on their productivity seems to be declining with increasing time period of training offered.
- Training is more popular and goes down as a powerful tool to motivate and improve the productivity of the employees undergoing initial trainings in early years of their involvement in the work.

Training sessions in soft skills:

Soft skills	Number of Respondents	Percentage
Communication	18	45
Presentation	22	55
Team Work	25	63
Time Management	9	23
Problem Solving	18	45
Adaptability	6	15
Ethics	12	30

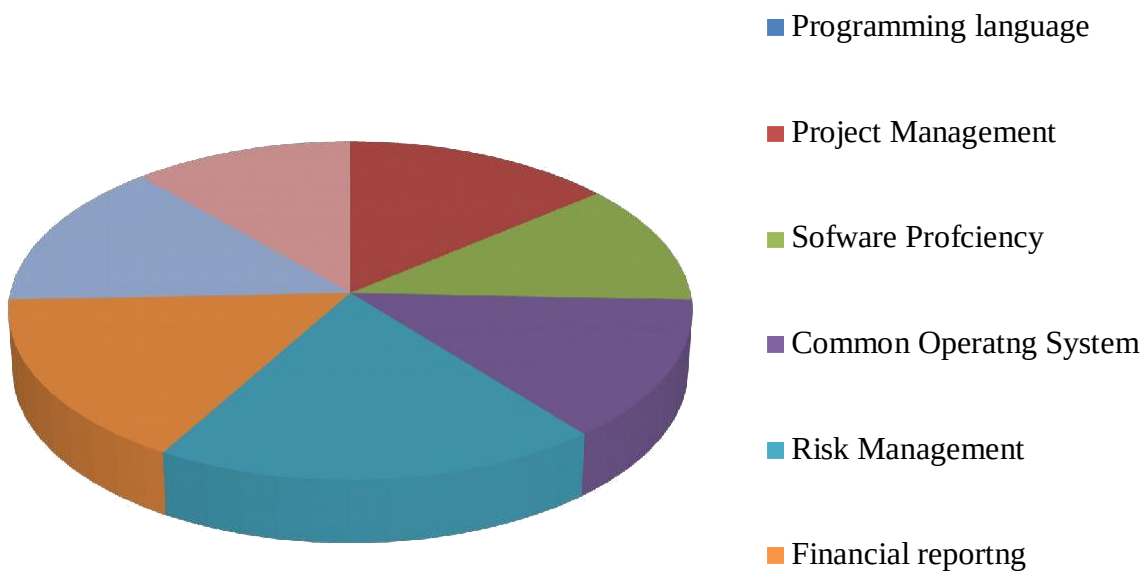


References: Training Sessions on Soft Skills :

The study revealed that amongst the soft skill training sessions majority of the respondents have gained training sessions improving teamwork skills i.e. about 23% followed by presentation skills about 20%. Communication and problem solving skills were also focused in the training sessions is about 16% attended by the employees of the private sector banks. Ethics, time management and adaptability were less focused in the training sessions attended by the respondents

Training sessions in technical skills

Technical Skills	No. of Respondents	Percentage
Programming Language	22	55
Project Management	18	45
Software Proficiency	21	53
Common Operating System	30	75
Risk Management	25	63
Financial Reporting	22	55
Income Tax	18	45



Reference: Training sessions in technical skills

From the above table it is clear that amongst the technical training sessions most of the respondents benefitted from training sessions on common operating system, i.e. 75%, followed by risk management about 63%, however programming language and financial reporting contributed same amount of benefit i.e. about 55%. Sessions on Software proficiency, project management and income tax were less focussed.

Conclusion:

Training has a significant role to play on employee productivity. Training is more popular and goes down as a powerful tool to motivate and improve the productivity of the employees undergoing initial trainings in early years of their involvement in the work. However, the decrease in impact factors with the increase in period of training draws an inverse relationship between period spent on training and impact of training on employees' productivity.

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THE ROLE OF HUMAN RESOURCE TO ALIGN THE INTERNAL AND EXTERNAL EMPLOYEES OF THE ORGANISATION TOWARDS A COMMON PURPOSE 'THE NORTH' (A STUDY BASED ON ACTUAL PRACTICE BY THE AUTHOR IN VARIOUS ORGANISATIONS)

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Abstract

This Paper attempts to bring about the role and practices of Human Resource, to be a driver of change in Organisational Behaviour. This is based on practices in three different organisations. As known - to enhance Business and other Organisational results, it becomes critical to measure, analyze and make changes in the exhibited Behaviour of people across the Organisation, to align them to the common purpose the NORTH.

- The three organisations, have been distinctly different over Time, Industry and Management styles.
- These involved large number of direct and indirect employees, over a large geography, while having diverse ethnic, social and cultural values.
- Two of these have been at an All India basis, and one was a Multinational, with a worldwide footprint.
- Further, the practicewas in different maturity levels and age of the Organisation. One being at **the mature arm**, the second being in the **early mature arm** and the third being at a **startup stage**.

This clearly indicates **the effectiveness** of the *Principles, Ideology (theory), Methodology (Process)* and*Drivers*used in each of the three situations.The study further gives the Pitfalls that is best avoided.

- ✓ The practice of bringing, initiating and driving organisational change was done involving people through all the layers of the Organisation through a methodology called the cascading top-down methodology.
- ✓ Further, the Mind and Human Feelings alongwith the Organisational Policy, Processes, and Structure are all touched and involved in this in a structured and systematic way.

The practice and relevance of these practices are such that in the advent of incorporating Technology (Industry 4.0), it does not make the study redundant.Using universal principles and modern practices in Neuroscience makes this practice relevant in current times.

Keeping objectivity in the forefront makes the practice easy to understand and execute by most interested practitioners.

Acknowledgments

1. To all my Seniors, Colleagues and Customers.
2. To my family and specially my daughter who even edited this paper.

Introduction

Background:

As we move down the last 3 to 4 decades, we have seen a couple of very interesting changes. These changes witnessed have had their effect across the whole world and specific societies in different intensities.The advent of the Industrial Revolution 3 and now the Industrial revolution 4. In parts of rural India, the Industrial revolution 2 was also witnessed in the last 4 decades.The Baby Boomers, giving way to the Generation X and then to Gen Y and now the Gen Z. the Opening of markets for the multinationals to come in and disappearing of the License Raj and protected Economy.

This increased the competitiveness and mediocrity got under pressure. Organisations started losing weight and terms like Agility and nimbleness started being used outside the frame of individuals. Alignment and common purpose made more meaning to increase effectiveness and efficiencies.

Problem Statement:

Alignment of people to the common purpose of the Organisation is very difficult as organisations are large, at different maturity levels and with diversity of Geography, people with diverse age, gender and culture, education exposure and experiences etc.

Study Objectives and Significance:

The Alignment to organisational Purpose is critical to any Organisation of size and spread. This study aims to provide answers to make and manage this alignment of people with huge diversity towards the Organisational purpose. In case the Organisation is Old or a Startup, the

peculiarities are different but the common, is the alignment in the direction of work and thoughts. This purpose is known as the NORTH.

Literature Review

Practices:

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2. Kotter, J. (2012). Leading Change. Harvard Business Review Press
3. Peters, T., Austin, N. (1985). Passion for Excellence: The Leadership Difference. Fontana/Collins.
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Methodology

Introduction:

This portion describes the major learnings and practices in three different organisations which the author observed while being entrenched in different roles to bring about the alignment in the said organizations. These learnings have been captured and later applied for large scale implementation. These have been discussed below, at depth in a structured manner.

Situation 1:

The Organisation: Modi Xerox Limited, a 40:40 percent Joint venture with 20% public equity, between Modi Rubber of India and Rank Xerox of UK.

The Business: In the business of Manufacturing, Selling and Servicing Plain Paper Photocopiers and other systems in India. Started in 1982, with the manufacturing going operational in 1985.

The Time period under consideration: The time period of his study is between 1986-92.

Geographies Spread (Footprint): Modi Xerox had a footprint within India, withother Xerox organisations present all across the globe. What is being discussed here is the study within India.

Organisational Challenge at that point of Time: The years after the end of World War II saw the phenomenal rise of Japan, in the field of engineering and science. The impact of this

was being visible as Japanese goods started competing with the Americans and Europeans in world markets.

The Organisational Purpose and Significance: The domination of America in Automobiles and other Engineering products was being challenged seriously by the Japanese companies and these names were being getting recognised by all. Xerox also was feeling the heat. So much so, that it is being said that *"the cost at which Xerox was manufacturing a Photocopier, was the same as Fuji Xerox Selling them and making profits."*

How they went about it: This was making most American companies and the Government itself, jointly sponsored programs to send teams to study the Japanese Way.

Of the many such teams, three teams were led by …**Joseph Muran Juran, W. Edwards Deming and Philip Crosby,** who were later called the quality gurus.Their findings led to the Quality movement across the world that we know of. Xerox Corporation also sponsored the research team led by Juran. After this team did their study and shared the findings, the CEO of Xerox Corporation David T Kearns, himself went through the learnings of the Practices of the Japanese. He understood that it was not only the process that was important but the thought, intent and the behavior in which all this was being expressed and exhibited was more important.

David and his team that took a call to inculcate this mindset in all that was being done and produced througheach employee of the Xerox World, i.e.as a direct employee or through its Associated, Affiliated, or Partnered companies. The message that was the key was "either understand, accept and follow the practices or lookout elsewhere"

The unique and interesting Cascading howthis program was driven needs a mention. A Manager with the team was called a Family Group, with the Manager being the Family Head. This Program, which was christened "Leadership Through Quality", was driven in a Top Down approach. The unique portion was that each Manager gets trained once as a Family Group Member, wherein the concepts are cleared and then this person applies this in his / her workplace. Then this manager with the new belief, goes through the program again but this time in his / Her own family groups but as a Family Head, leading the program alongwith the facilitator.***In this way the program is spread by the Organisation and with the buying in and endorsement of the Manager.***

Another key aspect of this program was the importance given to Interpersonal communication skills christened**Interactive Skills;** The way of communication whereby giving importance and respect to each other and to ***focus on the issue and not on the person.***

The Role and responsibilities: The authorwas then as an independent Quota Bearing Salesperson (QBS) having a Territory (geography) to look after. The major duties involved Generating business, support the existing customers,ensurecollections of payment, report competitive activities. His in-doctrine into this mindset and program happened in a very interesting way.

This was April-May of 1988. The customer base had increased drastically, the customers were happy, however the only point lagging was timely Collections. The Service Engineer support was from 200 Km away. Theoperations were from Home Office and the author was always requesting various support.One day he got called for review to the Regional HQ. It was known that there would be lots of fireworks, and therefore, as a safeguarding mechanism, he packed all thecorrespondence files (No Computers and no e-mails).

After waiting for some time, the Author was called inside…and was surprised!

1. There were 7-8 people in the room, but instead of them facing the chair where he was to sit, all of them were sitting on the same side as him – facing the white board.
2. They were speaking in a normal voice and using alien terms like ‘braining storming’ and ‘defining the Problem Statement’.
3. They invited the author to sit and after a while asked to contribute as it was a after all a discussion about his territory.
4. They did a Fishbone and root cause analysis and came up with solutions that the author had always been asking for since the last year or so!
5. They quickly cleared an office for the location and asked him to identify office spaces, an Engineer and a Salesperson were also sanctioned.
6. The author just did not know what hit him!

This was for the first time, all in the room were working together for a common purpose. No one was victimized (even felt so), and there was a positive win-win outcome at the end. Each member in the room came out feeling good with a sense of accomplishment.

The visible Impact: The impact of this philosophy left behind a trail of practices that made this Organisation executing practices beyond its time. Such practices are today referredto and taught in B Schools.

i. Every Manager was out on field every dayat least part of the time, with the team member on accompanying calls at customer premises. [a concept later termed as Management by Wandering Around – MBWA: ref: Passion for Excellence]
ii. Every Manager knew the team members family by name and have met them in multiple occasions. This got the team together to another level as a big family. This gets referred as a TRIBE: ref: Kotter, J.
iii. Geographic united Teams of the Salesperson, Service Engineer and the Collection Executive formed teams taking total ownership of the Territory, Business and Territory. They had no leaders but worked together in a concept called Self-Managed Workgroups. (SMWG)
iv. Quality projects took place in every field and the recognition and rewards were a big Annual event. These quality projects were registered, and progress monitored. Sharing of these projects were done extensively as best practices.

Situation 2:

The Organisation: Bharti Airtel Limited

The Business: In the business of Telecommunications. A Service Provider operating at a Nation-wide Level.

The Time period under consideration:2001-2002

Geographies Spread (Footprint): Pan-India

Organisational Challenge at that point of Time: Bharti Airtel had won license for a few of the circles in the then 2G GSM network licenses. New Service Providers and Competitive Technologies were also entering. Retention of customers was of more significance now as migration between Service providers were easy. Most employees were from different industries and Telecom as an industry was trying to settle down.

The Organisational Dream; Vision; Purpose: Airtel as a brand wastrying to establish itself and an organisational structure was getting defined. Tie ups with Foreign players and technology partners were also being firmed. Market share and users base were the milestones.

How they went about it: There were two distinctly different incidents that happened concurrently. Telecom in India was a high Technology driven Industry. It in-fact became the 3rd Industrial Revolution after Steam and Electricity. The other was that the Copier industry

with all its super Sales and Service, suddenly found themselves jobless with the sharp shrink there. These super trained forcesbrought in with them the cultural belief of the strength of Quality. However, Telecom being much bigger there was a huge migration of people from FMCG and other industries.

IQL the Indian arm of The Philip Crosby Quality Institute were hired to drive the Quality concepts with local champions helping drive this work culture. Certification and recognition at the local and Circle level helped this drive.

Another interesting practice and learning came with the uniqueness of this industry. The extensive dependence upon channel partners allowed exposure to the organisational work-culture to these channel partners too.

The Role and responsibilities:The authorwas the Sr Manager Training looking after Sales and Customer Agents Training and development.He was paired with the Quality Manager, to drive 'Quality' as a work Culture. The concept of Customer and Excellence were the key drivers.

It was realized that the Quality Manager was driving coverage (training and Certification), and in the bargain losing focus on individual learning practicing and internalization. The author therefore focused into the aspect of application of the learning at an individual level.

The visible Impact: The impact of this encouraged the employees to think outside the box.

i. They were made to realize that each of them is perfectly capable of tackling problems and identifying solutions.
ii. Alignment of the Organisational Mindset to the channel partners and their teams, was implemented here.
iii. The resistance and barriers between the channel partners and the Sales teamwas bridged by including the experiential Outbound training intervention to bring about a cohesion of thoughts.
iv. To move into higher league, this Alignment to the 'NORTH' or acommon purpose, was first understood by them as the channel partners and their teams that were the true face of the Organisation for the customer.

Situation3:

The Organisation: Reliance Industries Limited (RIL)

The Business: RIL is in the business of Refining Crude Oil and selling or utilizing the Outputs in manufacturing of other products. Today they are the largest retailers of petrochemicals and other products as well as Telecom company in India and knocking the doors of the world.

The Time period under consideration: 2002-2006 and 2011-2012 and then again 2013-2015. Here there are three-time snapshots within the same period that the Author worked with RIL.

Geographies Spread (Footprint): RIL has a global footprint, and a world and National market leaders in many of their products and businesses. The consideration here would remain largely on to the Petroleum Retail Business in India.

Organisational Challenge at that point of Time: For RIL there were many challenges. They were late movers into whatever space they moved into, and therefore always faced stiff competition from the existing companies in the field.

Specifically, in the business vertical of **Fuel Retailing** the challenges were-

- RIL being the first Private player in Fuel Retailing in the domestic market there were already three or more established Public Sector Organisations that were operating in India
- This was an existing industry in India of more than 125 years.
- There were more than 20000 fuel pumps operating through the length and breadth of India.
- This was an industry with a bad name and carried a negative baggage.
- Real estate prices in cities was very costly and prohibitive.

The Organisational Dream; Vision; Purpose: RIL wanted to establish itself as the biggest player of Fuel Retailing in India. It already had a functional Refinery and with exports becoming difficult, therefore retailing the output in the domestic market became important.

How they went about it: RIL went about it in a very systematic way. They performed a Benchmarking exercise against the best in the world. They identified the core team across different industries, each a specialist of their field. This team of around 40 members spent around 60 days with an Organisation Flying J, in USA taking note of practices that was fitting into the way of things visualized for RIL. It was at this juncture that I joined and was part of this Due Diligence team.

Certain other very strong norms were established like not to mass hire from within the industry, to avoid the negative baggage of the industry. To be coming into an established market, the only way was to come in with a disruptive thought Process and therefore, technology was used in a very big way.

The Role and responsibilities: The author was given a simple challenge. To set up systems and processes so that a prospective trucker driving form Kashmir to Kanya Kumari in his truck carrying load ***has the same customer experience*** each time in the upward and downward journey he makes. Consistency of experience! In this Organisation the author was heading the Learning and Development, and this provided an opportunity to implement the learning from Flying J as well as prior experiences. Having understood that every leader came with a strength in his or her own field, from Oil Marketing, Engineering, Finance, IT, Hospitality, Vehicle service, Training, - it becomes very important to have a common direction in which all could flow. Secondly, given a common organisational NORTH, it is important to provide a platform for maintaining consistency of understanding, across the planned 2000 Fueling stations and offices.

To ensure that the Customer has consistent experience of our Service and Product, the Organisational NORTH the following was done -

1. All leaders, even the support functions attend the exhaustive orientation program. – so that all involved understood the significance of their work in the big picture at any moment.
2. 'Quality' to be the way of life was established for the Organisation.
    - Every employee was taken through the awareness program on Quality principles.
    - A major drive of documenting every work was done and establishing a connection with all related other work processes was done resulting into more than 350 written processes in a specific template having Performance indicators and Key performance Indicators (KPIs).
3. Retail as per nature was an industry, that was infected with high rate of attrition. Going into the root cause, and reconfirmation from Flying J, threw up the key cause, which was misfit into the role.
    - As a solution Psychometrics was used as key selection tool for recruitment.
    - Assessment of more than 100,000 people to recruit 30,000 company and channel employees.

4. A very strong principle of Quality is 'what you measure gets performed'.
    - This means every process had KPIs and they got measured and dash boarded.
    - Every Employee including Pump attendant was certified and audited.
    - Every operation process was audited through a concept called **Critical Mistake Analysis**.
    - This established Process Gaps or People gaps which were rectified.
5. Every Outlet and field manager went through a designed program called CREDO. (Creating Retail Experience and Delight at Outlets).

The visible Impact: The impact of these measures

i. With a visible common purpose (NORTH) there was a distinguishable reduced infighting. People came forward to share, learn and help. Productivity and output increased.
ii. Buying in of each other's ideas took place, thereby reducing wastage in creating and holding barriers and hurdles.
iii. As there were written processes and Performance Indicators, with identified linkages with other processes, migration form Manual to Automation and vice-versa was reduced many times.
iv. KPIs determined the MIS and control Dashboards. This enhanced transparency and review was not restricted to periodic but instant and online thereby increasing Ownership.
v. People's natural behaviors was aligned to job requirements thereby drastically reducing variances and having Zero Attrition.
vi. Very quickly the Retail Outlets started getting commissioned and they reached the planned levels of productivity. Customers were happy and RIL turned out to be a Brand.
vii. In a short window of 18 to 20 months each Outlet became the highest selling RO in its Market place.

Findings

i. Individual and group Practices like MBWA; and SMWG; working in Tribes were strong practices that got the employees involved, engaged and with a sense of Ownership.

ii. With the encouragement and recognition of Quality projects, the employees found themselves to be independent and autonomous in their thoughts. Problem solving became their everyday tool while being self-driven.

iii. Alignment of the Organisational Mindset to the channel partners and their teams, got implemented here, and any barriers created was addressed to bring about a cohesion of thoughts between the channel partners and the Sales team.

iv. With a visible common purpose (NORTH) there was a distinguishable reduced infighting. People came forward to share, learn and help. Productivity and output increased. Buying in of each other's ideas took place, thereby reducing wastage in creating and holding barriers and hurdles.

v. Process KPIs determined the management and control Dashboards. This enhanced transparency and review was not restricted to periodic but instant and online.

vi. New productivity norms earlier not even considered were achieved with this alignment

Discussions

What seems significant is that, though the three Organisations that have been discussed have been of different industries and different times, the practice of alignment to a common purpose (NORTH) has been to bring about the change from within. The question that arises are…

A. Are there more factors that may have been missed?

Author's Response: There could be more factors or sub-factors that may not have been captured here in this study (Not by intention but being overlooked). However, it becomes significant that once getting started in this journey, the journey itself would keep throwing out options and choices which could provide for the solutions to any questions that come the way. Further reading is suggested and advisable.

B. Is this sustainable, and if not, what could be the alternate remedial measures?

Author's Response: There are two very important aspects. For any change to sustain there is the mindset and the other is the Process.

Mindset and Nature: Change is constant, and therefore to keep holding to a situation however good it may be, itself is detrimental to the cause.

- Therefore, one needs to be alert, and willing to change again when the need arises.

- Secondly, the new or change itself should be in line with established Principles. The law of Physics on Entropy needs to be kept in mind. Being structured, for some is easy, but for some is a humungous task.
- Therefore, to make a system very alien to nature, would be difficult to sustain.

Process: Organisational way of working can be changed and sustained, if and only if a few basics are kept in view.

- As organisations grow, recruitment of people happens. These new people if brought in into managerial and leadership roles, one must be very careful, to check the Organisation Fit aspect.
- The induction must be done carefully and as an investment right at the beginning, rather than getting them to get started and inducted later.
- A new manager Leader also can influence a larger number of team members.
- Further, it is practiced by many organisations, not to hire managers from the same Organisation (unless this is done as part of the design).

C. Are these learnings replicable in other Organisations / Industries?

Author's Response: Yes, all these practices can be replicated. However, a point of caution is to check the applicability and appropriateness before replicating.

D. Keeping in mind that the majority workforce today are Gen X and Gen Y, and the Gen Z almost stepping in - are learnings from this applicable to them?

Author's Response: The practices stated and discussed here are based on principles, and therefore not practiced like rituals. Many of these practices have been introduced (by the author as consultant) as change management practices in other organisations of today.

E. How would the bringing in of Automation and ERP tools impact these practices?

Author's Response: For those processes where migration of processes to Automation is being done, let the process be designed first and then the Automation to replace the defined Manual processes be introduced, and not vice-versa.

Conclusion

Organisations always change some by itself some with purpose. To make this change happen irrespective of the reasons why, the response by the Organisation have a common path.

1. Involve all into the process make the execution be from within and at the lowest level of the Organisation.

2. Make sure that the messages are not diluted in any way. Create barriers to avoid miscommunication.
3. Create policies and procedures with minimal interdependencies.
4. Create MIS and Dashboards to be created by the people involved and visible at all places and levels.
5. Provide training to the largest possible base and coverage.
6. Encourage a culture that is Empowering; Agile; decisioning happening closest to action point; no fear of failure and open.

The author is happy to share the experiences in this very significant area of Organisation Behaviour, to initiate, manage and sustain change.

All that has been shared here are the firsthand experiences by the Author.

THE PROSPECTS OF HRD IN RURAL INDIA IN VIEW OF THE CONTRIBUTION OF MSME SECTOR IN EMPLOYMENT GENERATION WITH SPECIAL REFERENCE TO ASSAM

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Abstract

HRD is an important component for the success of any organization. It is the major function of HRM and it also serves to improve the productivity of the people in their areas of work whether these are in formal or informal settings. Nadler (1994), defined HRD as a planned continuous effort by management to improve employee capacity levels and organizational performance through training education development programmee. India with 300 million people still living below poverty line needs measures to uplift the status of these people. The Indian MSME sector has been instrumental in the generation of employment opportunities in the local and less educated strata of the society, particularly the poor. The MSME is considered as a vibrant and dynamic sector of the Indian economy. Keeping in view the importance of MSME sector in employment generation, a study has been undertaken in this area and also focus has been givento the development of human resources in rural India to evaluate the current scenario of employment generation and contribution of MSME with special reference to the state of Assam.

Keywords:-HRD, MSME, productivity, employment opportunities, Assam

INTRODUCTION

Human Resource Development is defined as the policies and programs that support for equitable opportunities. It is necessary for continuing acquisition and application of skill and knowledge which is beneficial to individual organization and equally beneficial to the community of larger environment of which they are part.

