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**Index**

<b>Sr. No</b>	<b>Name of the Author</b>	<b>Topic Name</b>	<b>Page No.</b>
1	Pallavi Dongre & Supriya Raut	“Role Of Case Study In Management Studies With Special Reference To Enhancing Employability Skills Of Management Graduates”	7
2	Dr. Bhaskar P. Ghaisas	Analytical Study Of Employees Performance Management In Urban Cooperative Banks In Vidarbha Region	12
3	Prof. Dileep Kumar Singh	“Conceptual Framework On The Relationship Between Human Resource Management Practices And Turnover In Indian & Multinational Pharmaceutical Sector”	41
4	Miss Reshma Rajkumar Bhojwani	“Human Resource Issues In Current Indian Banking Industry Scenario”	50
5	Dr. Anita V. Mahawadiwar Dr. Manjusha A. Gadkari	Major Components Of Performance Management: An Overview	58
6	Ms. Smita A. Kalokar	Impact Of Globalization On Human Resource Management	64
7	Dr. Shiney Chib	Organizational Performance And Job Satisfaction Parameters –An Empirical Study	72
8	Dr. Krishnarao L. Ukey	Dealing With Difficult People	86
9	Mr. Ravi Singh & Ms. Apoorva Mishra	Employment opportunity in renewable energy sector for development of regional socioeconomic culture	95
10	Mrs. Monika R. Seth <sup>1</sup> and Dr. V. H. Asudani <sup>2</sup>	Practice of Gandhian values among college teachers a study with special reference to RCOEM, Nagpur.	101

“ROLE OF CASE STUDY IN MANAGEMENT STUDIES WITH SPECIAL  
REFERENCE TO ENHANCING EMPLOYABILITY SKILLS OF  
MANAGEMENT GRADUATES”

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Management is needed in all the organizations as it helps and directs the various efforts towards a specific predetermined purpose. According to Harold Koontz, “