Rural development is an important issue pertaining to economic development, especially of developing countries, throughout the world. It is concerned with the overall development of rural areas to improve the quality of life of rural people. The ministry of Rural development, a branch of the government of India, is entrusted with the task of accelerating the socio economic

development of rural India. Its focus is on health, education, drinkingwater, housing and roads. Despite good progress over the past few generations, billions of people still live in acute poverty and suffer with grossly inadequate access to the resources-education, health services,infrastructure,land and credit to give a chance for better life. According to World Development Report of 1980, the development of any country depends upon the quality of human capital and human development activities undertaken.

DEFINITIONS OF HRD

HRD (Human Resources Development) has been defined by various scholars in various ways. Some of the important definitions of HRD (Human Resources Development) are as follows:
1. According to **Leonard Nadler,** "Human resource development is a series of organised activities, conducted within a specialised time and designed to produce behavioural changes."

2. In the words of **Prof. T.V. Rao,** "HRD is a process by which the employees of an organisation are helped in a continuous and planned way to (i) acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles; (ii) develop their journal capabilities as individual and discover and exploit their own inner potential for their own and /or organisational development purposes; (iii) develop an organisational culture in which superior-subordinate relationship, team work and collaboration among sub-units are strong and contribute to the professional well-being, motivation and pride of employees." .

3. According to **M.M. Khan,** "Human resource development is the across of increasing knowledge, capabilities and positive work attitudes of all people working at all levels in a business undertaking."

THE INDIAN BACKDROP

Poverty is a multifaceted concept and has been one of the persisting social evils haunting the rural masses of India especially in the rural areas. Ever since Independence, a number of policies were made and adopted for the upliftment of rural population of the country. Now, the emphasis has been shifted from the development of employment opportunities to generation of self-employment and empowerment. The GOI has taken up the task of developing rural India, through various implications and schemes, which includes the development of MSMEs in India.

MSME

Worldwide the micro, small and medium enterprises have been accepted as the engine to economic growth for promoting equitable development.

The Government of India has enacted the Micro, Small and Medium Enterprises Development (MSMED) Act, 2006 in terms of which the definition of micro, small and medium enterprises is as under:-Enterprises engaged in the manufacture or production, processing or preservation of goods as specified below:

A micro enterprise is an enterprise where investment in plant and machinery does not exceed Rs. 25 lakh;

A small enterprise is an enterprise where the investment in plant and machinery is more than Rs. 25 lakh but does not exceed Rs. 5 crore;

A medium enterprise is an enterprise where the investment in plant and machinery is more than Rs.5 crore but does not exceed Rs.10 crore.
In case of the above enterprises, investment in plant and machinery is the original cost excluding land and building and the items specified by the Ministry of Small Scale Industries.

Enterprises engaged in providing or rendering of services and whose investment in equipment (original cost excluding land and building and furniture, fittings and other items not directly related to the service rendered or as may be notified under the MSMED Act, 2006 are specified below.

A micro enterprise is an enterprise where the investment in equipment does not exceed Rs. 10 lakh;

A small enterprise is an enterprise where the investment in equipment is more than Rs.10 lakh but does not exceed Rs. 2 crore;

A medium enterprise is an enterprise where the investment in equipment is more than Rs. 2 crore but does not exceed Rs. 5 crore.

OBJECTIVES

The study aims to:-

*Explore the prospects of HRD in Rural India and relate it with HRD.

*Estimate the contribution of MSME in employment generation of Assam.

*Suggest policy measures for strengthening the MSMEs of Assam.

METHODOLOGY

The study is based on secondary sources of data collected from different sources such as books, referredjournal, AnnualReport, newspapers, internet, etc.

ROLE OF HRD IN MSMEs

HRD holds the key for economic development through enabling people to become more productive.

The success of the organization today and tomorrow is being seen more and more dependent on the effectiveness of HRD.Although there is a lack of literature and empirical research in this area, several studies in the past decade and recent years emphasized the importance of HRD for the survival and success of the SMEs.

ARTICLE fromKNN (knowledge & news network), 17/11/2018, 1; 30 pm

MSMEs need to understand the importance of Human resource: Expert

New Delhi, Nov 17 (KNN) The best strategy for MSMEs to grow in market like India is to understand the importance of Human Resource (HR), said Marcos Segador Arrebola country Manager of GI Group India.

He further added that it is true that MSMEs focus more on day to day business operations and neglects human resource management.

PLACE OF MSME IN ASSAM

Table1-State-wise distribution of estimated number of MSMEs in NE region (NSS 73rd round)

SERIAL NO.	STATE	ESTIMATED NUMBER OF ENTERPRISES (in lakh)			
		Micro	Small	Medium	MSME
1	**Assam**	**12.10**	**0.04**	**0.00**	**12.14**
2	Arunachal Pradesh	0.22	0.00	0.00	0.23
3	Manipur	1.80	0.00	0.00	1.80
4	Meghalaya	1.12	0.00	0.00	1.12
5	Mizoram	0.35	0.00	0.00	0.35
6	Nagaland	0.91	0.00	0.00	0.91
7	Sikkim	0.26	0.00	0.00	0.26
8	Tripura	2.10	0.01	0.00	2.11

The study reveals that there is a total of 12.14 MSMEs in Assam according to MSME, Annual Report, 2017-18, contributing to micro enterprises to the largest to 12.10 lakh.

Table2-State –wise estimated number of employees (NSS 73rd Round)

SL.NO	**STATE**	**EMPLOYMENT (IN LAKHS)**		
		Female	**Male**	**Total**
1	**Assam**	**1.78**	**16.37**	**18.15**
2	Arunachal Pradesh	0.11	0.29	0.41
3	Manipur	1.40	1.52	2.92
4	Meghalaya	0.72	1.19	1.91
5	Mizoram	0.28	0.34	0.62
6	Nagaland	0.59	1,18	1.77
7	Sikkim	0.14	0.31	0.45
8	Tripura	0.44	2.51	2.95

The study reveals that there are 16.37 lakhs male employed in MSMEs and female less than 25% than male with a total of 18,15 contributing to it.

RECENT SCENARIO OF HUMAN RESOURCE DEVELOPMENT IN INDIA

More and more employers are assessing the value returned from each dollar spent on employees. They are targeting specific programs and practice to the employees that value them the most and becoming more important than ever. Determining what matter most to employees and aligning expenditures with priorities is a strategic challenges for HRD function. Employee change

continuously due, in part, to change changes in personal preference but also in part to the chum that occurs as employees leave and new ones enter the Organization. However, it is neither cost effective nor practical to satisfy every employee. Therefore, understanding employees and issues they face holds the key to the function to respond quickly.

Liberalization has resulted in sudden and increased levels of competition for Indian Organizations from multinational firms, globalization and internalization of domestic businesses, concerns for total quality management, incentives to export, demographic changes in the employee profile, retaining and redeployment of workforce, focus on performance appraisal and career management. Thus, with liberalization there is an increasing pressure on Organizations in India to change from indigenous, costly, suboptimal levels of technology to performance based, competitive and higher technology provision.

The scenario of Human Resource Development in India is characterized by:

1. Lack of adoption of innovative HRD practice in unionized Organization due to lack of co-operative attitude among trade unionists.

2. Larger Organizations have been able to adopt HRD practice fully due to various costs, resources and expertise involved. Sparrow and Budhwar (1997) in their study of 137 fully owned Indian Organizations with more than 200 employees, located in North, central and Western Indian states within six manufacturing sectors of food processing, plastics, steel, textiles, pharmaceuticals and footwear suggest that they are still not geared to adopt HRD programmes

3. Organizations with foreign participation have more extensive and early implementation of HRD programmes and practices than public and family owned Organizations. This is because international consultants propound those HRD strategies such as training, performance appraisal, career management; reward mechanisms, etc., are key to improvement.

4. Organizations with stronger leadership have been able to implement HRD programmes and practices. This is because most of the Indian Organizations seem to rhetoric believe such as ‘change is constant’, ‘only quality ensures survival’, ‘products, not people are paramount’ and ‘information is everything’, etc. the main challenges before the chief executives are seen to be to create flexible systems, to develop a culture of excellence, to facilitate teamwork and empower employees, and to speed up and decentralize data flows.

5. Indian Organization which are trying to be competitive by involving the services of international management consultants, have been found to favour HRD programmes and practices. This is because international consultants propound those HRD strategies such as training, performance appraisal, career management; reward mechanism, etc. are key to improvement.

6. Lack of professionally managed HRD departments. This has resulted in lack of a strategic role in terms of ability to identify, develop and manage support resources for adoption of HRD programmes and practices. This is primarily due to non-possession of current knowledge base and ability to research new developments via methods of benchmarking and networking.

Hence, it is the institution pressures that have influenced the adoption of HRD programmes and practices in the post liberalization scenario in India However; the HRD scenario in India is not so grim.

Growth Prospects:

Assam's economic development has been falling behind the rest of the country with the gap widening at an alarming rate. While India's economic growth picked up after the initiation of economic reforms in early 1990s to about 6 per cent, Assam missed this opportunity again. All evidences point towards long run stagnancy in growth rate in gross state domestic product at around 3.5 per cent per annum. This stagnancy of Assam is a worrisome feature not only for the state but also for the nation's overall development process. While overall growth rate is slow, Assam has more egalitarian distribution compared to other states. Despite this, Assam is the only state where poverty did not show a declining trend over a long period. Higher growth then becomes a necessary condition for poverty alleviation in a situation where scope for inequality reduction is limited. Quicker economic progress would also help to control insurgency since economic scarcity generates more social tension and fuels insurgency.

The poor growth meant fewer new jobs with rising educated unemployment. Governments in the past have followed the easy way out to increase government and public sector employment. Thus labor-employing activities under public sector like electricity and water supply grew rapidly in the 1980s. The situation today is such that 90 per cent of Assam's tax and non-tax revenue inclusive of its share in central taxes and non-plan grants in 1997-98 went for maintaining the

government servant, past and present, that is, for wages, salaries and pensions (NIPFP (1998), State Fiscal Studies: Assam P.40)...

REVIEW OF LITERATURE

Dantawala (1973) seems to consider underutilization of human resources to be the chief causeof poverty. This view is shared by many studies.

Neb D.P. (1997)10 had said that HRD in the organizational context is the process of organizing and enhancing the physical, mental and emotional capabilities of individuals for productive work. It is essentially a process of helping people to acquire competencies and to increase their knowledge, skills and capabilities for better performance and higher productivity. The people who spend a greater part of their working lives making their organization work better is to be the sole objective of any good HRD policy. To be able to survive and grow, cooperative organizations will have to manage and master the change properly. If they cannot do, they could end up like dinosaurs and become extinct. Thus, they have only one option: either be beneficiary or the victim of the change

A study undertaken by **D. Rajasekhar, K.G. Gayathri Devi and Sachidananda Satapathy(2007)** on Good Governance and poverty Alleviation revealed that although the programme is good it has suffered due to many problems. Inadequate functional assignment, lack of infrastructure in the rural areas and noncooperation of government agencies are the major causes for slow progress of the SGSY scheme. The study suggests that the people should follow the good governance principles and decentralization for income earning through employment generation.

Adhyapok (1999) in his study on "Rural Employment Programmes in Assam" observed that poverty alleviation, employment and income generation of the rural people through rural, development programmes might be regarded as strategic policy for the development of the rural economy. This study suggested that selection of beneficiaries under self-employment and wage employment schemes were to be 62 done in a planned way by the rural development programmes implementing agencies at the grass root level. It must be noted that, those who assisted under one or all of these programmes did manage to cross the poverty line. Implementation of these programmes should be within the broader framework of a growing

economy with special thrust for poverty alleviation and income and employment generation to the disadvantaged class.

GOVERNMENT INITIATIVES

Following are the key features of the budget with respect to the MSME sector.

MSME Credit Guarantee Scheme

Emphasizing the role of the micro, small and medium enterprises in the region's economic growth, Himanta Biswa Sarma, Finance Minister of Assam during his budget speech said that the MSME sector is on the priority list of his office.

"Despite huge potential, it has been seen that it is not easy for MSMEs to secure loans from major banks because they are usually unable to provide necessary collaterals. At the same time, the risk perception of the lending agencies has to be addressed too so that loans may be given to MSMEs without fear of NPA", he said.

The Minister proposed in addition to the 20% reservation for local MSME products in all Government tenders and 25% preferential pricing that the state cabinet recently approved, he presented a new scheme called 'MSME Credit Guarantee Scheme', wherein an amount of Rs. 100 crore will be parked in a Credit Guarantee fund, which will act as a guarantee in case of failure of a project.

The guarantee will cover up to 50% of the loan amount taken from scheduled commercial banks & RRBs for loans up to Rs.50 Lakh. Both existing and new MSMEs can avail the benefit.

Responding to the announced provision, Joshi said that this comes as a very good initiative of the government. Though the initial corpus looks small, but it is likely to increase and bear favourable results, he added.

Skill Development Schemes

Joshi said that the government has taken into consideration the Prebudget memorandum sent by different organizations and therefore skill development schemes introduced by the government is to impact positive for the state.

Joshi further said that considering that the budget is a maiden one post GST, it balances well between the needs of the industry as well as other stakeholders of the region. **(KNN/DA)**

HUMAN RESOURCE DEVELOPMENTAND EMPLOYMENT (HRD & E) sector is one of the important sectors in the North Eastern Council, Secretariat. The sector deals with Education, Sports, Social Welfare, Skill Development and Training.

HRD & E sector have the following major schemes:-

Infrastructure development of Educational Institutes in NE Region.

Financial support to students of NER

Development of sports & youth Activities in NER.

Development & promotion of Education and Social sector.

Various Government initiatives also include:-

Swarnajayanti Gram Swarozgar Yojana (SGSY) - It was the major programme for self-employment of the rural poor. It was started in 1999 and its allied programmes were TRYSEM, SITRA and GKY. Its basic objective is to bring the assisted poor families above the poverty line by providing them income generating assets through bank Credit and Government Subsidy.

SAKSHAM- a youth employment initiative for skill development and livelihood promotion.-It helps and support youth, especially young girls from disadvantaged families. Communities.

Mahatma Gandhi National Rural Employment Guarantee act (MGNREGA)- It serves the objective of generating productive assets and skills which ultimately have arose in boosting the rural economy,empowering rural women,protecting the environment,reducing rural urban migration.

NABARD (National Bank for Agriculture and rural development)-It is an apex Development Bank which supports all other allied economic activities in rural areas to promote integrated and sustainable rural development.

NGO (Non-governmental organization) - It is created by the legal persons that operates independently from any government.Here,the management is in the hands of persons who have formed it.

CONCLUSION

It is evident from the research studies, that MSMEs worldwide are consistently offering a growth rate even during the time of crisis. The developing countries should try to strengthen their human resources. India specially a laborabundant country will be able to develop such a stronger base without much difficulty. The developed countries are already having skilled and educated human resources. But the problem with the developing countries is that they are not developed and are trying hard to improve their working skills and knowledge.

Various governmental organizations as well as NGOs (non-governmental organizations) are working in this area of concern. The Ministry of Micro, Small and Medium Industries has already designed a number of programmes, which aim to extend training and skill development facilities to the needful entrepreneurs in various areas. They can take advantage of these programmes and can establish their own units which will provide them with an opportunity for self-development and integrated economic development.

The study also reveals that MSMEs of Assam can be improved by the comprehensive support of institutional agencies or government. There should be adequate supply of credits, rawamterials, marketingfacilities, infrastructurefacilities, technologicalsupport, exemption from tax and motivation of new generation of entrepreneurs are also very important. As" the country's overall development is not possible if this major workforce is not developed.

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North Eastern Council Government of India (necouncil.gov.in)

ENTREPRENEURSHIP AND HUMAN RESOURCES DEVELOPMENT OF THE SHOPS AND RESTAURANT NEAR DIBRUGARH UNIVERSITY, DIBRUGARH

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1.1 Introduction:

The primary goal of every entrepreneur is to reach and increase their profitability. For this purpose they need to develop new product or services that should be innovative. The process of introducing innovative product or services to the market is known as entrepreneurship, while creativity is the initial inspiration that leads to the creation of new product or services. Therefore, to foster continuous innovation within the firms, high levels of creativity are required. This can only be attained through intrinsic motivation. When people's competence as well as motivation is called to contribute to innovative and thus uncertain outputs, Human Resource Management (HRM) becomes a crucial factor.

The fact that all the other resources are handled and managed by the human resource. So, it is enough to say that Human Resource is the most important of all the resources in the organisation. The Human Resource Management is responsible for looking after the employees of the firm by providing them training and development, identifying and resolving their issues and helping them maintain a better relationship with the employer.

1.2 Objectives:

1. To know the human relations between the entrepreneur and their employees.
2. To understand the techniques and methods use in development of their shops and restaurant.

1.3 Methodology:

This paper is based on primary data, which has been collected from the various entrepreneurs of the shop and restaurant of DU Hut as well as secondary data which has been collected from the various journals and websites.

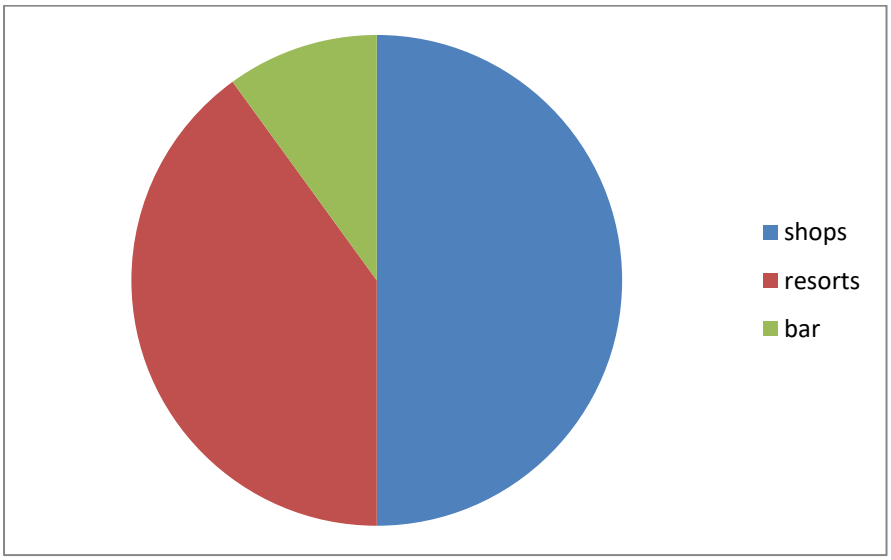
Sample size: 10

Method used: Primary method

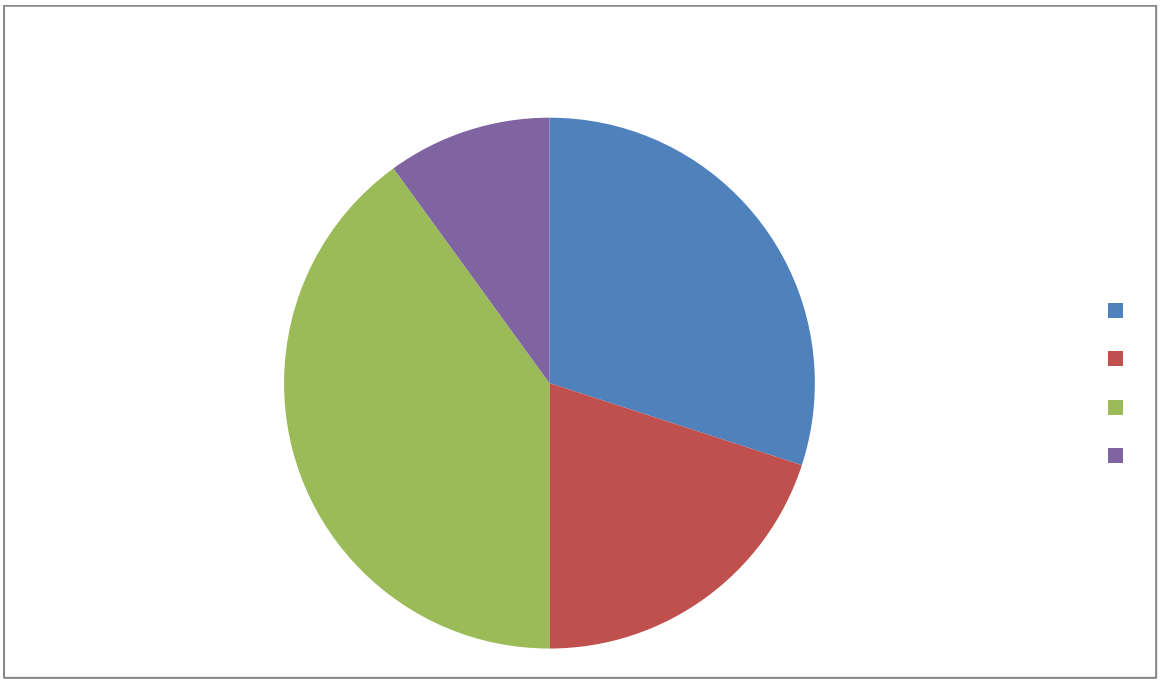
1.4Findings:

1) It is seen that human relation between the entrepreneur and the workers are not maintaining properly.
2) The management of the restaurants are not properly maintained, whenever they were large numbers of customer, they faced problems to tackle them properly.
3) The behaviour of the workers are very nice and friendly towards the customers.
4) The techniques are not utilizing fully to earn profit from the shops.
5) The entrepreneurs should reward and provide bonus to the employees for their work.

- Numbers of shops, bars and resorts:



- Total numbers of workers:



1.5 Suggestions:

1) Human relation between the entrepreneurs and the workers should be maintained properly, by giving fair wages and should encourage the workers.
2) The management should manage the employee properly and should trained them to tackle and face the hurdles.
3) As the behaviour is very nice of the employee. So, it is a strong point of attraction among the customers.
4) The management should try new and modern techniques to attract the customers by show cashing various ethnic pictures etc.

1.6 Conclusion

It is seen that restaurants in DU Hut and the nearby restaurants and resorts earnings higher profit than shops because of trading earning snacks and human relation among the workers.Human Relations places a very important part in the long run of the various types of industry, resorts, restaurants and shops. Entrepreneur must be capable of handling all the situations in a best simple way.

Schedule

- Name of the firm:
- Name of the Entrepreneur:
- Sex: Male ☐ Female ☐
- Age : 20-30 ☐ 30-40 ☐ Above 40 ☐
- Type of Business: Restaurant ☐ Grocery ☐
  Stationary ☐ Bakery ☐
  Fast-Food ☐
- Numbers of employees: 0-2 ☐ 2-4 ☐ 4-6 ☐
  6-8 ☐ more than 8 ☐
- Monthly income: 2000-6000 ☐ 6000-10000 ☐
  10000-14000 ☐ more than 14000 ☐
- Annual income:
- Whether the employees are trained? Yes ☐ No ☐
- Do they have insurance policy? Yes ☐ No ☐
- Do they have Bank Account? Yes ☐ No ☐
- How the employer hires employees? PI ☐ Exam ☐ Direct ☐
- Education qualifications of the entrepreneurs. Below HSLC ☐ H S L C ☐
  HS ☐ Bachelor Degree ☐
- Size of the shop:
- Whether human relation is good among them? ? Yes ☐ No ☐

HR PRACTICES TO FOSTER ENTREPRENEURIAL SPIRIT AND ENSURE VIABILITY OF THE NEW ENTERPRISE- AN EXPLORATORY RESEARCH

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Abstract

Entrepreneurship is an increasingly important phenomenon in the world economy. The OECD reports that job creation and economic growth is driven primarily by the creation and growth of young, new firms (Criscuolo, C., P. N. Gal and C. Menon, 2014)[4]. Entrepreneurship development requires diversified forms of ownership, innovative institutional structures and organisational forms, the presence of institutions offering financial and other support to new ventures, consultancy and training and inter-firm cooperation and networking. The risks make the new entrepreneurial firms vulnerable. The number of startups that shut down very soon after the launch is huge. However, it has been proven time and time again that HR is a force multiplier and that's very good for business viability. One of the key instruments for the establishment of innovative and efficient entrepreneurial ventures is Human Resources. Human resource is a collective term for a number of functions that guide the organization towards attaining value and organizational growth through its agency staff, employees, and vendors. Past studies have investigated the HR practices of successful, established firms use (e.g., (James Combs, 2006)[9]). However, there is little academic knowledge regarding how HR practices relate to new venture outcomes. Few studies have suggested that entrepreneurs rely on networking and creativity, aim to leverage employees' interest and competencies, and allow co-creation by employees. Further, current requirements and situational conditions shape entrepreneurs' HRD decisions. Some specialists and practitioners of management and economy recognize HRM, leadership, entrepreneurship and innovation as key mechanisms for stimulating entrepreneurial initiatives.

The main objective of this paper is to investigate the relationships between HR and efficient leadership and innovative enterprise and performance from different approaches and to present a methodological model relating to the adoption of the HR Approach in entrepreneurship to make it a viable unit.

Keywords: HR Practices, Entrepreneurship, Viability.

Introduction

Entrepreneurship

The concept of entrepreneurship[11] is not new, till 19th-century entrepreneur was regarded as the person taking risks, facing uncertainties and establishing enterprises. However, since the very beginning of the 20th century, the entrepreneur was being accepted as an innovator also. Thus, the concepts of entrepreneurs have been changing with time and place. In the modern perspective, entrepreneurship includes the establishment of the enterprise, management control, direction, along with bringing novelty introduction, making various new improvements and making product changes, etc.

National Directorate of Employment, Nigeria (NDE, 1989) defined entrepreneurship as the art, which involves recognizing a business opportunity, mobilizing resources and persisting to exploit that opportunity. (Low & Macmillan, 1988)[12] As a field of study evolves, it is useful to periodically analyze the accumulated knowledge and its past directions. This statement expresses the underlying motivation for our contribution. Entrepreneurship research has gained more attention during the past decades and perhaps even more recently, as the world faces economic, social and cultural challenges to which governments are not able to devise solutions. Individuals seek their own employment solutions through entrepreneurial initiatives leading to the creation of their own businesses, implementing innovations and new technologies. (Griffe, 2019)[6] Entrepreneurial efforts are like biological experiments in nature. Many variations are tried, but only a small percentage of those go on to thrive.

Five factors are keys to entrepreneurial success:

- creativity,
- tolerance for risk,
- responsiveness to opportunities,
- leadership and
- ability to take advantage of the rights afforded to you.

The process of introducing innovative products or services to the market is known as entrepreneurship (Schumpeter's (1934)[15] Shane and Venkataraman, 2000)[18], while creativity is the initial inspiration that leads to the creation of a new product or service. Talent, education, and cognitive skills can drive to an inspiration. However, in order for inspiration to become a daily driving force and therefore to foster continuous innovation within firms, high levels of creativity

are required. This can only be attained through intrinsic motivation (Oldham and Cummings, 1996[14]; Amabile, 1996[1]). It is therefore important and theoretically interesting to explore the contribution of HR Practices to the growth of entrepreneurial spirit. HRD aims at not only enhancing the commitment to managerial decisions but also the willingness to engage in entrepreneurial behaviour and act proactively.

Human Resource Development

(What is Human Resource Development(HRD), 2017)[19] Human Resource Development is the integrated use of training, organization, and career development efforts to improve individual, group, and organizational effectiveness. HRD develops the key competencies that enable individuals in organizations to perform current and future jobs through planned learning activities. Groups within organizations use HRD to initiate and manage change. Also, HRD ensures a match between individual and organizational needs.

Benefits of Human Resource Development

Human resource development s considered as the key to higher productivity, better relations and greater profitability for any organization. Appropriate HRD provides unlimited benefits.

Some of the most important are:

- HRD makes people more competent. HRD develops new skills, knowledge and attitudes of the workforce.
- With an appropriate HRD program, people become more committed to their jobs. People are assessed on the basis of their performance by having a acceptable performance appraisal system.
- An environment of trust and respect can be created with the help of human resource development.
- Acceptability toward change can be created with the help of HRD. Employees found themselves better equipped with problem-solving capabilities.
- It improves the all around growth of the employees. HRD also improves team spirit in the organization.

- It also helps to create an "efficiency culture" in the organization. It leads to greater organizational effectiveness. Resources are properly utilized and goals are achieved in a better way.
- It improves employee participation. Workers feel a sense of pride and achievement while performing their jobs.
- It also helps to collect useful and objective data on employee programs and policies which further facilitate better human resource planning.

Human Resource Development and Entrepreneurship

(ICPE-ILO, 1981)[8] A country is faced with a lack of entrepreneurial culture because of the underdevelopment of the national economy, or it may be due to a deliberate withdrawal of entrepreneurial opportunities. Similarly, there are not only underdeveloped markets and distorted market conditions, but also underdeveloped market potentials and distorted entrepreneurship. Under distorted market conditions identification of would-be entrepreneurs is important, it is in fact one of the crucial elements of national entrepreneurship development. A national strategy of entrepreneurship development should comprise both development of a general entrepreneurial culture as well as development of specific target groups for the specific entrepreneurial culture. The development of an entrepreneurial culture could be made the subject of a national campaign to stimulate creativity, achievement motivation, and performance and delivery-oriented behaviour, accompanied by the introduction of different forms of transformational leadership (Nicholls, 1986)[13] at the corporate level (Byrd, 1987)[3]) and elsewhere.

Through this paper we stress on the need of Human Resources Development not only within the organization but the Human Resources of the country as a whole by a set of systematic and planned activities to develop skills needed for prospective work situations. The HR practices should be well designed to meet all entrepreneurial requirements. Different cases of entrepreneurship development have different objectives.

Instances of *Entrepreneurship may be understood under following heads-*

- Bringing in and developing entrepreneurs in large public firms to undertake intrapreneuring.

- Assisting a project entrepreneur within a large firm to spin off through a network of incubating activities.
- Similarly, helping semi-skilled unemployed entrepreneurs to establish a firm to earn their livelihood.
- Assisting an entrepreneurial manager to invest his savings in a medium-scale firm and start running it.
- Assisting somebody to develop a medium-size firm from a small one.

HRD for Prospective Entrepreneurs

It was believed that entrepreneurial traits are in born. The magic of in-born entrepreneurial talent in large modern enterprises has been discussed in the context of the building up of an entrepreneurial culture for self-employment. In-born entrepreneurial talent may be the effect of some specific personal traits (see for example Schere. 1982[21]), but there is much to support Drucker's view that there are people with a plethora of characters and habits among the entrepreneurs in this world (Drucker. 1985[5]). The myth of in-born uniqueness disappears once one approaches the phenomenon from the point of view of the entrepreneurial culture from which the individual comes, her/his early childhood socialisation, existing entrepreneurial opportunities, her/his management skills. It is necessary to shift our focus from the limitation factor of in-born entrepreneurship traits to devising strategies of Human Resource Development to breed generations of entrepreneurs by implementing HRD techniques not merely within the enterprises but in the social, educational, cultural and economic subsystems

Recognizing the importance of entrepreneurship, many universities created research centers and entrepreneurship courses and degrees – especially at the post-graduate level – and scholars feed a growing body of knowledge.

HRD for Intrapreneurship to evolve into Entrepreneurship

In the past, ILO has run or supported training programmes catering for the specific conditions and requirements of potential entrepreneurs in different parts of the world. Beside entrepreneurs in small and large firms there will normally also be budding entrepreneurs among the employees in these firms, who will eventually replace their bosses or start their own business

(Hubner, 2018)[7] This study explores how entrepreneurs develop human resources within their firms. It was found that entrepreneurs rely on networking and creativity, aim to leverage employees' interest and competencies, and allow co-creation by employees; current requirements and situational conditions shape entrepreneurs' HRD decisions. Today, entrepreneurship development has become the necessity for all the Nations. The government in every country is paying attention to the development of the entrepreneurs, by organizing various schemes and programmes, providing incentives and facilities and establishing various institutions and organizations for entrepreneurial development.

HRD for viability of new Enterprises

HRD may motivate entrepreneurs to start up a new enterprise, what keeps them going is right strategies to acquire, manage and develop the Human Resources. (Soneye, 2015)[17] As newly founded organizations grow and mature, their human resource requirements and needs change rapidly, creating a host of challenges for entrepreneurs and organizational leaders on all levels. Entrepreneurs are visionaries, risk-takers, gamblers who often "think outside of the box"—all traits critical to their success. Most successful entrepreneurs realize that people are a key component to the success of their organizations and yet, struggle to develop an effective human resource function in their entrepreneurial organizations of all shapes and sizes. Entrepreneurial organizations live and die on their ability to create new and better products and services and on their capacity to move quickly as market opportunities present themselves. Both of these potential competitive advantages are difficult to achieve and maintain without the right people.

As our paper is exploratory by nature, it aims, firstly, at reviewing the relationship between entrepreneurship and HRD. The second objective of our paper is to highlight the potential function of HRD in fostering intrapreneurship and hence, entrepreneurship. When the relationship is clearly defined the focus would be on setting up a methodological model to make a new venture a viable unit.

Objectives

The objectives of the research study are-

a) To assimilate human resource development practices that could foster entrepreneurial spirit by enhancing innovative and risk bearing capabilities.

b) To develop entrepreneurial spirit in existing human resources to foster intrapreneurship.

c) To assess the role of human resource development in ensuring viability of new enterprises.

Methodology

The application of HRD measures both to foster growth in emerging firms and to enhance entrepreneurial behaviour in established firms is under-researched. Our purpose is to fill in this gap. Thus this study is exploratory by nature drawing inferences on the basis for analysis of books, journal articles, blogs, websites, research journals and other media of research communication.

Results & Discussion

HRD Strategies are a plan that define how the human resources would be utilized through the use of an array of training, organizational development and career development efforts to achieve individual, organisational and national objectives. Although very little research has been done on the scope of HRD to foster entrepreneurial spirit but all researches stress on the inevitability of HRD to create entrepreneurial culture to cope with the global changes and ensure survival of humanity economically, as an individual or as an organization. This research aims at outlining a comprehensive framework of HRD Practices that could be incorporated in the system as a natural and ongoing phenomenon to facilitate dynamic creation of entrepreneurs just like any other profession or field of work.

The methodological model suggested by this research is as under -

Primary level

1. A plethora of complementary and compensatory training institutions will have to be introduced in conjunction with the formal educational system from the primary stage onwards. The programmes which already exist in industrial countries at the primary level, such as those in the U.S., emphasise the operation of the economic system and the role of business in providing goods and services.

2. The role of formal education is of great importance in the transformation process. Educational systems traditionally providing either disciplined specialists for industrial

production or profiles of art-oriented generalists, while taking no responsibility for the students' success. They will have to begin to teach students how to trade their skills, further their own self-development, professional careers and employment, rather than concentrating merely on discipline (Boydell, 1985)[2].

3. There is a need of a well crafted literature describing how to acquire entrepreneurial traits and skills. Sharing success stories of successful entrepreneurs would also render further motivation and a rightful direction.

Secondary Level

4. At the secondary level, interested high school students are formed into small companies and learn not only technical skills but also how to decide on products, manufacture and market them, sell shares, disburse the profits and losses, and finally dissolve the company (ILO, 1988, 1989).

Social Level

5. Societies that claim to provide equal opportunities for all will have to introduce the element of entrepreneurship development as one of the fundamental principles of industrial democracy. Social policy will have to pursue these objectives within the same paradigm

National Level

6. There is a need for a shift in national priorities. Public enterprises dimensioned to the logic of internal marketisation will have to become entrepreneurial economic subjects rather than excuses for public expenditure. Entrepreneurial culture, the culture of internal efficiency, external effectiveness and delivery, with its strategic orientation towards innovation and change, will have to spread, in Peter Drucker's sense, to the entire public domain - utilities, hospitals, schools, security, defense and even to the government itself (Drucker, 1985)[5].

7. Funds that have been pumped into ill-advised, capital-intensive public investments, or subsidies of 'white elephants' (From an investment perspective, it refers to an investment, property or business that is so expensive to operate and maintain that it is extremely

difficult to actually make a profit.[Investopedia[20]]), may need to be made available for groundwork with the human resources in the area of entrepreneurship development.

Organisational level

8. HRD practices at Organisational level would ensure sustainability, profitability and viability of new entrepreneurship ventures. However, the mobilisation of individual initiative and autonomy requires the restructuring of working time, job restructuring and a drive for quality of working life (Prokopenko, 1989, pp. 46-75)[10].

9. A significant step towards the creation of an entrepreneurial environment conducive to product innovation and cost reduction could be- decentralisation of decision making, flattening organisational structure by reducing layers of management and bringing organisation closer to the customers.

10. Organisations should implement transparent and ongoing communication strategy to ensure a sense of competence and attainment in employees.

11. Clearly defined employee's accountability and ownership would result in higher productivity by encouraging pro active attitude.

12. Intrapreneurship strategy- Allowing autonomy to employees to act as an independent entrepreneur can inspire them to generate ideas and bring those ideas to reality by using the existing resources and support of the organization to create innovative and creative products and services

13. Culture building strategy- Organisation should value its employees to keep them highly charged, motivated and committed to the personal and organizational objectives.

14. Learning Strategy- Continuous development and learning environments promote self development of employees fostering entrepreneurial spirit. (Reddy)[16]

Organisational changes could be facilitated by concepts of-

Matrix and product organization- unlike traditional hierarchy, employees have dual reporting relationships to both a functional manager and a product manager.

- Rearrangement of internal functional areas and their interconnections (design, production, marketing)
- Ancillarisation, sub-contracting, networking, leasing and other types of restructuring
- spin-offs, creation of an independent company through the sale or distribution of new shares of an existing business or division of a parent company.

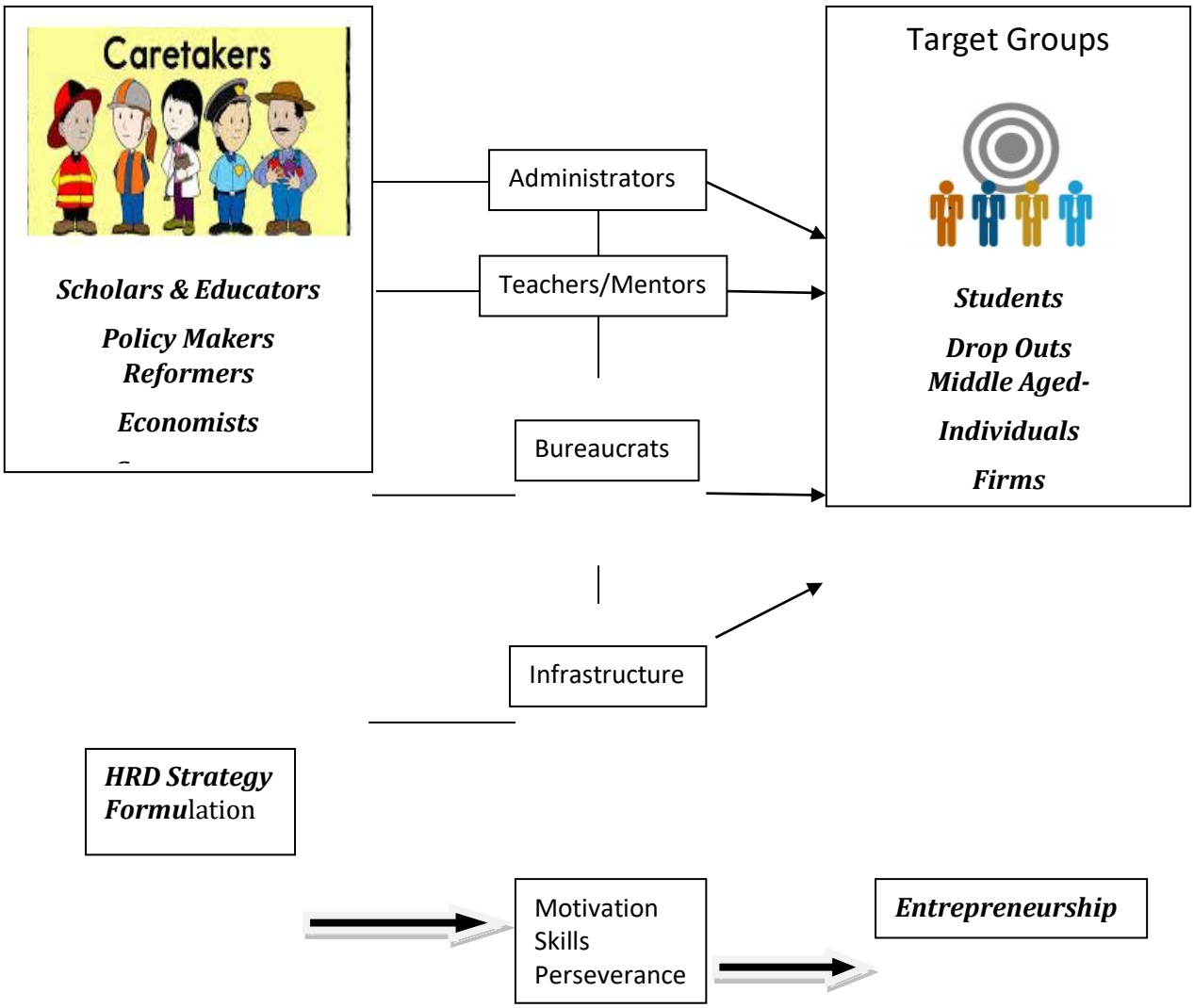
Conclusion and Implications of the Study

The phenomenon of excellent firms may or may not be due to the building up or maintenance of a corporate culture by natural entrepreneurs, who have in-born uniqueness and work with perseverance and passion. However, in democratic societies public wisdom and will, channeled through public enterprise, will still be needed to build up and strengthen entrepreneurial potentials.

Generation Z or the Millennial are the categories which the present day college students could be categorized as. Entrepreneur as a career is the buzzword across the world in the 4th Industrial Revolution, with system thinking, multitasking, aggregating technology business, and the cyber system is replacing the traditional job market. In commerce and management courses there are very few traditional jobs or career awaiting them. The placements in every area of conventional college courses are not very promising and rewarding. Moreover, the job market for a millennial is more complex, intertwined, and ever changing, and hence an entrepreneur is now becoming the norm of career. The colleges must set their curriculum with HRD Strategies so as to inculcate the entrepreneurial mindset amongst the college students. The time is ripe when the students in the colleges are having 3 to 5 yrs of average time to spend and can be made to develop the mindset of an entrepreneur. New forms of education and development will be required. Multifunctional forms of education, in technical areas, general literacy in management disciplines and entrepreneurial capabilities are significantly relevant for the prospective teams, individual and group entrepreneurs. The task to enable students to adopt entrepreneurial thinking is easier said than done. The students need to have a thorough understanding of the demands of being an entrepreneur, apart from the outlook towards the opportunities, the value creation with innovation, and the required mental makeup. Only when the students shall possess a certain level of positivity about self, as well as the optimism towards entrepreneurial venture as a career, will our system be able to draw competent human resources towards entrepreneurship leading to overall economic development. It is entrepreneurship that can save us from stagnating. Entrepreneurship plays an influential role in the economic growth and standard of living of the country.

Socially, market selectivity will have to be supported by public aid, in order to make full use of all available talent, which very often remains unskilled and incapable of any economic conduct. New insights into the mechanisms of social justice are needed. The endeavour does not cease merely when the budding entrepreneurs set up their venture or start up, it is important that they survive and perform as per the standards of success. This viability again requires effective HRD that would keep the manpower motivated and connected to the goals and objectives of the enterprise.

This research aims at drawing a **framework(depicted in the figure below)** to fit in the caretakers- Government, Scholars and Educators, Policy makers, Financial and Social Reformers, Economists and Psychologists, at one end, to work together to do the groundwork with the catalysts such as public administrators, bureaucrats, teachers and mentors and the infrastructural machinery to direct their efforts towards the target groups such as students, drop outs, middle aged individuals, firms and groups with rightly devised Human Resource Development Strategies to create an entrepreneurial generation to exist and grow now and forever.



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SOCIAL SECURITY MEASURES AVAILABLE FOR THE BENEFIT OF THE UNORGANIZED WORKERS: AN EMPIRICAL STUDY

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Abstract:

Whenever we speak about asset, it comprises of all such forces or products which has the ability to provide a benefit either on the basis of its utilization capacity or earning capacity. In case of an organization or the nation as a whole human resource is the most powerful asset. In India, the labour force is divided into two parts; organized and unorganized. The organized sector is characterized by formal agreement relating to employment, job security, desired working conditions, recognition and promotion as well. But, unorganized sector is characterized by lack of employment agreements, improper incentive system, dissatisfied working conditions, lack of job prospect or promotion and social security, no legal framework, very low or no bargaining power, lack of training and promotion facilities and so on. The paper is a descriptive research and attempts to study the social security measures available to the unorganized workers and importance of these measures in the development of the unorganized labour force.

Keywords: *Unorganized workers, social security.*

INTRODUCTION

Human resource is the most powerful factor of an organization and a nation as well. To keep an organization working, machineries and buildings are required to be repaired and improved at certain intervals. In the same way the labour force of an organization also needed to be motivated and trained to cope up with the changes flowing in the organization or the nation. Human resource development deals with the training and development of the individuals to improve their efficiency, keeping them motivated, enabling them to accept the changes and making them feel secured. In India, the labour force is divided into two parts; organized and unorganized sectors. The organized sector incorporates all the formal organizations characterized by formal agreements, social security, legal framework, employment assurance and other social benefits. On the other hand, unorganized sector comprises of low wages, lack of social security, lack of formal agreements, irregularity of income etc.

OBJECTIVES OF THE STUDY:

- To study the importance of social security benefits in the development of unorganized workers.
- To study what social security measures are available to the unorganized workers.

METHODOLOGY:

The study is Empirical in nature. The research is based on secondary data which are collected from different websites and journals available on the internet. Based on the collected literature discussions and observations have been made.

REVIEW OF LITERATURES:

- Goswami, D. "Social Security Measures for workers of Unorganized sector in Kerela": This study was carried out with the objective of understanding the Kerela Welfare fund model and the limitations of the social security. The need of developing countries is not similar to that of developed countries. The social security has to be examined from the perspective of development and poverty reduction. The study showed the legislation on the creation of particular welfare funds and its planning consisted in specification of the particulars of the constitution, the characterization of workers financial involvement and benefits to be given. The requirement of new form of benefits is needed. There is a lack

of membership which may be due to lack of awareness of financial rigidity. Though the model provides a path of development, still there is a major difference between benefits received and amount of contribution.[1]

- Raghavendra, R.H. "An Overview of Unorganized Retail Sector in India" : The study was conducted with the objective to know the importance and opportunities and challenges in unorganized retail sector in India. The retail industry in India is divided into two categories organized and unorganized. The lack of standardization, lack of proper inventory and supply chain management and lack of government policies encouraging the unorganized workers are the major challenges faced by the unorganized retail sectors. The study also reveals that the organized sector face challenges from unorganized retail sector because unorganized sector enjoy their own efficient management system, accessibility and small purchase quantity.[2]
- Rajendran and Hema(2015), " Unorganized workers in Nagapattinum district with special reference to Unorganized workers social security act, 2008": The study aims at examining the attitude of employees and workers on the provisions of welfare and social security benefits of unorganized sector and to make recommendations for improving these. Though some of the respondents have received various benefits under the Act, still many weaknesses pertaining to proper implementation like lengthy procedure of assigning benefits have been found. The social security system should be able to cover more areas and the hurdles in the proper execution of social security measures need to be minimized.[3]
- Madhure (2014) made a "Study on human resource development for unorganized sector in Construction Company as a tool to organizational productivity". The objective of the

[1]Goswami, D "Social Security Measures for Workers of Unorganised Sector in Kerala" Availblehttp://www.esocialsciences.org/eSSH_Journal/Repository/2_Social%20Security%20Measures_Diti%20Goswami.pdf assessed on 03/05/2019

[2]Raghavendra R.H (2014) "An Overview Of Unorganized Retail Sector In India" Research Paper Published In Elkjournals. Available At https://Www.Elkjournals.Com/ accessed on 12-05-2019.

[3]Rajendran,G., Hema,S.,(2015)" A Study on the Social Security of unorganized worker in Nagapattinum District with special reference to " Unorganized Workers Social Security Act, 2008" International Journal of World Research, Vol.1, Issue ,20, pp.59-71.

research is to study the impact of HRD practices on the labourers of unorganized sector belonging to the construction company. The paper also aimed at studying the HRD as a tool in organizations' productivity for unorganized sector. This empirical research conclude that the labourers of unorganized sector suffer lack of technological as well as intellectual ideas and are not provided any training relating to safety measures to be undertaken while on work. Moreover, the contractor pays the remuneration only as per their convenience and most of the time, do not fulfill any statutory compliances.

- Joseph (2006) carried out a minor research on the impact of training programs of central board for workers education on the quality of work life of the organized, unorganized and rural labour in Kerela. The objective of this research was to evaluate the effectiveness and identifying the weaknesses of the training programmes conducted by the CBWE and to suggest its improvements. The study showed that training has improved the quality of both organized and unorganized labourers and has also increased their self confidence. The study suggest to increase in the duration of training programmes and to adopt follow up measures.[4]

RESEARCH GAP:

The existing literature mostly studied the problems faced by the unorganized workers. But this research paper is based on understanding the importance of the security measures in the development of unorganized sector.

DISCUSSION AND OBSERVATION

The social security schemes in India cover only a small part of the workers in the organized sector but the unorganized workforce remained deprive of it. The principal social security laws enacted for the organized sector in India are:

> The Employees' State lnsurance Act, 1948;

> The Employees' Provident Funds & Miscellaneous Provisions Act, 1952

[4]JoshepS(2006) A Study on the Impact of Training Programs of Central Board for Workers Education on the Quality of Work life of the unorganized and rural labour in Kerela.", a minor research paper submitted to University Grant Commission.

(Separate provident fund legislations exists for workers employed in Coal mines and tea plantations in the state of Assam and for seamen);

> The Employee's Compensation Act, 1923;

> The Maternity Benefit Act, 1961;

> The Payment of Gratuity Act, 1972.

The concept of Labour Welfare evolved to provide a measure of social assistance to workers of the unorganized sector. One separate legislation have been enacted by Parliament to set up five Welfare Funds to provide housing, medical, educational and recreational facilities to workers employed in certain non-coal mines, cine workers and beedi industry. These welfare funds are:

- The Mica Mines Labour Welfare Fund Act, 1946;
- The Limestone and Dolomite Mines
- Labour Welfare Fund Act, 1972;
- The Iron Ore, Manganese Ore and Chrome Ore Mines Labour Welfare Fund Act, 1976;
- The Beedi Workers' Welfare Fund Act,1976; and
- The Cine Workers' Welfare Fund Act,1981.

The term unorganised worker has been defined under the Unorganised Workers' Social Security Act, 2008, as a home based worker, self- employed worker or a wage worker in the unorganised sector and includes a worker in the organised sector who is not covered by any of the Acts mentioned in Schedule-11 of Act i.e. The Employee's Compensation Act, 1923 (3 of 1923), The

Industrial Disputes Act, 1947 (14 of l947), The Employees' State Insurance Act,1948 (34 of

1948), The Employees Provident Funds and Miscellaneous Provision Act, 1952 (19 of 1952), The Maternity Benefit Act, 1961 (53 of 1961) and The Payment of Gratuity Act, 1972 (39 of 1972)

According to the report of survey carried out by the National Sample Survey Organisation in 2011-12, the total employment in both organized and unorganised sector in the country was about 47 crores. About 8 crores were in the organized sector and remaining 39 crores in the

unorganized sector. The workers in the unorganized sector constitute more than 90 percent of the total employment in the country

In order to provide social security to this part of the work force, the government enacted a comprehensive social security act which came into effect on 16th May, 2009. Section 9 provides for setting up of Workers' Facilitation Centre to disseminate information on social Security schemes available to them and facilitate registration of workers by the district administration and enrollment of unorganized workers. Section 8 prescribes record keeping functions by the District Administration.

SOME SCHEMES AVAILABLE FOR THE UNORGANIZED WORKERS

Indira Gandhi National Old Age Pension Scheme : This is a non contributory scheme where the employees need not make any contribution for getting pension. The senior citizens (below 80years of age) living below poverty line receives Rs 200 as pension on monthly basis and those who are above 80 years of age receives Rs 500pm as pension. The implementation is done online and database record is maintained through National social assistance program. The beneficiary must have a bank/post office/ Jan DhanYojana account to be registered under this scheme. The online database of all the beneficiaries registered under this scheme is maintained by the system.

National Family Benefit Scheme: Under this scheme, on death of the sole bread winner of a below poverty line household whose earning contributes a major part of the family income and are in the age group of 18-60 years, the family will receive a grant of Rs 20,000. Both natural and accidental death are covered under this scheme. The number of beneficiaries reported under this scheme increased by approximately 5.92% during 2013-2014 to 2014-2015. A woman who is home maker is also considered as a bread winner under this scheme. At the district level the implementation of this scheme is entrusted to Zilla Parishad or similar bodies and at the local level, the municipality or gram panchayat would implement the scheme.

Janani SurakshaYojana: This is a centrally sponsored scheme that provides cash assistance with delivery and post delivery care of poor pregnant women for low performing states like Assam, Bihar, Jammu and Kashmir, Uttaranchal, Chattisgarh, Jharkand, Madhya Pradesh and Uttar Pradesh. This Yojana was launched in 2005. Under this scheme, ASHA(Accredited Socisl Health Activist act as a link between government and the poor pregnant women of urban, rural as well as the Angandwadi workers. ASHA helps in registration of the workers and a JSY card is

issued. The beneficiaries are eligible for minimum two Antenatal Check –up under this scheme. Under this, women belonging to the rural areas Low Performing State get a coverage of Rs 1400 and women from urban areas get Rs 1000. Moreover, women from rural areas of High Performing State get Rs 700 and urban area get Rs 600.

Handloom Weavers Comprehensive Welfare Scheme: This scheme is a comprehensive scheme for Health Insurance and Mahatma Gandhi Bunker Bima Yojana. The MGBBY provides insurance coverage for natural and accidental death or total or partial disability to age group of 18 and 59 years in consideration of a premium of Rs 470 per member. This premium will be shared by GOI, weavers and LIC. The health insurance covers the existing as well as new diseases of the weaver, spouse and two children. In both cases the weavers should earn 50% of their total income from weaving.

National Scheme For Welfare Of Fishermen And Training And Extension: This scheme operates as centrally sponsored scheme with three major components: development of model fishermen villages, Group Accident Insurance for Active Fishermen and Saving-cum-relief. The registered fishermen are insured against permanent or total disability and death for a period of 12 months. The premium is not more than Rs 15 and 50% of this is subsidized as grant in aid by central government as well the state government.

Aam Admi Bima Yojana: This is a merged scheme named " Aam Admi Bima Yojana" for the head of the family below or marginally above the poverty line. The premium of Rs 200 per annum per member is required to pay as premium for a cover of Rs 30,000 and out of this 50% is subsidized from social security fund. The scheme provides Rs 30,000 on normal death and Rs 75,000 on accidental death or permanent disablement to the surviving beneficiaries or the family members of the policy holders. It also offers scholarship benefits to the children of the policy holders and a fee of Rs 100 per child per month is offered.

Rashtriya Swasthya Bima Yojana: This scheme provides in-patient health care insurance benefits as designed by the state government for the unorganized worker along with the family members of the insured. It also provides maternity benefits upto Rs 30,000. Under this scheme a risk coverage of Rs. 30,000/- is given annually to the families of workers belonging to the BPL categories. The enrollment to these yojana is linked with opening of bank account and issuance of Aadhar card. It is a IT-enables and smart card based cashless health insurance.

Pradhan Mantri Shram Yogi Maan Dhan Scheme: This scheme launched in Gujarat by the Prime Minister aimed at providing monthly pension to the unorganized workers during their old age. An equal amount as that of beneficiary will be made by the Union Government. The unorganized workers who are earning less than Rs 15,000 per month are entitled to this scheme. The workers who are 29-40 years of age are required to deposit Rs 100 per month to this scheme and who are 18-28 years are required to deposit Rs 55. The pension will be paid to the workers after 60 years of age and the amount will be automatically deducted from the bank account of the beneficiary. The Chief Minister of Assam launched this scheme at Pragjyoti ITA Centre for Performing Arts in Machkhowa.

Until 2015-2016, the government allocated separate funds as a part of their plan expenditure on social security for unorganized workers but after 2016 onward it has not allocated any amount but for issuing Aadhar seeded identification cards, the government has allocated funds in 2016-2017 and 2017-2018 and the government is providing a National Platform for the unorganised workers.

The government of India is taking a number of steps to provide social security to the unorganized labour force and bring them in line with the organized workforce. The initiative of identification and registration of unorganized workers has also been initiated. The study done in Kerela regarding the impact of training programs of central board for workers education on the quality of work life of the organized, unorganized and rural labour in Kerela showed that training programs had positive impact on the workers and has also built their confidence.

The social security is provided to the workers in two ways:

- Social assistance and
- Social insurance

These measures provide a sense of financial security to the workers and help them in performing with efficiency but most of these schemes seem to be directed only towards giving financial help in case of death/retirement/disability or old age benefits. There is lack of proper wage system as well as legal framework for protecting the unorganized workers from exploitation in the hands of employers or other related parties. These schemes do not aim at providing training or skill enhancement facilities which can help the workers to grow. Though some states try to design their personal training programs under the social security act, still majority of the workers remain

unreached. Proper social security measures should not only be confined to financial assistance but also should help the workers involved in the unorganized sector to develop themselves and learn new things. This will not only help them in learning the present world but also creating new ideas and contribute more to the economy. Developing the unorganized sector will lead to a more formalized system of working and a more smart workforce in the nation. The job and development opportunities along with the value of experience should be considered in these sectors like the organized sector.

CONCLUSION

Social security gives a sense of relief to the workers and encourages them to work with more dedication. These measures are vital for the development of the human resource working in the unorganized sector. If the social security available to the workers of unorganized sector as or new policies are formulated with major goal of providing job security, employment agreements, safety against mental and physical abuse as well as mandatory training programs, then a large part of the workforce will be developed leading to a higher income earning capacity as well as improved standard of living. Just providing financial securities is not enough for the development of the unorganized sector.

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EFFECTIVE HRD STRATEGIES IN MINIMISING EMPLOYEES TURNOVER RATE- A CASE STUDY

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Abstract

One of the crucial asset of any organisation is Human Resource. Considering that, Employee Turnover has proved to be one of the serious problem faced by the corporate and non-corporate houses. Employee turnover refers to the replacement of an employee with a new employee associated to the resignation, transfer, death, retirement or termination of the former. Employee turnover is a clear indication of increased cost-to-hire factor. It is associated with hiring expenses, orientation sessions, counselling sessions, training sessions, all requiring a whole separate set of manpower that lead to the additional employment of two important assets of a company – Time and Finance. HRD- Human Resource Development is a part of Human Resource Management that is concerned with the development of the employees by upgrading their organisational skills, abilities and knowledge to yield higher productivity and utility. The organisations exercise HRD through informative training sessions, conference educational sessions, mentoring, work assignments and more. An employee whose competence and quality has been upgraded is likely to view his or her esteem and self-actualization need satisfied or on the right track to be satisfied and such an employee is less likely to decide to dissociate with the organisation he or she is working for. A skilled and satisfied employee will prove to be the most valuable asset to the company. This paper aims at presenting a comprehensive list of effective HRD strategies that impact the workplace satisfaction, leading to the curtailment of employee turnover. We've compiled results of case studies of three organisations who have successfully implemented such practices. This research shall provide basic guidelines for action while adapting them to individual specific needs of the companies. Keywords: HRD Strategies, Employee turnover.

Introduction

Employee turnover of a company is the percentage of the employed workers leaving the company and hence the vacancy needs to be filled by a fresh recruitment. A certain level of turnover rate may fall under the range of normalcy but when the rate exceeds to disturb the normal functioning of the business, it must be taken as a matter of concern. Some reasons for employee turnover such as death, retirement etc are beyond control. But when the turnover rate rises up due to voluntary resignation of the employees, it becomes a matter of concern and needs to be worked upon. According to business dictionary, Human Resource Development is the part of HRM that specifically deals with training and development of the employees. HRD includes training an individual after he/she is first hired, providing opportunities to learn new skills, distributing resources that are beneficial for the employee's tasks, and any other developmental activities. Employee turnover has severe negative impact on a company. According to the U.S Bureau of Labor Statistics, turnover can cost an organisation 33 percent of an employee's total. The real "total cost" [1] involved with losing an employee are broadly classified into various categories, as indicated in figure 1.

- Cost of hiring a new employee - Advertising, interview, screening and hiring.
- Cost of on boarding a new person - Training, management time.
- Lost productivity - A new person may take 1-2 years to reach the productivity of an existing person.
- Lost engagement - Other employees who see high turnover disengage and lose productivity.
- Customer service and errors - New employees take longer and are often less adept at solving problems.
- Training cost - Over 2-3 years you likely invest 10-20 percent of an employee's salary or more in training, that is gone.
- Cultural impact – Whenever someone leaves others take time to ask "Why?".

Employee turnover and HRD are closely related. Poor HRD hinders the growth and progress of an employee and he finds himself in a dead-end position. In the absence of proper HRD, there is

little scope for the employees who are lacking the requisite skills for performing a job to learn it and thus the work load of complex tasks fall on other skilled employees. In the absence of distribution of labour, the employees are bound to overwork that lead to work-life imbalance. Such an over-burdened and unsatisfied employee will look for other companies which may provide him wider scope of growth, balance of work and better compensation. Thus, there is a need to realise and regulate the employee turnover rate by improving the HRD department of the organisation. The study here will discuss the HRD strategies effectively regulating the employee turnover rate.

Figure 1 : The real total costs associated with employee turnover

Scope of the study

Employee turnover has adverse effect on an organisation. It not only disrupts the established momentum of work but also narrows down the existing productivity. The study establishes

relationship between strengthening HRD department and lowering down employee turnover rate. The study extends towards understanding how a strong HRD department will improve the job satisfaction of the existing employees to retain them, uplift the morale of other members of the organisation and establish goodwill of the organisation in the society to enable the attraction of better workforce. The study will also try to address and comprehend the psychological aspect of the employers and employees, their issues and how a strong HRD department can address and solve them.

Objective of the study

- To establish relationship between employee turnover rate and HRD.
- To study cases of organisations that implemented successful HRD practices to retain employees.
- To provide guidelines to the existing and new corporate and non-corporate houses on forming, regulating and upgrading its HRD department

Methodology

The data presented is of secondary nature. To address the problem and establish solutions, detailed study of the strategies of existing companies is done who were able to define and comprehend the problem of severe employee turnover and solve it by strengthening HRD practices. Detailed study of three organisations dealing in completely different fields is done – Movenpick resort dealing in hospitality industry, Whirlpool corporation dealing in home appliances and Wipro Limited dealing in IT, consultancy and more such service-related work. The problem faced by all three of them remain same- employee turnover. The choice of the three organisations working in completely different domain enable us to comprehend the different verticals of the problem and how it can be solved by effective HRD program. It enable us to understand the wide scope of HRD and which particular course of action(s) will be taken up by different firms considering that kind of business they are dealing in.

Case study: 1 Mövenpick Hotels and Resort

Mövenpick Hotels and Resorts, a hotel management company headquartered in Baar, Switzerland operates over 83 properties. The services include resorts, hotels and Nile cruisers. The hotel chain serves 5.8 million people per year, and in 2003 was named the “fastest growing

hotel chain in the Middle East" by The World Travel Market[2]. In Hospitality industry, the causes of employee turnover are diverse. It can be due to the dissatisfaction regarding the work, mismatch between job and its expectation, unhealthy working environment, high working hours with low compensation and more. However, one of the main cause still remains the static position of the employees where they find little and delayed scope of growth and skill learning after a certain point. People tend to start their career in hospitality industry at a very young age and many-a-times, the organisations tend to look at their employees as part-time workforce and hence not spend much on their growth and development. Thus, many of them tend to change their field of work in the later part of their career. There arise increased need of care and action to prevent the employee turnover rate from exceeding a certain bar. Movenpick Hotels and Resorts were successful in implementing effective strategies to address the problem. K.Parinya (Lek) Hallermann, director of HR at Movenpick Resort and Spa Karon Beach, explains the strategy that led to the retention of 34 percent of the workforce going all the way back to 2006[3].

Action plan for solving the problem of high employee turnover: Providing effective training facility to the workers- A part of HRD

Cross departmental training and internal transfer. Employees tend to be a part of a specific department which is functionally divided. In such an organisational structure, the employees remain unaware and unskilled about the other elements, aspects and dimensions of work. Movenpick ensured that cross departmental training takes place effectively. This also enabled the workers to get access to internal transfers.

Thus, the tenure of personal remain stable and it increases employee's security and stability too.

Employee sovereignty and training. Movenpick took up the policy where each employee is given workplace recognition by inviting and encouraging their initiative. Employees are to take the lead in certain projects and work-place recognition is the award for the successful completion of the same. Such a mechanism enables the managers to supervise and evaluate the work of the employees and provide them with input and training, if required.

Movenpick relied on strengthening its HRD facilities to improve the employee-company relationship. Employees felt that the company is not just deriving work from them as a factor of

production but is also committed towards uplifting their quality and skills. This directly led to the retention of the workforce.

Case study: 2 Whirlpool Corporation

The Whirlpool Corporation is a leading manufacturer and marketer of home appliances. Headquartered in Benton Charter Township, Michigan, US, Whirlpool has over 92,000 employees as per 2017. Whirlpool undertook diverse talent retention strategy when the employee turnover rate was rising rapidly and couldn't be managed by hiring fresh talent. The scope of HRD includes appraising the employees' performance and the superiors facilitating the employees through performance consultation, counselling and interviews to bridge the gap between skills and job. To locate the cause and identify the solution of high employee turnover, Whirlpool Corporation prepared a toolkit to access the three major dimensions of the aspect[4]:

- Assessing the impact Whirlpool would face should an employee leave.
- Understanding the likelihood that an employee will leave.
- Creating action plans to prevent this regrettable loss.

The managers were asked to answer few objective questions in yes or no: [5]

- If this employee left Whirlpool, in the current business environment would we sustain a significant revenue loss or increased risk?
- If this employee left Whirlpool, would we lose significant intellectual capital?
- Is this employee in a critical role or on a Succession Plan for a critical role?
- Is there a weak or non-existent contingency plan for if this role were vacant?
- Would this role be difficult to fill both internally and externally?

The risk retention assessment included 25 yes or no questions managers were asked to answer about their employees and their relationship to those employees. Considering that the managers had difficulty in answering the questions regarding the employees, it was discovered that there was a serious gap between both the parties that adversely effected superior-subordinate relationship.

Action plan for solving the problem of high employee turnover: Conducting Stay-interviews

To address the problem, Whirlpool corporation relied on conducting stay interviews that strengthened the employee-employer relationship. Stay interviews are one-on-one interviews conducted between a superior and an employee who is likely to leave, in order to understand and execute the factors that can drive him to stay. After the first round of interview, it was discovered that the communication between the superiors and their subordinates improved, the superiors stood at a better position to assess the performance of the employees and provide them with training and guidance, the managers became conscious about factors like employee participation, job enrichment, recognition and rewards that were expressed by the employees in the stay interview and the employees accepted that the scope of professional growth had widened. By putting emphasis on the organisational structure, hierarchy of authority and narrowing down the gap between the manager and employee, Whirlpool Corporation was able to implement strong HRD facilities and retain its diverse talent.

Case study: 3 Wipro Limited

Wipro Limited is an Indian MNC headquartered in Bengaluru, Karnataka, India. The MNC provides services in IT, consulting, digital strategy, outsourcing and business process with a total number of employees of 171,425 as per 2019[6].

In IT sector, the main problem faced in retaining human resource is the inability to meet the expectations of the employees in a business environment where the rival companies strategize to acquire the talent from other companies by providing better compensation and job enrichment. The attrition level of the group of employees with 5 years or more experience exceeded Wipro's attrition rate of 17 percent [7]. The company located two main reasons of employee turnover and formed retention policy to address both:

- In search of better growth opportunities.
- To pursue higher education in technical and professional skills to be able to negotiate for better compensation in the next jobs.

Action plan for solving the problem of high employee turnover: Offering opportunities to pursue higher degree in premium engineering and management institutes

Wipro introduced "Notch-up" program under which the employees working with the company for 2 years and more are given the opportunity to study in country's premium engineering and management colleges. The program includes master's degree from Symbiosis in Pune, Pilani's Birla Institute of Technology and Science, VIT University in Vellore and a two years program in professional accounting under the partnership of Wipro with Institute of Chartered Financial Analysts of India (ICFA). The company also provided the provision of score-based fees reimbursement to the employees. Wipro witnessed high degree of response from the employees. In the very initial stage of the program, according to Wipro, more than 500 employees have already enrolled, and its aimed is to expand this number tenfold to 5,000 in three years [8]. The increased sense of commitment of the company towards the employees let it enjoy an upper hand over the rival firms, attract and retain better human resource and upgrade the technical and managerial competence of the existing workforce that directly improved the productivity and lowered the employee turnover rate.

Conclusion

It is not just sufficient to hire talent but it is also a difficult task to retain the talent for which firms must have a strong HRD department. Through the cases of different organisation that have been studied, the conclusion can be drawn that the importance of HRD remains universal in firms working in different fields. Be it the hospitality industry, firms dealing in consumer goods or service-based IT firms, the problem of employee turnover remain constant though the degree may vary and to address the problem, there exist alternative courses of action contingent on the situation and nature of business. It is also comprehended that there is no one way of strengthening HRD to address the problem of high employee turnover. The scope of HRD is wide. While Movenpick undertook the policy of inter departmental training and imparting authority to its employees to enable internal transfers and development, Whirlpool corporation relied on conducting stay interviews to strengthen the superior-subordinate relationship. Wipro limited, on the other hand, collaborated with the premium professional institutes of the country and provided opportunities to the employees to get higher degrees in order to improve their skills and their commitment towards the company. In this competitive environment, employers and organisations can no longer view its employees as mere factor of production whose only purpose

is to provide work in return of compensation. The organisations have to take responsibility of the skill development and overall growth of its employees in order to ensure the sense of long term commitment towards the organisation and optimum utilisation of the human resouces.

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HUMAN RESOURCE DEVELOPMENT IN CO-OPERATIVE BANKS: ISSUES & CHALLENGES

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Abstract:

Co-operative Banks have been in existence in our country for more than a century. These institutions are running under the supervision of State Governments all over the country and have been largely considered to be lagging behind in modern age competition. The employees of these banks function on the basis of traditional and manual approach. Many aspects such as lack of proper training, lack of effective human resource development systems and similar issues have crippled the institution. Thus, it would be in the larger interest to study the issues which co-operative banks are facing in terms of Human Resource Development(HRD) and also the challenges which are possibly approaching in the near future for them. Further, Human

Resource Development is a key factor in determining the success of an organization. Thus, it would be interesting to know if the HRD factor has contributed to the overall lack of professionalism in co-operative banks. In this study, an attempt have been made to have an insight on the issues , challenges in the context of HRD faced in co-operative banks alongwith the challenges in recruiting and retaining quality human resource in the bank.

Key words: *Co-operative Banks, Employees, Training, Recruitment, Retention.*

INTRODUCTION

The importance of human resource development for the success of any organization if stated shall only be an understatement. So much so that "Human Resource" off late is considered the "asset" of an organization and co-operatives with no exception. The two most important driving forces of economic and social development are skills and knowledge and the cooperatives can be

taken as the instruments to involve the available human resources. Though Indian cooperative banking movement was introduced almost a century back, human resources development has been a neglected field in cooperative banks. It is understood that the cooperative banks has a wrong perspective towards human resource development (HRD) and hence observed that their financial performance suffers. The organizational design of most of the co-operatives is not in conformity with the basic principles underlying human resource development of a sound institution. There is need for creating awareness and acceptance of human resource development to achieve the organizational goals and objectives. Enlightened members and competent employees are the need of the hour for any organization facing today's competition. The mission of the co-operative banks should be highly competent motivated team of employees and enlightened and empowered members. Therefore, it is necessary to study on human resource development in cooperative banks.

A diagnostic research design (theoretical analysis) is followed in the present study. The study shall include the cooperative institutions undertaking the job of banking with special reference to Kanaklata Mahila Urban Co-operative Bank Ltd, Jorhat. The paper throws light in the question as to what are the different human resource development policies undertaken by the bank in reference ? Why should policy makers / regulators consider effective HRD in its development strategies? What are the remedial measures to be addressed in HRD so that it helps cooperative banks to co-exist in the present competitive environment

Understanding Human Resource Development

An organization comprises of a number of people who works with the common motive of achieving the organization's goals. HRD in the context of the organisation is the process of organizing and enhancing the physical, mental and emotional capabilities of individuals for productive work. It is that part of human resource management that specifically deals with training and development of the employees. Effective training is considered as an investment as it has both immediate and long term returns.

Human resources development is important to the organization in myriad ways, right from profitability and efficiency to the overall organizational effectiveness. Human beings that make up an organisation have different mental abilities, skills, approaches, qualifications and also behaviour which results in their complex behaviour patterns and psychological makeup. They must be groomed in order to take risks, think innovatively, handle new problems and accept

changes and for employee satisfaction. In todays competitive environment, employees of any business organization are the key factor for deciding the success of the firm, in general, and cooperatives in particular. Hence marking the importance of HRD in any organizational setup.

Understanding Co-operative Banks

Cooperative is one such sector, that renders services to the ones in the lower rungs of the economic ladder. The primary purpose of a cooperative is to satisfy the social and economic needs of its members who are simultaneously their owners and customers. A cooperative organization is an autonomous association of persons who group voluntarily to meet their common economic, social and cultural needs and aspirations through a jointly-owned enterprise.

Urban Cooperative Bank(UCBs) in India, with their existence of more than a century by now has played a remarkable role in financial inclusion. These banks are registered under the Cooperative Societies Act of the concerned state. Later they were allowed for full fledged banking business only after the extension of Banking Regulation Act 1949 with effect from 01.03.1966 which gives regulatory powers to the Reserve Bank of India (RBI) like issuing of licence and controls on banking business. This creates a situation of dual control of UCBs by both state and central governments. In India, 'cooperation' is a state subject whereas 'banking' is with the union government. UCBs are pioneers in acknowledging the common man as their client who has to be serviced and have managed to create a niche among the lower and middle-income groups. This has indeed succeeded in facilitating banking service in a more user-friendly environment. However, the Indian banking industry has witnessed failure of a large number of Urban Cooperative banks. Therefore apart from the various reasons of such failure stated in the paper the role of HRD in helping urban cooperative banks to co-exist in the present competitive environment shall be dealt in detail.

Objectives of Study

The study is planned with the following objectives:

1.To study the scope of HRD in Co-operative banks.

2.To study issues and challenges in human resources development of co-operative banks.

3.To study the scope of improvement of human resource development in co-operative banks.

Kanaklata Mahila Urban Co-Operative Bank Ltd

For the purpose of this study a close study of Kanaklata Mahila Urban Co-operative Bank Ltd. (KMUCB Ltd.) shall be done as firstly, it is a successfully running co-operative bank which got grade 'A' certificate from RBI. Secondly, being the only women bank in the State the role of HRD in its functioning has been given immense recognition. On the contrary despite a major step by the Government of India in setting up a women bank in the country,only functioned for a year which later merged with SBI due to its poor performance.

A brief: The Kanaklata Mohila Urban Co-operative Bank was registered on 22 May 1998 under Assam Co-operative Societies Act -1949. The bank got the license for banking business on 16.02.2000 from Reserve Bank Of India(RBI). A small group of poor economically active women of Jorhat District of Assam under the leadership of Smti. Lakhimi Baruah established the Kanaklata Mohila Urban Co-Operative Bank Ltd. to serve the women, common people and poor people in the locality. The Bank is located in Jorhat District which is situated in upper Assam. It is the first women bank in the state. To gear up the only women bank in the state The North Eastern Development Finance Corporation Ltd. (NEDFi) and Small Industrial Development Bank of India (SIDBI) came forward and provided financial assistance .

Considering some of the objectives of the bank that stands apart from the common objectives of the other co-operative banks highlights the very necessity of HRD in the bank such as-

- To encourage thrift and co-operation among the members.
- To ensure continues services from its present employees and to recruit women with best skill and knowledge.
- To reach out to the masses by setting up more branches across the state.
- To provide financial and technical assistance to self employed women for setting up their own business.

Recruitment process:

MEMBERS: A women may be admitted as a member if she –

- Is an adult who is competent

- resides within the area of operation of the bank or is gainfully engaged in any occupation in the area , provided that she is not a member of any other Primary Co-0perative Bank.
- The other members are the govt. of Assam and The Assam Co-operative Apex Bank Ltd.

No right of membership shall be exercise until a women has made such interest in the bank as may be prescribed by the Act or By-laws.

The bank follows a stringent guideline meant one and for all in the process of recruitment with no bias whatsoever.

Board of Directors : The Board of Directors consists of 12 Directors. These directors are elected from amongst the shareholders. One third of the elected Directors retire from the office at the end of each Cooperative year. A retiring Director however is eligible for re-election.

Chairman and vice-chairman(VC) : After the annual general meeting (AGM) the Board of Directors elects a chairman and vice- chairman from among the elected Directors. The meeting to elect the chairman or VC is held within thirty days from the date of the Annual general meeting. The chairman and vice-chairman shall hold office for one year. They too are eligible for re-election. The chairman presides over the general meeting, meeting of the Board of Directors and any other meeting.

Auditor: The internal auditor is appointed by the General meeting of the bank and audit report is submitted to the General meeting for approval. The statutory auditor is appointed by the government.

Training provided-

Both, the bank employees and the Board of Directors have taken adequate training in Indian Institute of Bank Management, Guwahati. Moreover , under the sponsorship of SIDBI, training programme were held on subjects like risk management, computer skill, corporate governance , credit management, KYC and ALM (Assets liability management), micro finance and concurrent audit programmed.

Essentials of Human Resource Development in Co-operative Banks

To be precise HRD is the part of human resource management that specifically deals with training and development of the employees of the organization in an effort to develop capabilities

and competence among employees as well as create organizational environment conducive to the employees. Keeping in view this fact in mind, it is essential to strengthen the HRD system.

For a Bank to introduce HRD the following elementaries are a necessity without which implementation of HRD strategies shall fail to serve the purpose.

- There must be an urge and desire of the personnel in the organization to find improved methods.
- As it has been rightly said that it is easier to change the mountains than to change the minds of the people. Therefore the person engaged in HRD should posses required skills, attitudes and ability required to induce change such as pleasant personality, in hand knowledge, impulsive thinker, patience, objectivity etc.
- Good Co-ordination between the HRD team and the key personnel in the organization. For HRD to be successful it requires revolution in the total concept of management and not merely in wee bit and without the support of the top management all the efforts put in shall be void.
- Proper involvement of the HRD team along with the personnel of the organization to get a lot of unwritten information for understanding the dynamics of the organization for developing an effective HRD programme.
- Developing only such strategies which can be implemented by the HRD section with the limited funds of the Co-operative Banks. Besides, technical consideration should also be kept in mind as these Banks are not well equipped with highly developed technology.
- Keeping continuous track of every employee either on the basis of performance or emotional stability by using performance appraisal, motivation, training etc. to bring about desired change
- The HRD section must make all the employees in the organization understand the implications of new methods through seminars, lectures, role playing or any other methods to thwart the potential fears amongst the employees of the proposed changes.

Facilitators of Human Resource Development

For the development of an employee the various activities undertaken are- motivation, coaching, mentoring, counseling, encouraging, support, and training him to feed some additional information, inculcate skills and bring out a change in his outlook and so on and so forth.

Thus, HRD has an inward look of its employees which distinguishes HRD from other branches of personnel management .It emphasizes upon a continuous search of limitless, intrinsic human potential. HRD is facilitated by different sub – systems / mechanisms like :

♦ Performance management and development ♦ Potential appraisal ♦ Key employee identification ♦ Employees counseling ♦ Employee career development ♦ Training courses ♦ Job rotation ♦ Transfer and demotion ♦ Interpersonal relations ♦ Tuition assistance ♦ Working and living conditions ♦ Recruitment , selection , placement and ♦ Grievance redressal.

Importance of Co-operative Banking

i) Cheap rural credit- Co-operative banks have managed to create a niche among the lower and middle-income groups. They engage themselves in rural financing and micro financing. The banks charges comparatively low interest rates providing socio-economic condition to the people. In a country where the farm population is composed of small farmers who have small means and small lands, co-operative banking is most advantageous.

ii) Improvement in farming methods- The banks finance for agricultural operations hence the credit provided helps in introduction of better agricultural methods. They engage in purchasing improved seeds, chemical fertilizers, modern implement etc. This encourages farmers to engage in productive activities which benefit them as well as the banks. Co-operative banking changes the whole attitude of farmers and enables them to adjust to the changing environment.

iii) Productive borrowing- Loans by co-operative banks are advanced for productive purposes only. Unproductive borrowing is discouraged. The Co-operative banks supervise the activities of those members who have borrowed from it to ensure that the amount is used for the purpose for which was granted.

iv) Encouragement to Savings and investment- Co-operative Banks reduce the risk in lending by keeping a close watch on its borrowers for timely repayment of the amounts on the due dates. If otherwise, it is very likely that the borrowed fund would be used for consumption purposes. Co-operative banking teaches the farming community to borrow at the right time, the right amount for the right purpose and repay the loan on the due dates hence developing the habit of thrift among the poor

people. Therefore, we may say that co-operative banks assist in developing a healthy attitude among the borrowers.

v) Alternative credit source- A strong and stable co-operative Bank in a rural area frees a large number of borrowers from the monopoly of money-lenders. Hence, protecting the poor from the dominance of the rich.

Issues and Challenges

1. Inability in the use of technology- Though many of the services of the commercial banks are now available online, Cooperative is one of the sector which renders services to the poor people. Hence their customers are more comfortable in traditional banking. For this reason an added skill requirement for its employees is not just providing better and efficient service at the counters which could have otherwise been done online by the customer himself but also building future long-term relationship with the customers. The problem facing cooperative banks due to this are-
    - The increasing competition faced by the cooperative banks had led to greater attention to controlling labour costs and increasing labour productivity.
    - Lack of proper infrastructure with the pace of the growth in the bank and understaffing.

2. Recruitment and Selection - In the absence of scientific procedures, the management of any organization may fail to select the right man with the right skills for doing the right job, in the right environment. Since co-operative banks depend on government for financial and managerial assistance, governments often depute their officers. Even in KMUCB Ltd. the internal auditor is appointed by the General meeting of the bank but the statutory auditor is appointed by the government. The practice of deputation effects the bank employees.

3. Training and Development - A proper design for training and development systems is challenging because it is one such strategy in which costs are borne in the present, while the benefits accrue in the future. The complexities and scope of banking services is ever increasing along with the added aim of co-operative banks to contribute towards socio-economic development the need of the training has been greatly felt. Training imparted to the cooperative bank employees normally concentrates on the improvement of operative skills (the basic skill), interpersonal skills and decision–making skills i.e it concentrates

only in theoretical knowledge of the subject. Cooperative banks are localized institutions with poor funds and some of the technical courses offered by the national training institutions are high cost oriented.

4. Poor finance management- The major problems found in cooperative banks is improper funds management like accepting high cost deposits and their disposition in low return uses. Another problem is lack of expertise in lending, observing capital adequacy, investment in government securities, managing non-performing assets (NPAs), and other newer international rules imposed by the RBI and NABARD. The training provided to the employees should cover these aspects as well.
5. Remuneration- Salary structure of co-operative banks in comparison to private or public sector banks is low. Hence, it hinders the banks from attracting and retaining the highly skilled employees. A remuneration system based on the skill and ability of workers is important. For this the pay and other reward strategies should revolve around the employee's needs and aspirations.
6. Professional attitude- Professional attitude of employees at all levels is the need of the hour. Taking the Kanaklata Mahila Urban Co-operative bank where the employees most often fill the bank related forms or provide door-to-door services to their clients which helps in building a long term relationship with the customers but to maintain the thin line of good relation and professionalism is often seen to be overlapping.
7. Political interference- Due to the dependence of Co-operative banks in the government on many occasions, the state government dissolves the elected boards of cooperative banks and deputes government officials to manage their affairs. As the government officials do not possess adequate expertise in banking, the efficiency of the cooperative banks suffers. Such political interferences in the activities of cooperative banks is a major drawback.
8. State Government Negligence: The State Govt. support for the functioning of co-operative Banks is either minimum or absent. The banks does not get sufficient help from the state government and hence they cannot take up scientific remuneration and selection techniques or any such measures that requires more funding. Even the training facilities has to be set up within the limited resources available. For KMUCB Ltd. it is observed that there is less government provision in infrastructure building and

capacity building and funding which farther worsens there strife for not only a technologically upgraded bank but to also train there employees for the same.

9. Dual control : In India, 'cooperation' is a state subject whereas 'banking' is with the union government. Hence, some discrepancies appear between the instruction of RBI and Cooperative societies Act. Such Departmental obligations regarding the amendment of bylaw makes it difficult to bring up any change. In some cases the Society does not respond regarding the amendment of bylaw.

10. Inefficiency- Also, the most powerful chair in the cooperatives are throne by a committee of elected members who are not necessarily professionals. Even in KMUCB Ltd. the chairman and vice- chairman are elected by the Board of Directors. A scientific method for selection should be opted rather than elected members as this fans politics and inefficiency into the system.

Recommendations

The findings of this study can be successfully utilized for the improvement of HRD practices in Cooperative banks. Some of the main recommendations based on the study are:-

1. A proper training to the employees in bank management enhances their knowledge, which is necessary for the smooth functioning of the business of the banks. The extent of participation in training programmes in Cooperative banks is low. So there is a compelling need of knowing the underlying causes of low level of participation in training programmes which can be determined by certain demographic variables such as age, sex, educational qualification, length of service, professional qualifications, status etc. Therefore, the management of the bank should design the contents of training programme accordingly and necessary mechanisms should be brought in too boost the habit of active participation in training programmes.
2. The study shows that there is a need for a fair selection procedure and an objective mechanism of deputing the employees. The method of remuneration and selection should have previously set clearly stated procedures and should be strictly followed one and for all with no exception for any. This is expected to reduce the government deputation eventually if followed strictly.

3. Change in HRD plan should be linked up with promotion\confirmation. This will create motivation among the employees to opt for improved techniques.

4. The banks should set aside adequate money for imparting training to its employees on regular basis. Job performances of the employees should be documented and evaluated in order to fill the gaps in the training imparted and the need for training.

5. In order to meet the global standards and to remain competitive, UCBs will have to recruit specialists in various fields such as treasury management, credit and risk management, IT related services, HRM, etc. to keep pace with segmentation. Rather than appointing one person for all jobs to do. As it is rightly said a "Jack of all trades, master of none".

6. Another important ingredient is to make reward and compensation link to skills and performance. There is an urgent need to have the system of reward and compensation in place that will attract, recognize and retain the talent in UCBs

7. Co-operative banks have Local identity and image hence they should recruit local candidates as they are well aware of the local environment which helps in a more user-friendly banking habit amongst the local people.

8. The government should take initiative to increase their salary and provide them with a better working condition with a well furnished work place. The women for the bank in question should be provided training in computer. K.M.U.C.B Ltd in spite of being a Bank licensed by the RBI has failed to get the same benefits from the government which other banks like SEWA has been getting. Thus, it should be brought in the notice of the state government.

Conclusion

UCBs are increasingly operating in highly competitive market environment that poses a threat to the survival of UCBs in small towns. The ever-increasing incidence of mismanagement of funds, overdues and increasing NPAs occasioned by poor recoveries of loans disbursed by the banks due to lack of proficiency have crippled their financial solvency, economic viability and profitability. As such, the problems faced by the UCBs need to be addressed urgently, not only to ensure future growth of these institutions, but also to secure orderly progress of the entire

financial system of the country.HRD activities in cooperative banks will need to be much more systematically organized with a far reaching perspective. Well specified HRD principles in crucial areas like recruitment, placement, training, career progression, managerial grooming, etc. are lacking in most of the cooperative banks. There was no evidence of an objective system involving professional guidance for recruitment in cooperative banks in several cases.

In India, with the demand for quality service HRD is the need of the hour as it is difficult to practice customer-centric strategies without first achieving employee satisfaction and HRD is a key factor contributing to employee satisfaction. Employing and retaining skilled workers and specialists, re- training the existing work force and promoting a culture of continues learning is the present day look out of HRD. Although the UCBs have shown significant progress in attaining more just and inclusive financial services at local levels, there remains enormous practical and theoretical challenges that demand adequate HRD strategies.

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WOMEN AT WORKPLACE: GEOGRAPHICALLY MOBILE, QUALIFIED AND LIBERATED- A GLOBAL PHENOMENON

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Abstract:

In the past few years, the debate around 'gender diversity' has become more extreme at workplaces. The term simply means an equal representation of men and women in the workplace. To tackle this issue, many companies are taking concrete steps like promoting collaborative culture, greater industry exposure for women employee and equal pay for equal work. Human resource development s considered as the key to higher productivity, better relations and greater profitability for any organization. Appropriate HRD provides unlimited benefits.

The human resource department is also making sure to train staff members at all levels about the importance of gender diversity.

Entrepreneur India lists out few steps that companies can take to foster gender diversity in the workplace:

- *Give Equal Opportunities*
- *Working Time Flexibility*
- *Build Talent and Not Hire Talent*
- *Value Female Workforce*
- *Have a Gender-neutral Outlook*
- *Build A Diverse Team*
- *Reduce Work Schedules*

The paper is based on primary data taking a sampling method with help of questionnaires, interview and observation of local employees and also secondary data.

Keywords: *Women at workplace, Gender Equality, Human Resource Development.*

INTRODUCTION

Women at workplace:

Women in India have come a long way! From just a skilled homemaker women today have acquired skills and capabilities of not just being a homemaker but being at par with their male counterparts. This is the new generation of women, who wants to pursue their dream career. But this life is not a bed of roses for all. "The most glaring dilemma is the time factor. More conflict arises with the working mother. One has to fulfill the demand at work followed by various demands at home. In today's scenario the husband and wife both work towards creating a balance with their work life as well as at home with their children. But it is still difficult for women as she has to play multiple roles of a cook, a family maid, a tutor, a nurse as well as cater to the demands of office work. This can leave a working woman stressed and anxious; more so if the family is not supportive. "With equal pay come equal responsibilities."

It is an open truth that working women have to face problems just by virtue of their being women. Working women here are referred to those who are in paid employment. Social attitude to the role of women lags much behind the law. This attitude which considers women fit for certain jobs and not others colors those who recruit employees. Thus women find employment easily as nurses, doctors, teachers the caring and nurturing sectors, secretaries or in assembling jobs-the routine submissive sectors. But even if well qualified women engineers or managers or geologists are available, preference will be given to a male of equal qualification. A gender bias creates an obstacle at the recruitment stage itself. When it comes to remuneration the law proclaims equality but it is seldom put into practice.

Human Resource Development:

Human Resource Development (HRD) is the framework for helping employees develop their personal and organizational skills, knowledge, and abilities.HRD is one of the most significant opportunities that employees seek when they consider you as an employer. The ability, and encouragement, to continue to develop their skills help you to retain and motivate employees.

Human Resource Development includes such opportunities as employee training, employee career development, performance management , coaching, mentoring, succession planning, key employee identification, tuition assistance, and organization development.

The focus of all aspects of Human Resource Development is on developing the most superior workforce so that the organization and individual employees can accomplish their work goals in service to customers. Organizations have many opportunities for human resources or employee development, both within and outside of the workplace. These are the options that you have for developing your employees. Formal training can add value in your workplace. Human Resource Development can be informal as in employee coaching by a manager or internal training and development classes taught by internal staff or a consultant. Mentoring by more experienced employees is also recommended for employee development. It is especially useful as employees become more senior within your organization. Traditionally, executive leaders and senior managers are resistant to training classes and conference educational sessions.

Healthy organizations believe in Human Resource Development and cover all of these bases. One option that is recommended, in preference to many other ways in which organizations develop employees, is to provide internal training either with internal staff or a paid facilitator or consultant. There are advantages to internal employee development.

NEED FOR THE STUDY

- Our constitution, in its Fundamental Rights, has provisions for equality, social justice and protection of women. These goals are yet to be realized. Women continue to be discriminated, exploited and exposed to inequalities at various levels.
- By empowerment women would be able to develop self – esteem and confidence, realize their potential and enhance their collective bargaining power.
- Women empowerment can be viewed as a contribution of several inter- related and mutually reinforcing competent.

OBJECTIVE OF THE STUDY

The principle of gender equality is enshrined in the Indian Constitution in its Preamble, Fundamental Rights, Fundamental Duties and Directive Principles. The Constitution not only grants equality to women, but also empowers the State to adopt measures of positive discrimination in favour of women.

The goal is to bring about the advancement, development and empowerment of women. Specifically, the objectives include:-

- To identify and monitor challenges faced by working women.
- To know about the perception of employees towards working women.
- To know about the efficiency and effectiveness of working women.
- To extend material support to women.
- Creating an environment through positive economic and social policies for full development of women to enable them to realize their full potential.

KEY CHALLENGES OF WORKING WOMEN

We can't deny the fact that the role of women in society has been radically changed in the past few decades.From running a jet plane, teaching kids to serving as admin head or company executive, women are seen playing each role with aplomb.They are not only **cherishing their fulfilling careers**, but also some of them are **outrunning men**. Despite these incredible advances, women still have to face a lot of work issues and professional challenges at workplace.

Problems Faced by the Women in Workplace:

1. **Sexual Harassment:**

Sexual harassment at workplace is one of the most widespread problems that women face.Sexual harassment is an unwelcome sexual behaviour, be it verbal or physical, and has profound impact on women.Sexual harassment ranges from **offensive comments, showing obscene pictures or videos, threats to sexual assault to an unwanted sexual favour**.

In return of promotion, salary hike there are a few employers who try to take sexual advantage or favours from female workers. When it comes to female workers in low-wage jobs, the negative consequences of sexual harassment is the worse.

Apart from this any other unnecessary verbal activities or gestures like **remarks about appearance, gender based insulting comments, whistling, and cracking adult jokes come under sexual harassment**. This type of harassment even sometime leads to molestation and rape in workplace.

2. **Pay inequity:**

It is one of the most major issues that women employees have face at their workplace.

Most of the time despite of being more proficient and qualified than fellow male employees, **women workers are paid less** than males for the same amount of work.Women are almost half of the workforce still they earn less than men workers in almost every single occupation.

According to researchers, occupational segregation due to gender and few other factors, play the major role in pay equity at workplace.During the last couple of decades, women have shown tremendous courage by opting jobs that were previously done exclusively by men. In spite of this commendable effort, there has been a little progress in the gender integration of work.

Women are still considered to be worthy to get low pay and their effort and hard work are undermined in front of the male co-workers. Even sometimes along with pay inequity, they face discrimination in respect of recruitment, salary hike, position up gradation and many more.

3. **Lesser women in the workforce:**

This is a persistent work problem in a number of developed nations of the world and also has become a matter of concern for the analysts.

Studies have shown that in most of the multi-national companies the ratio between men and female employees are uneven.Women are highly discriminated and men always get an upper-edge compared to women during recruitment.

In spite of having all the required qualification, talent and expertise, women find it difficult to get selected for a position as several concepts like women are emotional, they are physically and mentally weak, can’t give sufficient time, maternity issues and several other things come in the way.

4. **Chilly workplace environment and lack of family support:**

Increasing work pressure combined with chilly workplace environment seems to be another main factor that troubles women at workplace.

The importance of working in a supportive and healthy office atmosphere with a group of understanding colleagues can't be overstated.A personally fulfilling job and a handsome salary can't even make a woman employee satisfied if she has to spend her day at workplace with a group of unsupportive men colleagues. This isolated feeling can lead to boredom and stress, gradually losing her efficiency and confidence.

Apart from this, lack of family support for household responsibilities is another major reason that **leads to stress and conflicts** for female workers who are **trying to balance both job and family.**

5. **Poor security:**

Poor security at the workplace is another pivotal concern that women have to deal with. Women working in night shifts fall victim of several crimes due to inadequate security arrangement by the higher management.

Incidents of driver or another male employee assaulting a woman worker in office transport has been reported every second day.Due to lack of proper security arrangements by the company, women specially working in night shifts have become victims of rapes and sexual abuses.

6. **The absence of role model at workplace:**

We learn by following the footsteps of others. Even at workplace young professionals look up to senior counterparts to learn the tricks and trades of business.

In this male dominated society women employees often don't find female role model to follow, so they have to seek help from male colleagues for guidance.But the nuances in the communication style of men to a woman and **lack of mentorship hinder the growth** of women at workplace.

7. **Pregnancy discrimination:**

Pregnancy discrimination happens at workplace when an employer discriminates a female worker on the basis of pregnancy, childbirth, or related conditions.

Pregnancy discrimination can comprise any kind of negative employment actions taken owing to an employee's pregnancy or other related medical conditions, including firing or demoting a

woman worker, restriction to work, treating a pregnant worker in a different way than other temporarily disabled workers etc.

Though as per the law pregnancy and other related medical conditions related to it are considered as temporary disability, most of the employers deny giving benefits and same treatments to the women workers that they give to other employees with temporarily disabilities.

8. Insufficient maternity leaves:

Insufficient maternity leave is another problem that troubles working women at workplace.

After a certain period of time the female worker has to join work regardless of the health and safety issues and condition of the baby and the employee herself, otherwise she will be without pay.This not only hampers their performance at office, but is also takes a toll to their personal lives. In some private organizations employers can even fire the female employee due to extended maternity leaves.

9. Gender biasness:

Men are usually given unfair advantage compared to the female employee, no matter the degree and qualification she has.

In this male dominating society, **guys are considered more intelligent, efficient and hardworking than girls.**It is a common notion of everyone that women are weaker and taking care of family, kids is their main responsibility. This gender discrimination in the workplace can lead to job dissatisfaction and stress in working women.Due to this, **woman also lacks motivation** and commitments towards her job. Be it home or workplace, women are given lesser opportunity everywhere than men.

STEPS MANAGEMENT CAN TAKE TO SOLVE THE PROBLEM OF WORKING WOMEN IN COLLABRATION WITH HRD:

Regardless of the size of the company or the designation of the woman at workplace, it is the **responsibility of employers** to provide **safe, friendly and conducive workplace to all the women employees.**

In order to achieve this there are several organizations who take few effective steps and policies.

Forming grievance cell or complaints committee:

The committee will listen to the complaints of women employee and investigate independently, keeping the identity of the employee under wrap.

The usefulness of this kind of committee is very prevalent in sexual harassment cases. With this kind of **investigation committee**, women employees feel safer at workplaces.

Besides, management should organize education campaigns for women employees to help them know their rights issue.

Appropriate work condition:

Employers should try to **give suitable work situation to women** to make sure that there is no unfriendly atmosphere for the female workers.

The employers should make the women employees feel easy, to come to them to share their workplace problems.

Proper security:

This is one of the most important factors which are needed to be taken care of well by the employers.Besides, **providing safe cab facility** they have to ensure that women employees do not work late hours.If in case, she needs to stay back to complete work, the office authority should take extra care of her security and safety.

Giving sufficient maternity leaves and day care conveniences for working moms is something that employers should do to create a better work environment for ladies.

There are several companies who have implemented programs to curb structural biases against women at workplace and invite their full participation in at all level of management and leadership.

Allowing female to work from home

Allowing females to work out of home in different sectors doesn't only signify that our society gives equal treatment to men and women, but also it shows that the problems at work which are the result of gender discrimination to some extent can be easily managed and solved.

When we will be able to give a better and conducive workplace to the women employees, we can say proudly that women and men are treated equally in society.

Equal Pay

It's 2019, and women *still* make less than men.

Women around the world continue to face a wage gap. In fact, women on average will need to work more than 70 additional days each year just to catch up to the earnings of men. Our research shows that even after taking into account prior experience, time since degree, job level, industry, and global region, women were paid less than men in their first job after graduation.

What can leaders do?

- Ensure that there are no gaps in your workplace by doing a wage audit.
- Implement a "no negotiations" policy.
- Support pay transparency.
- Evaluate recruitment, promotion, and talent development systems for gender bias.

Harassment needs to be identified and immediately stopped

At some point in their career, one in four women has been subjected to harassment at work. Management has a responsibility to ensure they step in early to both identify and stop harassment, but unfortunately, in many companies, cases of it happening are often ignored. If there are any signs of harassment taking place within your workplace – no matter how big or small – you need to stamp it out immediately and ensure a proper process is implemented to prevent such cases from happening again.

Such activity being overlooked is a clear indication that more profound gender inequality is happening within the organisation, so you have the responsibility to take ownership of the problem.

REVIEW OF LITERATURE

An Exploration of Theoretical Foundations for Working Mothers' Formal Workplace Social Networks

It presents a multidisciplinary integrative exploratory review of possible theoretical foundations for working mothers' formal workplace social networks. Beginning with theoretical overviews of work-life balance, career development, mentoring, psychology, and social capital it develops a

plausible possible framework rooted in women's psychological developmental theory. The authors conclude that the theoretical frameworks for human resource development (HRD) and human resource management (HRM) do not identify one unified specific framework for research and scholarly investigation of working mothers' formal workplace social networks, while presenting a conceptual model grounded in Gilligan's (1982) principles appears to be a good fit for enhancing the understanding of the phenomenon.

RESEARCH METHODOLOGY

The present study is Descriptive in nature because descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual, or a group and situation etc. The purpose of descriptive research design is in descriptive state. The main characteristic is that the research has no control over the variables; he can only report what has happened or what is happening.

METHODS OF DATA COLLECTION:

1. Primary Data
2. Secondary Data

PRIMARY DATA:

The primary data are those which are collected afresh and for the first time and thus happen to be original in character.

SECONDARY DATA:

The secondary data are those which have already been collected by someone else and which have already been passed through statistical problem.

The methods of collecting primary and secondary data differ since primary data are to be originally collected while in case of secondary data the nature of data collection work is merely that of compilation.

COLLECTION OF PRIMARY DATA:

There are several methods of collecting primary data, particularly in surveys and descriptive researches. The important ones are-

1. Observation Method

2. Interview Method

3. Questionnaires

Methods of collection of data applied are Questionnaire.

COLLECTION OF SECONDARY DATA:

When the researches utilize the secondary data, the he has to look into various sources from where he can obtain them. Secondary data may either be published data or unpublished data. Usually published data are available in-

1. Various publications of the central, state and local governments.

2. Various publications of foreign governments or of international bodies and their subsidiary organizations.

FINDINGS OF THE STUDY

- The management is lacking in extending material support to women
- Mostly respondents agree that women employees have to face a lot more challenges than their counterparts
- Most of the respondents agree that the most glaring dilemma for working women is the time factor
- 82 % employees are low on their commitment towards the organization mainly because they cannot see much alignment of their personal goals with that of organization
- Majority of the employees agree that there are lacks of women mentors.

RECOMMENDATIONS

- It is suggested to increase the level of confidence and team work in the women employees and other employees
- Salary of the employee should be linked with the performance and behaviour of the employee.

- The organization should lay emphasis towards respect and recognition of their employees and also provide them with enough opportunity for promotion without any biases.
- The organization should pay attention towards things which can reduce stress of women employees to some extent
- The organization should create conducive work environment for women employees.

LIMITATIONS OF THE STUDY

However I have tried my best in collecting the relevant information yet there are always some limitations under which researcher has to work. The limitations under which I had to work to are shown below

1. Limited time:-

There was limited time in which this project had to be completed. Because of shortage of time and so many other constraints it is possible that some aspects might have been left untouched

2. Limited Area:-

The area covered in this project was only local employees

3. Sample size:-

The sample size was 108, which may not reflect a true picture of the employee mind. Because of these constraints, the analysis may not be accurate and may vary, when test will take in different places and time.

CONCLUSION

The study was undertaken with two topics in mind:

- . To find out the challenges faced by women
- To find out the cultural environment of company

After the study it was found,

Firstly, culture of MNC's is highly proactive in nature and the employees are open in nature within their teams and with their superiors.

Secondly, Research shows that satisfied and motivated employees will create higher customer satisfaction and in turn will have positively influence on organization's performance. Convenient work location, working with young people, opportunities for promotion and career prospects, fair salary, good policies, job security and dynamic working environment without any biases are few attributes which are critically important from the view point of most of the employees.

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ROLE OF HRD IN MANAGING THE CHALLENGES FACED BY THE WORKFORCE- WITH SPECIAL REFERENCE TO HUL, DOOMDOOMA

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1.0 Introduction

Change has become one of the most inevitable problems faced by every organisations these days. Organisations view resistance as a very huge obstacle in achieving positive results. Resistance may take a number of forms like- increase in the number of quits and transfers, peer pressure, loss of status and job security, etc. Even the pettiest form of such change may be troublesome for an organisation.[1]

In today's business environment, change is very necessary to survive the cut-throat competition. Even though change is being initiated for positive reasons to adapt to the dynamic environment, still employees often respond negatively and further resist to such changes.[5]In this case, HRD plays a vital role to help the workforce deal with such changes in a positive manner. HRD includes training an individual working in an organisation, providing opportunities to learn new skills, motivating employees to cope up with the dynamic business environment, and any other developmental activities.

In this research study, which is being carried out in Hindustan Unilever Limited (HUL), Doomdooma, one of the most leading production units of India. HUL is India's largest Fast Moving Consumer Goods (FMCG)Company which deals with many brands having distinct categories such as soaps, detergents, tooth-pastes, shampoos, cosmetics, packaged foods, etc.

The organisation structure of HUL is being categorised under three heads which is shown in Fig. 1.

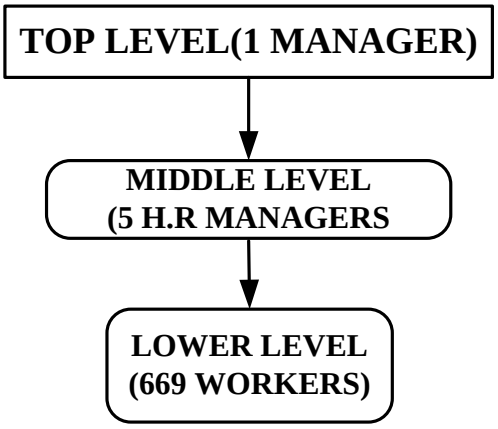

Fig.1 Organisation structure of HUL

2.0 Review of Literature

Kotter and Schlesinger (1979), of Harvard Business School, suggested six ways of overcoming resistance to change, namely, education and communication, participation and involvement, facilitation and support, negotiation and agreement, manipulation and co-option and explicit and implicit coercion.

Robbins et al (2009), state that organisation by their very nature actively resist change. Individuals feel they are being moved from a known familiar, comfortable place to the unknown. People become frustrated and stressed and that stress and fear of the unknown leads to resistance.

Yue (2008), revealed that the greatest challenge when implementing change in this new century is the reaction and how to manage it. Change creates anxiety, uncertainty and stress.

3.0 Objectives

The principle objectives of this study:

1. To study the workforce behaviour of HUL towards change.

2. To determine the initiatives taken by HUL to deal with resistance to changes.

4.0 Research Methodology

- **Research Design:** The research study is based on descriptive research.
- **Methods of data collection :** to meet the objects of the study both primary and secondary data have been collected:

- Primary data: it has been collected through-
  a) Questionnaire: a well-structured questionnaire is designed keeping in mind the objectives of the study.
  b) Personal interview: the researcher personally interviewed the H.R and workers for required information needed for the study.
- Secondary data: it has been collected from books and internet.

➢ **Sampling Plan:**

- Area of study- the present study is conducted in HUL, Doomdooma
- Sample Size- the sample size is 30
- Sample unit- here the sampling units are H.R and workers.
- Sampling method- simple random sampling method has been adopted for the collection of primary data.

5.0 Findings

1. It is found that presently, 669 workers are working in HUL, Doomdooma.
2. Majority of the respondents responded that frequent change doesn't take place in HUL.
3. On interviewing the respondents, it is found that very little changes related to technology takes place in HUL.
4. It is seen that changes takes place basically to meet the market demand and customer preferences.
5. It is found that majority of the workforce responds positively to the changes.
6. On interviewing it is found that the employees do not basically resist to changes as they are provided with proper incentives as well as good working conditions.

6.0 Conclusion & Recommendations

The study aimed at determining the role of HRD in managing the challenges faced by the workforce regarding resistance to changes in HUL, Doomdooma. Change is vital to survive in this dynamic business environment, so, the management should be conscious enough to deal with such changes. The study revealed that majority of the workers understood the importance of the changes and hence, they do not often resist to such changes and rather adapts them whole-heartedly. The workers are given proper incentives so that they feel motivated and work without any hesitation.

Since, most of the respondents responded positively, so, it is suggested that the managers should be motivating in nature for successful implementation of the changes and further offer rewards to employees who are deserving enough.

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WORKPLACE ISSUES
WITH REFERENCE TO RESTAURANTS OF DIBRUGARH TOWN

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Abstract

Changing the mindset of the peers takes a longer time. Changes require a positive mindset on the other people to adopt such change actively. However, if changes lead to abseentism or turnover on the part of the employees, it need to be avoided. Being a leader or a manager is a critical thing as it would constantly require boosting up the team and prepare them to take new challenges. Technology is constantly changing, businesses need to be quick to adapt, to compete with rivalry firms. Making proper and effective communication can serve as a base to set the future goals for the business. Packages offered by the business need to consider all the factors relating to comfortness, safety, medical facilities of the employees engaged in the workplace.

The primary objective of the study was to assess the problems encountered by the owners of the restaurants in running their day to day business. The data is also supplemented by secondary source.

Keywords: Change, technology, communication, packages offered.

1.1 INTRODUCTION

People spend nearly one-third of their time at work, which causes workplace issues and leads to become a common source of stress for many. It is quite impossible to have a workplace where everyone's roles, expectations and personalities work perfectly together without conflict. Certain issues may cause negative psychological symptoms. It is associated with a higher prevalence of mental health issues such as depression and anxiety. The workplace is

typically an environment in which people with different personalities and communication styles come together. These differences are one potential source of workplace issues and can ultimately lead to stress and tension for those involved. Although all employees have the right to be treated fairly and to feel safe in the workplace, some employees face bullying, harassment and or discrimination. Some employees may experience dissatisfaction with their work, struggle with their performance on the job or have difficulty finding a job that fits their abilities and interests.

1.2 OBJECTIVES

1) To know the problems faced by employees of the restaurants.
2) To know how the owners combat with employees problems.

1.3 SCOPE OF THE STUDY:

The present study covers the restaurants of Dibrugarh town in Dibrugarh. The study will provide an idea regarding the problems encountered by the employees working in the restaurants.

1.4 SAMPLE SIZE:

For the proposed study, data is required to be collected from the employees of restaurants in Dibrugarh. The total number of restaurants present in Dibrugarh town is 30. Out of these 5 restaurants are selected on a random basis namely Urban Peend, Letz Go, Dominos, Hotel Natraj and Oink infinity. The respondents include the chefs and the waiters working in the restaurants. So for the proposed study 30 respondents are present.

1.5 TOOLS USED FOR DATA COLLECTION:

Every type of research work requires certain instruments for collecting data. Such instruments are called “Tools”. Different kinds of tools are used for collecting different kinds of information most appropriate to their needs. In the present study, a “Questionnaire” and “Interview method” is used for collecting data.

a) Questionnaire: A questionnaire consisting of questions relevant to the required data has been prepared by the investigator for collection of data.

b) Interview method: An interview was conducted in the form of personal investigation and by observing the group, to know their present and past conditions.

1.6 DATA COLLECTION:

Tables, pie charts relating to the data acquired from 40 respondents of the restaurants staffs, which includes chefs and waiters. All these data are tabled and graphically shown separately in separate heads.

1.7 METHODOLOGY:

The present study has been conducted on the basis of both primary and secondary data. The primary data was collected from different restaurants located in Dibrugarh town to know what type of problems are faced by the employees and also how the owners are able to combat such grievances.

The secondary data about tourism was collected through different websites, articles and books.

1.8 RESTAURANTS:

A restaurant is a place where one can eat a meal and pay for it. The food of your choice is served to you. It is form of business activity where the customers are served with good food. Restaurants vary in appearance and offerings including a wide variety of cuisines service models ranging from inexpensive fast food restaurants and cafeterias to high price luxury food. Cuisines prepared can be either -Italian, Indian, Chinese, Japanese, French etc. It depends on the ability of the chef working in the restaurants to make good food which can be served to the customers.

A restaurant can be successful only when the staffs working are satisfied with the work environment offered to them are satisfactory. The difference between a group of random people and a well organized team can be the difference between a failed restaurant and a successful one. Restaurant owners and managers who understand how to strengthen the organizational culture within their establishments can improve efficiency, customer satisfaction and employees' enjoyment of their work.

Every day is a new adventure when it comes to restaurant management and it seeks new career opportunities for different people. Feeling confident in a positive culture breeds innovative and reliable insight supporting ongoing sales and promotional enhancements.

1.9 (a) DIFFERENT WORKPLACE ISSUES IN RESTAURANTS

i) Stress- a high stress work environment can lead to health problems and work errors. These issues are compounded if employees feel pressured into skipping vacations or working through illnesses rather than taking sick days leave. Fatigue and frustuation can set in reducing the quality of work getting done.

ii) Trouble makers- they can be especially disruptive to the workplace and cause misunderstandings. Be friendly, but act busy and they will get the message that you have better things to do. This person can serve as your ears to the office grapevine and workplace dynamics.

iii) Complainers- they tend to see the negative side of everything. This attitude can be harmful to morale. Complaining leads to chaos and unnecessary conflicts within the staff.

iv) Compensation- Employers will always struggle with staying competitive in the marketplace. Companies might really want to pay more competitive wages and provide outstanding benefits but profitability and business success may limit the ability to do so.

v) Poor communication- One feels insecure about the situation or not have enough information to make good decisions. It leads to slow down progress. If one does not have proper information or missing information it may lead to mistakes or redo the work.

vi)Work life balance- The workers also face a problem to maintain a balance between their work life and personal life. They are not able to give time to their family especially during festival season as the rush of public is high during festive time.

vii) Performance issue- the employees hired to work in the restaurants cannot show a higher performance due to lack of hospitality training. The employees are hired on a casual basis without having any professional qualification. Thus they are not able to know what is their actual nature of work to provide quality service.

viii) Interpersonal conflict- The workers often face the problem of creating coordinal relationship among each other in their workplace because one worker may possesses better inner qualities compared to another like good behavior, decent looks and also for showing better performance. Even if one tries to reduce the conflict between them the other worker shows a negative side of it.

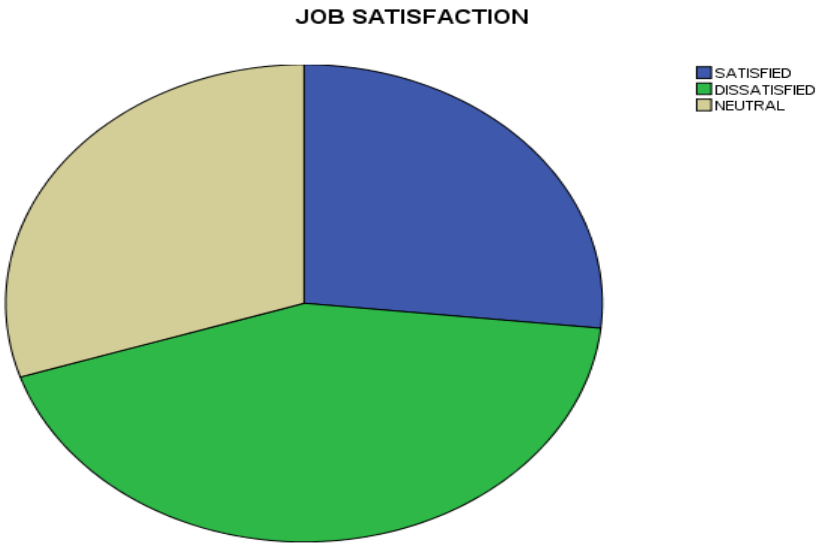
ix)Bullying- This is a common issue in any workplace as the workers who have a good hold over the manager allows tries to dominate the workers who are weak in their performance. They always put themselves a higher level by bullying others.

x) Lack of employee recognition- Due to the poor communication between manager and workers the manager often ignores to review the performance of the workers. The managers lists out the work that need to be conducted by the workers without giving an eye on the workers grievances. They even do not recognize the effort of the workers.

1.10 ANALYSIS AND INTERPRETATION

JOB SATISFACTION

Particulars	Frequency	Percent
SATISFIED	8	26.7
DISSATISFIED	13	43.3
NEUTRAL	9	30.0
Total	30	100.0

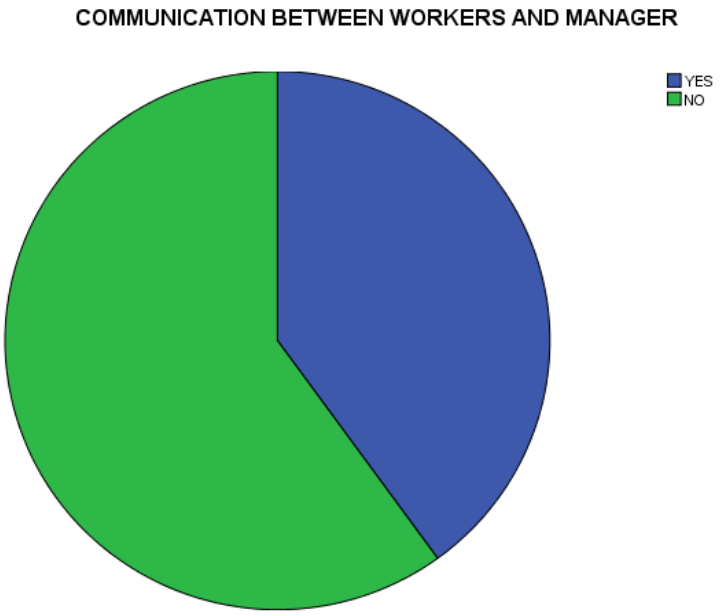


Interpretation-

Out of 30 respondents 8 workers are satisfied with the present work condition. They do not face any problem while working in the restaurants. Whereas, 13 workers are dissatisfied with the present work condition. They are not able to give their dedication towards their work may be because of mental stress. But 9 workers does not have any view regarding job satisfaction.

COMMUNICATION BETWEEN WORKERS AND MANAGER

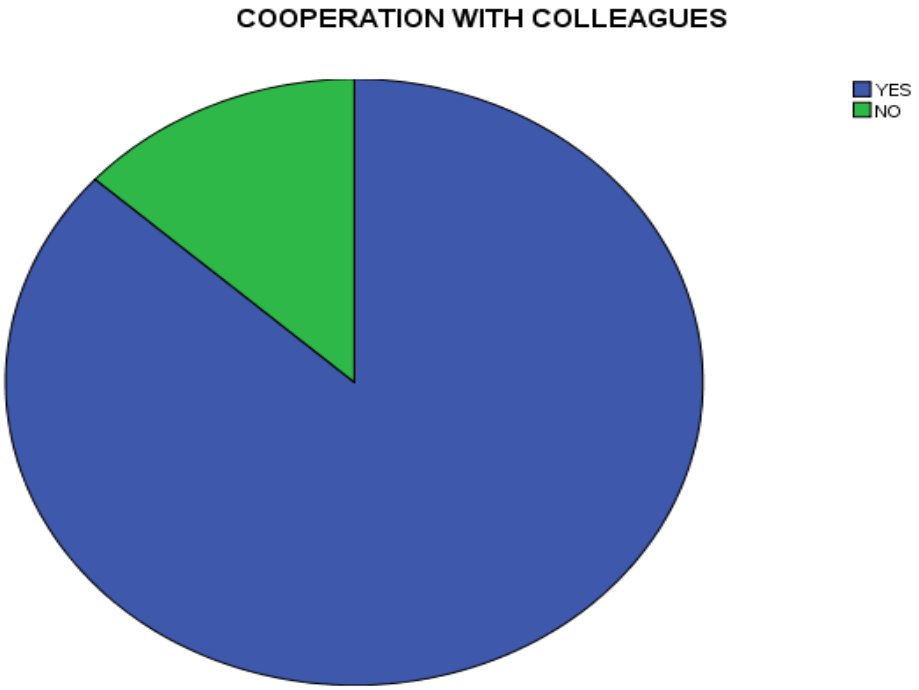
Particulars	Frequency	Percent
YES	12	40.0
NO	18	60.0
Total	30	100.0



Interpretation

The above table and graph represents that the 60% of them do not have a good communication between the workers and manager. This leads to misunderstandings within the workers. Other 40% are able to communicate freely with the managers.

COOPERATION WITH COLLEAGUES		
Particulars	Frequency	Percent
YES	26	86.7
NO	4	13.3
Total	30	100.0

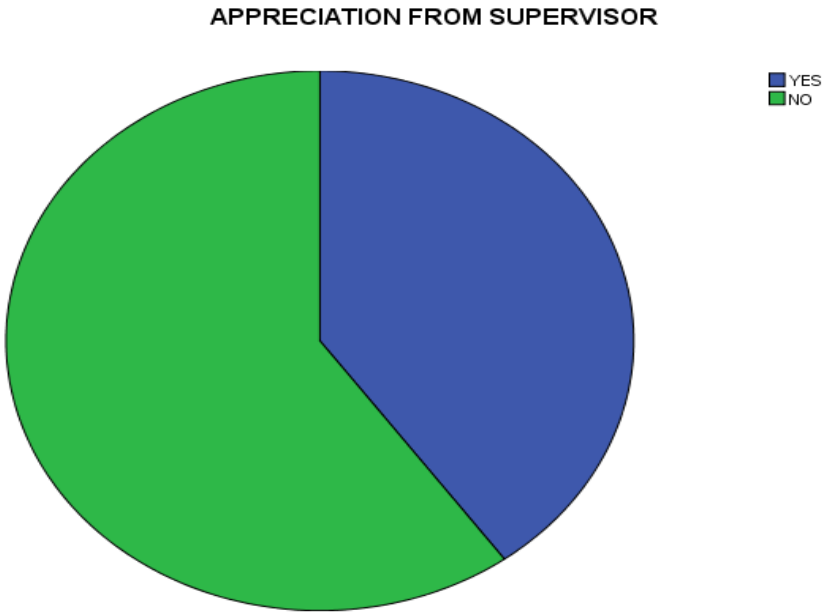


Interpretation

Out of 30 workers 26 of them are able to maintain a good relationship with their colleagues. The reason may be sharing of feelings with each other, good cooperation etc. Remaining 4 are not able to maintain such strong bonding.

APPRECIATION FROM SUPERVISOR

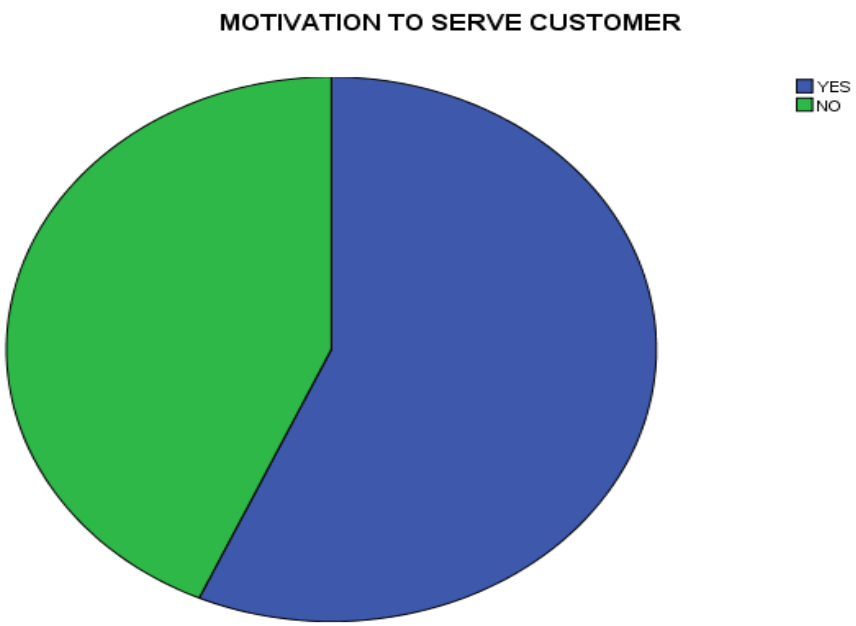
Particulars	Frequency	Percent
YES	12	40.0
NO	18	60.0
Total	30	100.0



Interpretation

The above table and chart shows that 40% of the workers are appraised for their work by the supervisor which builds a strong sense of motivation among the workers. But 60% of them are not appraised for their work which reduces the determination to work for long hours.

MOTIVATION TO SERVE CUSTOMER		
Particulars	Frequency	Percent
YES	17	56.7
NO	13	43.3
Total	30	100.0

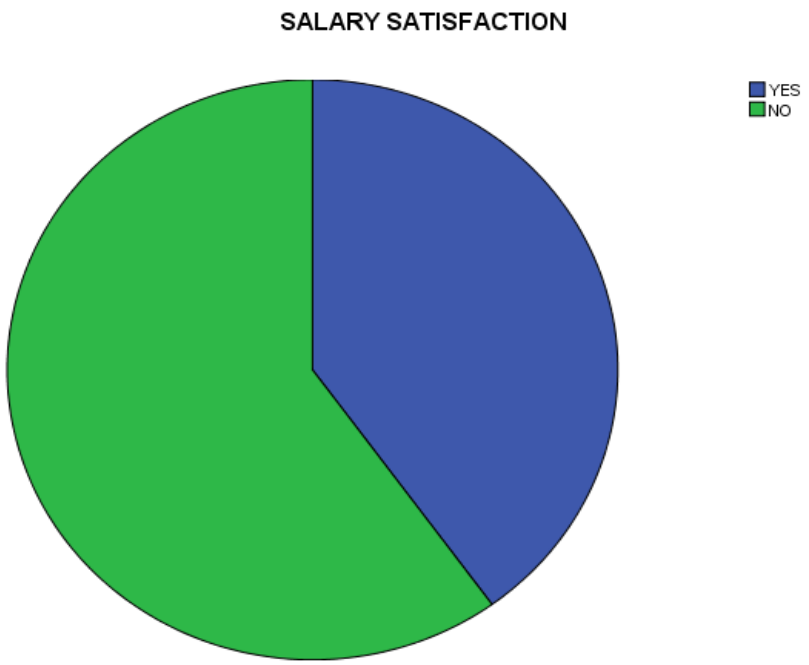


Interpretation

The above table and graph shows that out of 30 workers 17 are motivated to serve their customers as they feel that it is their duty to perform better for their customers. But 13 workers do not posses such feeling.

SALARY SATISFACTION

Particulars	Frequency	Percent
YES	12	40.0
NO	18	60.0
Total	30	100.0

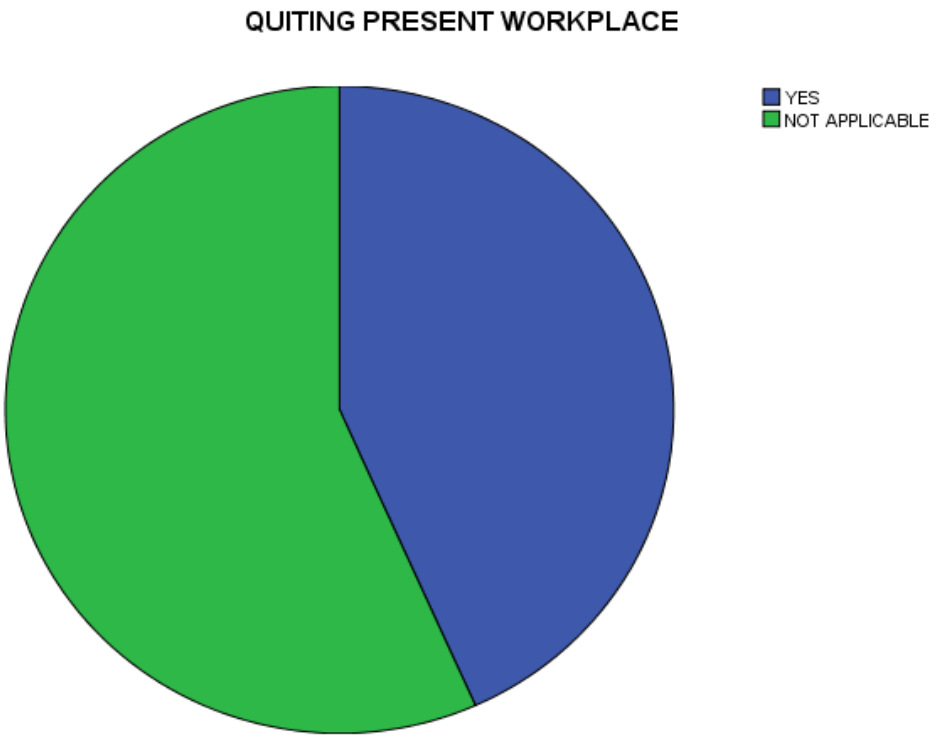


Interpretation

Out of 30 workers 40% are satisfied with the salary offered to them by the restaurants. But rest 60%are not satisfied. They feel that they are paid less in the restaurant they are working compared to another restaurant.

QUITING PRESENT WORKPLACE

Particulars	Frequency	Percent
YES	13	43.3
NOT APPLICABLE	17	56.7
Total	30	100.0

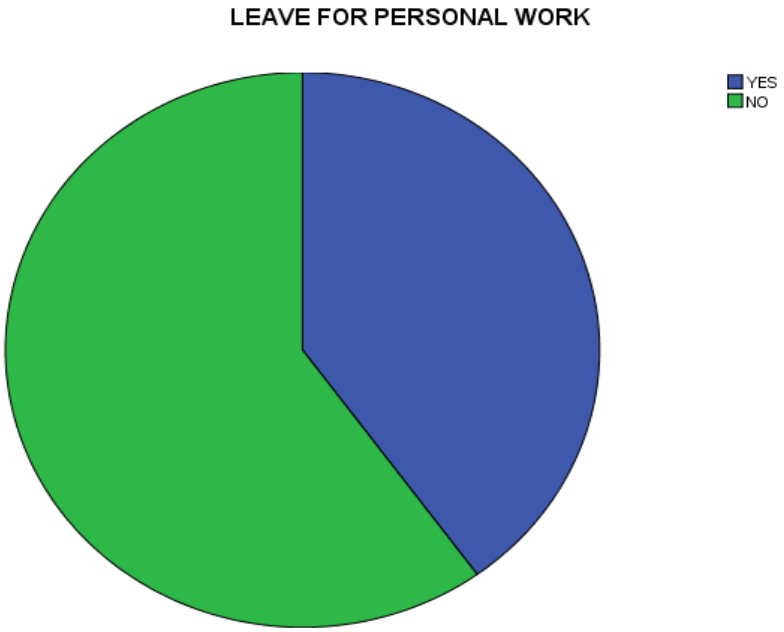


Interpretation

Out of 30 workers 13 of them have thought to quit from present job because of no salary increment. They are stressed up with their daily work with less benefit.

LEAVE FOR PERSONAL WORK

Particulars	Frequency	Percent
YES	12	40.0
NO	18	60.0
Total	30	100.0

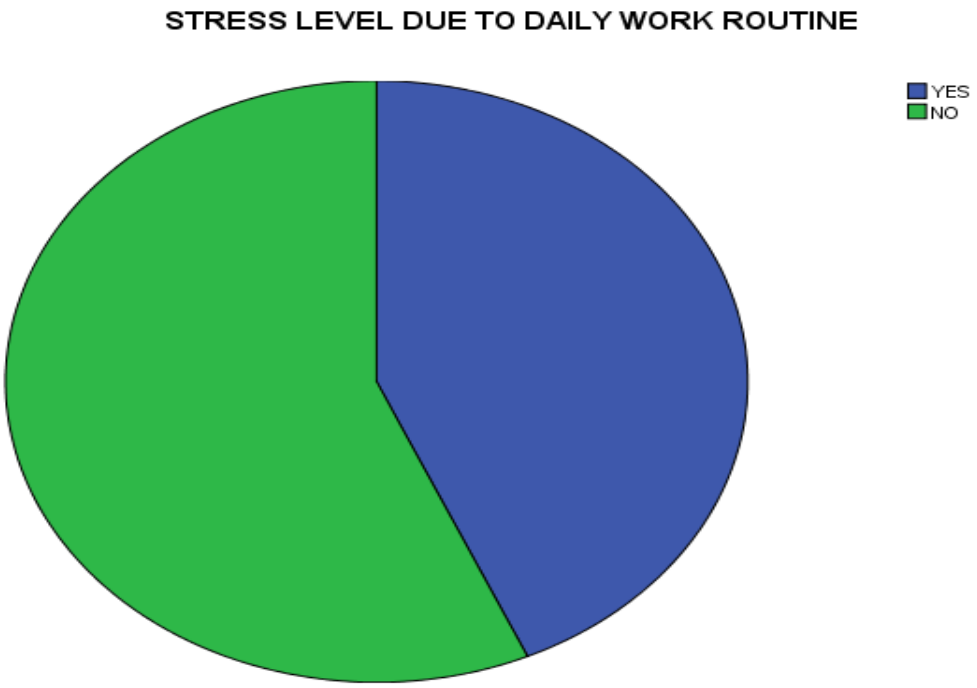


Interpretation

Out of 30 workers only 40% get leave for their personal work and rest 60% do not get any such benefit. This ultimately lowers the morale of the workers to further continue the work. The workers sometimes feel aggressive because of such pressure for work and a revolting action might be seen within them.

STRESS LEVEL DUE TO DAILY WORK ROUTINE

Particulars	Frequency	Percent
YES	13	43.3
NO	17	56.7
Total	30	100.0

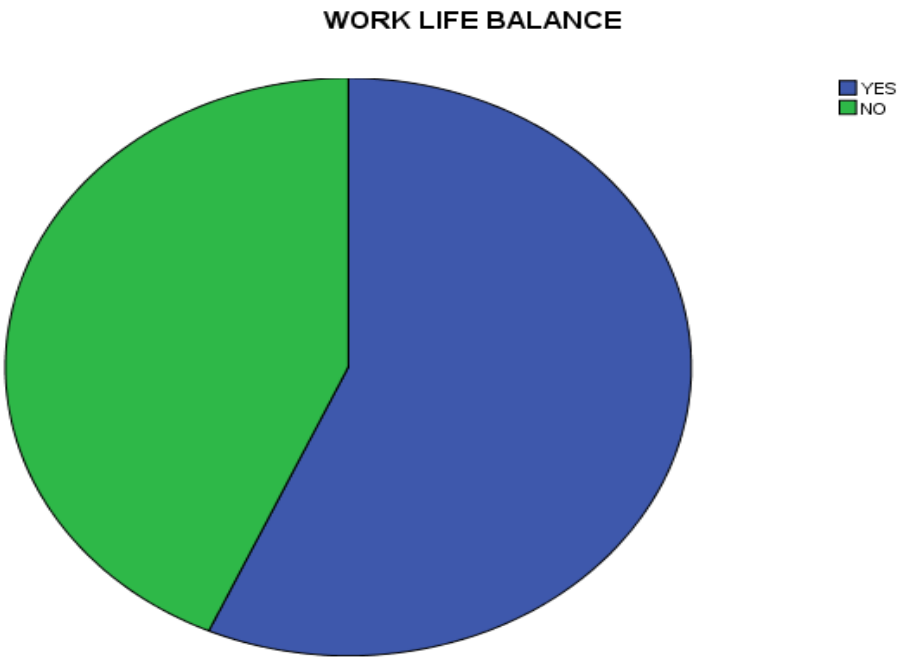


Interpretation

In the above table and graph it is seen that out of 30 workers, 13 of them do not feel any stress to continue their daily work routine. Rather they enjoy their work because they had adopted the work out of their own will. But the rest 17 workers are not happy and unsatisfied with the work they are alloted with. This may be due to lack of willingness of motivation to work hard.

WORK LIFE BALANCE

Particulars	Frequency	Percent
YES	17	56.7
NO	13	43.3
Total	30	100.0



Interpretation

Out of 30 workers 17 of them are able to maintain a balance between their work and family. They are able to give time not only towards work but also towards family. This had provided them a sense of pleasure to work more without any complains. But 13 workers are not at all able to balance their work and family. This may be because they are unsatisfied with the job or stressed up.

1.11 FINDINGS

1) Out of 30 workers, 8 are satisfied with the present work condition. They do not face any problem while working in the restaurants. Whereas,13 workers are dissatisfied with the present work condition. They are not able to give their dedication towards their work may be because of mental stress. But 9 workers does not have any view regarding job satisfaction.

2) 60% of them do not have a good communication between the workers and manager.

This leads to misunderstandings within the workers. Other 40% are able to communicate freely with the managers.

3) Out of 30 workers 26 of them are able to maintain a good relationship with their colleagues. The reason may be sharing of feelings with each other, good cooperation etc. Remaining 4 are not able to maintain such strong bonding.

4) 40% of the workers are appraised for their work by the supervisor which builds a strong sense of motivation among the workers. But 60% of them are not appraised for their work which reduces the determination to work for long hours.

5) out of 30 workers 17 are motivated to serve their customers as they feel that it is their duty to perform better for their customers. But 13 workers do not posses such feeling.

6) Out of 30 workers 40% are satisfied with the salary offered to them by the restaurants. But rest 60%are not satisfied. They feel that they are paid less in the restaurant they are working compared to another restaurant.

7) Out of 30 workers 13 of them have thought to quit from present job because of no salary increment. They are stressed up with their daily work with less benefit.

8) Out of 30 workers only 40% get leave for their personal work and rest 60% do not get any such benefit.

This ultimately lowers the morale of the workers to further continue the work.

The workers sometimes feel aggressive because of such pressure for work and a revolting action might be seen within them.

9) out of 30 workers, 13 of them do not feel any stress to continue their daily work routine.

Rather they enjoy their work because they had adopted the work out of their own will.

But the rest 17 workers are not happy and unsatisfied with the work they are alloted with.

10) Out of 30 workers 17 of them are able to maintain a balance between their work and family. They are able to give time not only towards work but also towards family. This have provided them a sense of pleasure to work more without any complains. But 13 workers are not at all able to balance their work and family. This may be because they are unsatisfied with the job or stressed up .

1.12 SUGGESTIONS

1) **Effective Communication-** In any workplace communication has an active role to play. Good communication can lead to a great teamwork among the staffs and managers. It helps to brainstorming the negative feelings which may arise out of communication gap.
2) **Establishing rules-** Rules can act as a base for standard performance. The rules are the discipline which would help the individual to understand the importance of time and management.
3) **Performance appraisal-** Performance appraisal plays an important role in order to know the areas of weaknesses and potential improvements in work force helping to identify the training needs. With continuous updating training programs based on performance appraisal feedback can boost the productivity and efficiency of the workers overtime.
4) **Proper compensation package-** A compensation package is an important part of the overall strategic HRM plan therefore, the compensation package should be positive enough to attract and retain the best people for the job as workers who are fairly compensated tends to provide better customer service which can result in the growth and development of the restaurants.
5) **Employee Recognition and rewards-** Whenever a work is recognized by the supervisor it would help to built self confidence and motivation within the staffs. This would ultimately help in developing the own potential and abilities for the future.
6) **Celebrations-** Within the employees and the managers some type of informal celebrations can take place during any festivals or on any special occasions. This would help to reduce inferior feeling among the staffs and help them to accept any change without any resistance.
7) **Employee involvement-** It is the workers who directly deals with the customers in their day to day work. They even get feedback from the customers regarding the service provided by the restaurants. So, whenever any decision or change need to made within

the restaurants their viewpoint should be taken into account as they are the actual service providers.

8) **Proper work life balance-** The restaurants should understand that apart from their work they also have a family. A proper work life balance can be created for the workers so that they can dedicate their time not only in restaurants but also for their family. This would enable the workers to realize that the restaurants have a sense of belongingness for them.
9) **Courses on hospitality-** The workers working in the restaurants should be provided with proper hospitality courses as they are not trained from before. A grooming session can be a solution in improving their performance.
10) **Proper retention strategy-** Proper retention strategy should be adopted by the restaurants in order to retain the capable workers. As, loosing a good worker would result to a loss especially during festive seasons. Since in a world of competition the workers may be attracted towards other restaurants because of favourable working environment, good compensation etc.

1.12 CONCLUSION

Workplace is typically an environment in which people with different personalities, communication styles and world view interact. These differences are one off the potential source of workplace issues. Workplace issues can lead to decrease performance and productivity, loss of job/ termination, decreased satisfaction etc. Therefore effective Human Resource Management plays an important role in providing solutions to such issues.

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- www.study.com

QUESTIONNAIRE

1) How satisfied are you working for the restaurants?
   a) satisfied
   b) Dissatisfied
   c) Neutral
2) Is there a good communication between you and your manager?
   a) Yes b) No
3) Are you able to cope up with your colleagues?
   a) Yes b) No
4) Does your supervisor appreciates your work?
   a) Yes b) No
5) Do you feel motivated to work more hard to serve your customers?
   a) Yes b) No
6) Are you satisfied by the amount of salary offered to you?
   a) Yes b) No
7) If No, did you ever think to flip to another restaurant?
   a) Yes b) No c) Not Applicable
8) Do you get leave in case of illness or for doing your personal work?
   a) Yes b) No
9) Are you stressed up with your daily work routine?
   a) Yes b) No
10) Is there proper balance between your work life and personal life?
   a) Yes b) No

WORKPLACE ISSUES AND CHALLENGES – RESOLUTION WITH HRD

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1. *Abstract*

Human Resource Management in India can be traced back to the period after1920s when emphasis was on worker welfare. But today the purview of HRM has expanded from merely ensuring welfare of workers to helping in their development and has evolved into Human Resource Development or HRD.The ready platform for human resource to thrive is their own workplace. In our research paper, we are focusing on the issues and challenges which are faced in the same. Challenges, either self-made or systematic, exist for both the employer as well as the employee. The research paper onsets with the identification of the problems of the employees and the employers. As we proceed, we not only scrutinize the causes and some real life practical case studies but also come up with creative solutions which will help in solving the issues along with development of human resource.

Our findings range from the problems faced by new employees and their employers to the workplace issues of experienced staff. We came across problems like issues with co-workers, harassment and discrimination, advancement concerns , ethics and integrity issues, etc. which were commonly faced by employees. Employers encountered problems like employee management, communication issues, workload issues and employee turnover, among other such

issues. Statistics revealed that about 84% of professionals have needed help at some point in their career. However, 35% have admitted that they are afraid to ask for help at work and as much as 60% regret not asking for help at those times. Through our research paper we aim to find resolution for such issues.

"When dealing with people, remember you are not dealing with creatures of logic, but creatures of emotions."- Dale Carnegie

Hence, the solution to workplace issues should not only aim at making the organizational climate better but also developing the work-ability of the employees and the employer and help in their emotional development.

Keywords: *workplace, issues, employees, employers, causes, solutions, human resource development.*

2. INTRODUCTION

"To WIN in the MARKETPLACE you must first WIN in the WORKPLACE."

Work Environment refers to the surrounding conditions in which an employee performs. It is a blend of the physical conditions as well as social interactions in the work place. The work place environment is determined by the work culture prevalent in the organization.

What makes the difference between a job one loves and one which is a mere compulsion- a healthy work culture.

The Japan originated KAIZEN 4Ms checklist clearly brings to light the most crucial components of an organization are: Men, Machine, Material and Method. Out of these, the only living and the most complex component is Men i.e., Human Resource.

Healthy workplaces tend to exhibit a common set of traits that foster excellence, productivity and camaraderie. Traits of a healthy and cohesive work environment can be depicted in the following representation:

Workplace wellness allows the human resource to flourish. When people coming to work feel appreciated, rewarded and understood, they automatically perform better. Initiative on the part of employees and a sense of responsibility on their behalf are signs of a happy human resource.

But building such a healthy workplace is challenging. An ideal work place environment although showcases a very smooth flow of activities but building such environment requires high involvement and is a tedious task. Both the employer and employee individually and commonly encounter many issues.

Although the employers enjoy the position of authority in the organization but even their position does not rescue them from the hardships and challenges of workplace. Mere commitment on the part of employers and top management does not concord the goals of the organization with the individual goals of people in the workplace. Employers face many issues which may either be self-made like: preconceived notions and expectations, inability to find like-minded people or problems which may arise as a result of two way problems with employees in the organization such as difficulty in combining the individual goals with the organizational interests and most importantly resistance to change on the part of the employees.

Even for employees, adjusting at the workplace is not a cakewalk. Employees come from a different culture and background and certainly face difficulties in blending in with the diverse culture of their peers and the pre-set organizational culture. Communicating their thoughts, ideas and taking initiatives becomes an obstacle for employees. Employees may become victims to harassment from their co-workers and discrimination from employers.

Resolving the issues between the employer and the employees will certainly be beneficial but this would serve the purpose on a temporary basis only. The need of the hour is to start thinking from scratch and reengineer the process in a manner which aims at human resource development. Human Resource development would build a framework that would help employees develop their personal and organizational skills, knowledge and ability.

Hence, workplace issues and challenges are numerous and their resolution should be permanent and contribute towards Human Resource Development.

OBJECTIVES

c) To identify the potential problems faced by human resource at the workplace.

d) To recognize the source behind the identified issues and trace down its origin.

e) To endeavor and resolve such issues in a sustainable and progressive manner so as to ensure human resource development.

4. SCOPE

Today's business is about "WE" rather than "I". Every business today aims at establishing collaborative team efforts and healthy & motivated workforce, so that the best possible use of non-human resources can be brought about. Such team building and motivation is equally crucial for every form of organization. Be it a sole proprietary, where the owner has the centralized authority to do anything or a company with highly dispersed authority, manpower satisfaction and development is advantageous for all. At all levels of the organizational hierarchy, satisfaction of manpower and its upliftment, both socially and mentally, is equally important. However, the instruments and tools for same are varied at all such levels. Men at middle and top level of hierarchical order have greater expectations from their workplace ranging from financial security to status and recognition. Thus, efforts for their satisfaction need additional diligence.

Besides, just resolving the issues, the viability of it, both in terms of money and effort needs to be ensured.

5. REVIEW OF LITERATURE

The 'Human Resources' field began to take shape in 18th century Europe. It was built on a simple idea by Robert Owen (1771-1858) and Charles Babbage(1791-1871) during the industrial Revolution. It was these two men who brought it into the foreground that people are crucial for an organization's success.

HR emerged as a distinct arena in the early 20th century, ignited by Frederick Winslow Taylor (1856-1915). He developed what he named "scientific management" focusing on labor as one of the principal inputs in the business processes.

Meanwhile various other works by management scientists – Elton Mayo (1880-1949) through the Hawthorne studies(1924-1932) , Abraham Maslow(1908-1970), Max Webber(1864-1920), Kurt Lewin(1890-1947) and David McClelland(1917-1998) – built upon the foundation to bring up the importance of manpower satisfaction and suggested ideas for achieving the same.

Today every organization acknowledges the importance of giving a thought to the needs and expectations of their people and making efforts to give them what they need and even more. Even the best and most successful organizations arediligent to extend additional benefits to their people both for their development as well as the achievement of an efficient and dedicated workforce.The employees of such organizations tend to be more loyal and motivated and grow positive notions towards the organization as well as the superiors and work to the best of their abilities. This emotional connection with the organization is reflected from these remarks:-

"Best work and life balance, amazing benefits, amazing people and most importantly a people-first focused company. What else can you ask for?"- **Boston Consulting Group IT product manager (Atlanta).**

"Working at Google is truly amazing. The best people, perks, and awesome company culture with lots of opportunities for growth."- **Google IT field technician (Sunnyvale, California).**

6. METHODOLOGY

We began our research with the basic idea of workplace issues and as we progressed and came in touch with the rich matter contained in various research papers and books, our idea regarding workplace challenges broadened. Our research was a step wise process -

1) Firstly, we prepared a questionnaire keeping in mind the workplace issues and challenges we read about.
2) Then, we conducted a survey among 100 employees and interpreted the results so obtained.
3) We then also looked for already existing Solutions which were prevalent in some organizations.
4) Lastly, we also tried to come up with innovative solutions which would also ensure Human Resource Development.

7. ANALYSIS

7.1.REQUIREMENT FOR RESOLUTION OF WORKPLACE ISSUES AND HUMAN RESOURCES DEVELOPMENT:

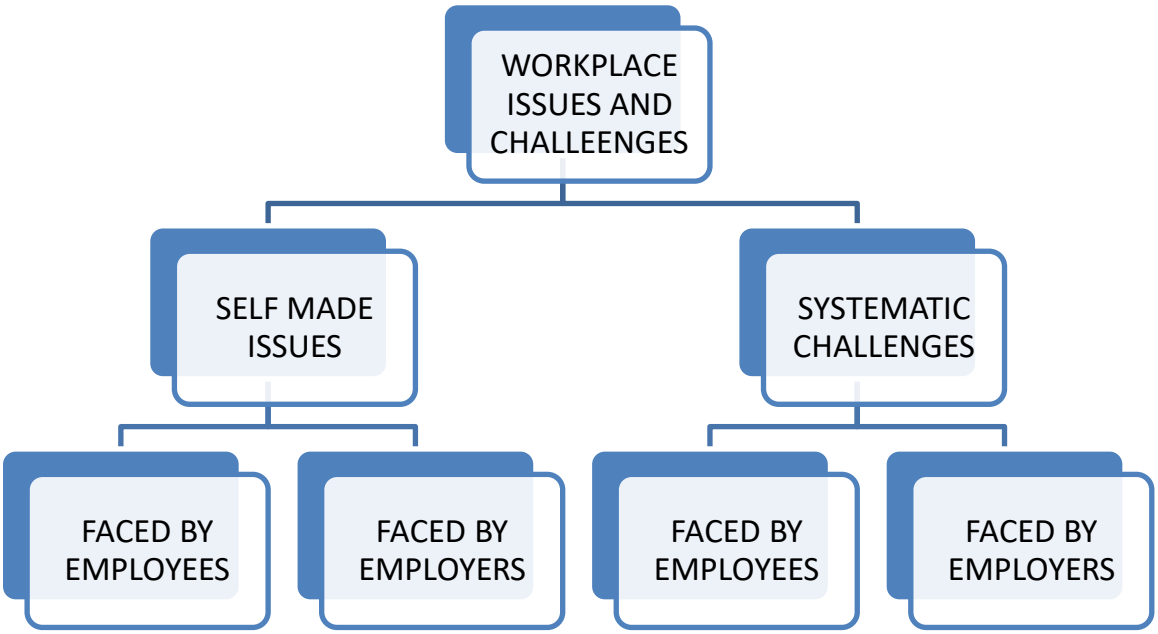
To achieve anything, the foremost requirement is to feel the urge of it. A clear and well directed course of action can help us conquer our goals effectively. The management should understand that the workforce is the greatest asset to an organization and a well- managed and satisfied workforce ensures loyalty and commitment towards the organization. This can prove to be a huge competitive advantage in the long run and is something that is non-substitutable and non-imitable. Therefore, the management must pledge towards empowering the human resource with ample knowledge, skills and contentment.

7.2.WORKPLACE ISSUES AND CHALLENGES

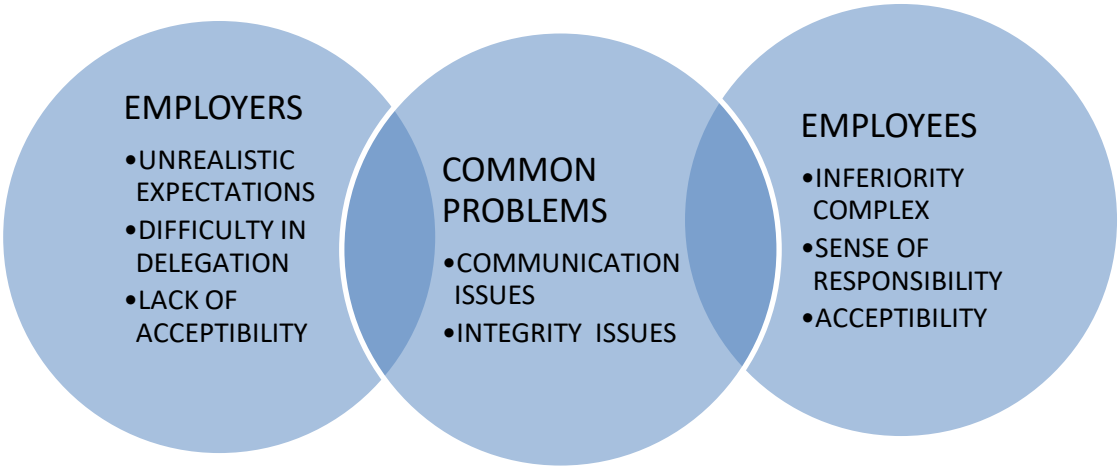
As per a report published by CNBC, at least one in three workers struggle with workplace issues. Furthermore, as per a survey conducted by LinkedIn, every working person has once in his or her work life faced any workplace issue or challenge. Through our research, we have made an effort to bring out a clear picture of the difficulties faced by people in their work environment. We have

focused not only on the superficial problems but also on those which are enrooted deep within the work cultures and styles.

The work place issues can be classified as:-



7.2.1. SELF MADE ISSUES



FACED BY EMPLOYERS:

Unrealistic Expectations: Employers generally tend to develop preconceptions or unrealistic expectations for employees. Research suggests that some of the major causes of the same are:

- Deeply Embedded Mindset.
- Replication from previous experience.
- Self-portrayal in others.

Difficulty in Delegation: It is scientifically proven that the Intelligent Quotient (IQ) of people is improving generation after generation. This means the millennial are sharper than their bosses. However, the employers find it difficult to delegate work to such sharp minded people because-

- Autocracy
- Lack of trust
- Fear of being outshined by subordinates.
- Risk of mistakes.

Lack of accepting responsibility:

- Lethargy in work
- Fear of failure
- Overwhelmed by the scale of work

COMMON PROBLEMS:
Communication issues:

Delivery of information is as significant as its correct configuration. Hence, communication is indispensable in the workplace environment. Some of the major causes of communication issues in business are-

- Unclear goals and duties
- Restricted feedback
- Disengaged employees
- Low morale among employees

Integrity issues: As per George N. Root, the major causes of integrity issues are-

- Weak company enforcement
- Lack of commitment in top management
- Disgruntled employee
- Low morale

PROBLEMS FACED BY EMPLOYEES:

Inferiority Complex:Inferiority complex runs rampant in the organizations. These mindsets and beliefs continue at the management and leadership levels. Some of the causes are-

- Comparisons between colleagues in the organization.
- Low self esteem
- Unable to cope up with the preset standards.

Poor Sense of Responsibility: Taking up responsibility for your actions is very important. But some organizations lack this because of the following reasons:

- Lack of initiative
- Lack of confidence
- Lack of Belongingness towards organization

Problems with superiors:Certain specific problems with superiors can be listed as-

- Difficulty in asking for help
- Generation gaps
- Complexity in Organization structure
- Lack of confidence

7.2.2 SYSTEMATIC CHALLENGES

FACED BY EMPLOYERS:

Absenteeism: In 1983, the Federated Union of Employers (FUE) defined absenteeism as 'all absence from work other than planned holidays'. The causes of absenteeism are:

- Stress
- Workload
- Lack of job satisfaction
- Poor working conditions.

Employee Turnover: Eliza Jacobs, strategic research analyst at SHRM, notes that the average annual turnover rate of employees across industries in the United States is 15%.Some of the causes of employee turnover are-

- Inadequate salary
- Lack of recognition
- Inappropriate Human resource policies and rules.

Incompetency: Incompetency of employees is another major problem faced by employers. The existing staff or the newly hired employees may be either incompetent or may become incompetent due to changing business conditions. Some of the important causes are-

- Changing business scenario
- Lack of training programs
- Inappropriate delegation of work

Resistance to change: Change is the only thing which never changes. However, resistance to change is a common problem faced by employers. Some of the major reasons are-

- Fear of performing out of comfort zone
- Poor timing
- Lack of adequate training
- Incomplete information

COMMON ISSUES:

Communication issues: Communication is the life-blood of work. Improper communication leads to wastage of time, money and resources and prevents the organization from achieving the desired results. Causes of communication problems are:

- Limited feedback
- Physical barriers such as usage of wrong words, noise etc.
- Disengaged employees

Advancement concerns: In the present day business environment, advancement concern is a major issue faced by organizations. Causes are as follows:

- Obsolete technology
- Lack of proper guidance
- Inadequate training programs

FACED BY EMPLOYEES:

Favoritism: Favoritism is one of the most common issues faced by employees. Some of the reasons behind the same are-

- Dependency on some people
- Mixing personal and office life.
- Racism, pity etc.

Harassment: Harassment can be social harassment, gender bias, work-related etc. Some of the common causes of harassment are-

- Trauma of past experiences
- Lack of adequate preventive policies
- Feelings of revenge, sadistic feelings etc.

Office Politics: As per the reports of Data Science Central, office politics is composed of two components, ‘Perceptions’ and ‘Hidden agendas’. Some of the common causes of office politics are-

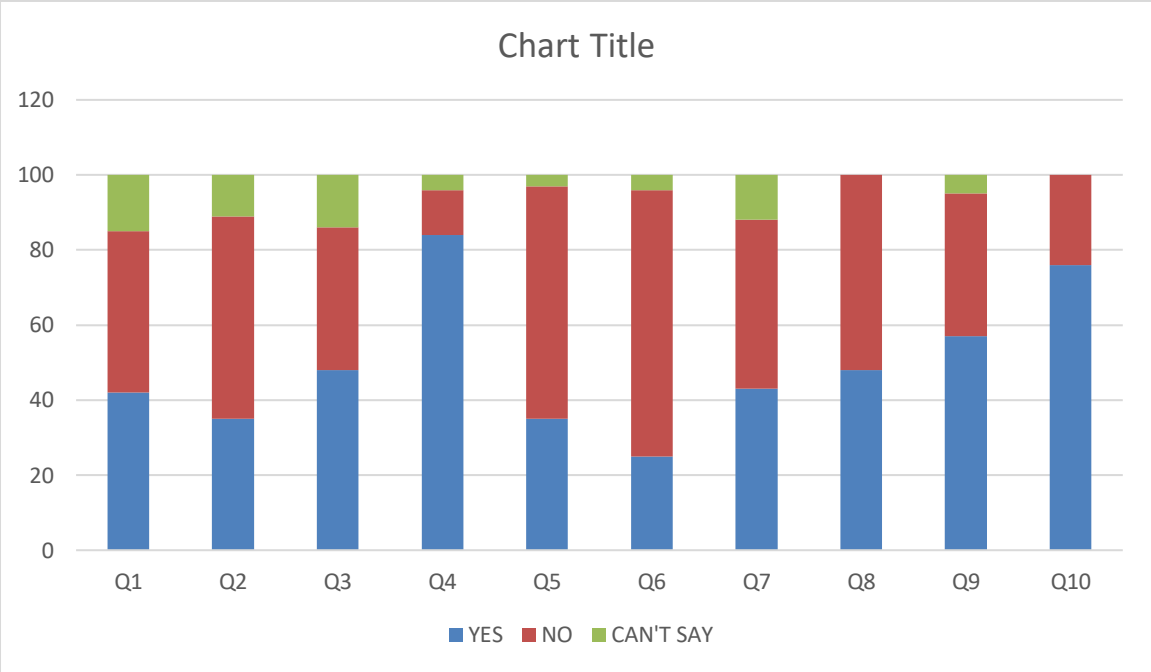
- People willing recognition without hard work
- Personal relationships

- Blame games
- Gossips

Hence, the problems in the workplace are faced by both employers and employees. In our research study, we have made an effort to study the magnitude of these problems by conducting a survey amongst 100 employees. The questionnaire has been provided in the annexure to the report.

8. FINDINGS AND INTERPRETATION

The results interpreted are summarized as follows:



SUMMARISED RESULTS:

The results of the above survey can be summarized as under:

1. About 43% of the employees were not happy with their role in the organization mainly due to lack of recognition.
2. About 54% of the employees felt that more training programs were required to provide better advancement opportunities.
3. About 38% employees felt that promotion was on the basis of favoritism and this was a major cause of employee dissatisfaction.

4. About 84% of the professionals needed help at some point of time. 35% admitted they were afraid to ask. Also, 60% regretted not asking.

5. About 25% of the workers had faced some kind of harassment in the workplace. Most of the times it was due to Gender biasness.

6. About 43% of the employees stated that better health and safety measures were required. The main reason for lack of such measures was ignorance.

7. As much as 48% of the workforce found it difficult to maintain a proper work-life balance.

8. Also, employees who agreed that there was a proper grievance redressal cell further added that actions needed to be quicker for a fruitful decision making.

9. SUGGESTIONS AND RECOMMENDATIONS

Solutions for such major issues are required to ensure that the productivity of employees, employer and the organization as a whole can be improved. Some of the solutions can be stated as follows:

Problem: Unrealistic expectations:

Solution: Unrealistic expectations and the preconceived notions of the employers affect not only the employees but also the organizational success at large. These can be done by following the given steps:-

- Employer needs to **recognize** that his expectations are getting unrealistic. Appropriate and timely review of targets and getting the teams review can help to achieve it.
- Before setting any deadline, consider the volume of work and the available resources.
- **Be clear** with the requirements and targets right from the beginning rather than making changes in the mid-way.
- **Avoid guesswork** and rely upon team discussions and past records.
- **Re-estimate**the targets from time to time and make alterations to make them more realistic and attainable.
- **Manage don't Lead**. Mentor and support the staff.

Problem: Delegation issues

Solution: Delegation is highly important in order to succeed in long run and develop the abilities of manpower. This not develops the staff but also leads to organizational growth. Following measures may help in this respect:-

- **Acceptance** on the part of employers regarding the necessity of delegation is important.
- **Trust**, Delegate, recognition, find mistakes, correct.
- **Motivate** employees by providing rewards (financial and non-financial).
- Choose **right person for the right job**.
- Clarify tasks in **quantifiable** terms.
- **Open communication.**

Problem: Communication issues

Solution: Effective communication can solve a large section of organizational issues. Deliberate actions for the same can be:-

- Stick to **simple organizational structure.**
- Avoid information overload.
- Give constructive feedback.
- Proper medium.
- Flexibility.

Problem: Integrity issues

Solution: Following steps can be taken to resolve integrity issues:

- Make employees aware of the **competitors.**
- Engage and interact with your employees.
- Be unbiased.

Problem: Inferiority complex

Solution: One needs to bounce back of negative feelings and work harder for good of everyone.

Possible solutions can be:-

- Learn to say no.
- Form positive relationships.
- Recognize your strengths.
- Practicing self-compassion.

Problem: Lack of Responsibility

Solution: To generate a sense of responsibility, the following measures can help:-

- Ensure adequate resources.
- Communicate roles, positions and objectives.
- Help people take control.
- Don't micromanage.
- Praise.

Problem: Problems with your boss

Solution: Problems with superiors are common and have some simple solutions:-

- Identify your boss' motivation.
- Don't let it affect your work.
- Anticipate and stay one step ahead.
- Identify triggers.
- Set boundaries and limits.

Problem: Discrimination

Solution: Differences are bound to be present everywhere. The art lies in preventing these differences from making anyone put into disadvantage. Measures for it may be:-

- Develop concrete written rules and policies.
- Establish efficient complaint mechanism.
- Training and mentoring.
- Review and update policies.

Problem: Harassment

Solution: Workplace harassment is a sensitive issue and has to be tackled with care. Probable steps may be:-

- Establish an anti-harassment, zero- tolerance policy.
- Ensure that the complaint mechanism is strong and everyone knows about it.
- Specialized awareness and training programme.

Problem: Favoritism

Solution: Equal and justifiable treatment is favored in every situation and can be extended by:-

- Rely on facts not rumors.
- Switch management teams at regular intervals.
- Pay attention to employee surveys, feedbacks and exit interviews.

Problem: Absenteeism

Solution: One of the most direct implications for extreme workplace issues can be subsumed by:-

- Reward good attendance.
- Provide employee support
- Set attendance policy and expectations.

Problem: Resistance to change

Solution: Change and dynamism is the key to success in modern business and has to be effectively implemented through:-

- Apply change in stages.
- Communicate effectively.
- Engage effective tools for change.

The best way to resolve any problem is to reengineer it from scratch. Of course there are many ways and means to solve a problem but the best way is to uproot it from the base itself. Yes, we are talking about the long term resolutions which not only helps avoid the above mentioned problems but also helps in nurturing the employees both professionally and personally, thus leading to human resource development.

Communication is an aid to most of the problems in any workplace. The superiors must mark it as a mandatory task to communicate with their employees as to what they expect out of them. Instead of expecting from the employees to achieve something unrealistic they must try and help them set goals. The employers must help their employees set a goal ladder which must be followed up time and again and accordingly appraise their work. Slowly and gradually this will make their unrealistic expectations realistic and help them increase their productivity.

A team only reaches the pinnacle of success if they have utmost faith and trust on each other, and so is the scenario in any business. The only way the employers can build trust on their employees is by making them develop a sense of belongingness towards their organization because it's a very rare instance where a member of the family tries to invade its own home. This would make the employees more responsible and committed towards their work and actions.

Moreover, while assigning work to the employees, instead of directly guiding them through a pre developed way to do a particular task, the superiors must ask their subordinates their viewpoints on "how to do a particular task". This would not only make them realize that their opinions matter but also help them grind themselves and also sometimes come with better ways to do a particular task.

As mentioned, Employers must act more like mentors, unlike dominating bosses. Regular interaction sessions with the employees helps in building a stronger superior-subordinate relationship. This further helps in eliminating communication barriers at a large scale. Moreover, regular interactions remove inferiority complex among the employees and helps them build a stronger peer. Also having ample training programs for employees, not only on specific job related areas but also on management and communication skills helps them boost their confidence.

Employees' turnover and regular absenteeism depicts low morale and unwillingness to work. This can only be resolved through showing confidence on your employees by using phrases like "I know you can do it.", "Please give add ons on this project" etc. helps in growing morale amongst the employees. Even there can be substitutes for conventional punishments on absenteeism. For Example: Assigning works in departments which is completely different from their genre of work. There can be various other ways and means to make the employees work and make them more productive, competent, and skillful and a better person. Thus a well-built and focused organization on Human Resource Development would always prove to be a successful one.

10. CONCLUSION

Human resources are an inevitable part of every organization and maintaining its morale and satisfaction is of prime importance. An organization which is successfully able to tackle the issues of its people is bound to achieve both its short term as well as long term goals. Issues and challenges are inherent in work culture. But minimizing the span and intensity of these issues is where one needs to emphasize. There are different ways and means by which these can be prevented and corrected. But to ensure long term results and add-on benefits from the solution itself, what is required is, finding such solutions which lead to positive individual transformation i.e., Human Resource Development. Human Resource Development helps in creating a cohesive climate in the organization, provides opportunities to learn new skills to the employees and also help in varied developmental activities in the organization. Human resources have unlimited potential capabilities and it helps in tapping these latent capabilities.

In the course of the research study, we came across many problems, both from the perspective of employers and employees. These problems can be inherent to the nature, size or other characteristics of the organization or may arise due to in capabilities of either employer or

employee. The causes behind these problems hold the key of solving them. Often a problem is the outcome of a spectrum of underlying causes. One needs to command over these causes to solve the ultimate complications. Solution to these problems can be either for a short span or long term which would be enriched with human resource development. For e.g.: Lack of feedback was a common problem encountered by both employer as well as employees. When we look for a short-term solution, we may simply provide for a feedback box where the feedback from the employees is taken. However, when combined with human resource development, it will also involve the formulation of a committee to ensure that the feedback received from employees is considered and that the required actions are taken. This will ensure more active participation from the employees; give them the belief that their ideas are considered. Thus , contributing to their individual as well as organizational progress.

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ANNEXURE

QUESTIONNAIRE

SURVEY ON WORKPLACE ISSUES AND CHALLENGES FACED BY EMPLOYEES

NAME:

AGE:

QUALIFICATION:

WORK EXPERIENCE:

GENDER ☐ **MALE**

☐ **FEMALE**

PROFESSION:

1. Are you happy with your role and position in the organization?

   ☐ Yes ☐ No ☐ Can't Say

2. Do you feel regular and ample training programs are conducted by your organization for your professional development?

   ☐ Yes ☐ No ☐ Can't Say

3. Do you feel promotions are done on merit basis or there lies a room for favoritism or any other decent proposal?

   ☐ Yes ☐ No ☐ Can't Say

4. Did you feel difficulty while working and felt the need of someone's help?

   ☐ Yes ☐ No ☐ Can't Say

5. Did you fear to approach your superiors or colleagues for help?

   ☐ Yes ☐ No ☐ Can't Say

6. Did you face any kind of harassment in the workplace, if yes then which kind?

   ☐ Sexual ☐ Racial ☐ Gender

   If any other kind of harassment? Mention below.

7. Are effective measures taken for the health and safety of employees?

☐ Yes ☐ No ☐ Can't Say

8. Are you allowed to maintain a satisfactory work-life balance?

☐ Yes ☐ No ☐ Can't Say

9. Do you feel that your organization has drawn clear and effective lines of communication and feedback?

☐ Yes ☐ No ☐ Can't Say

10. Do you have any kind of employees' grievance redressal cell? If yes, were you satisfied with their actions? Elaborate.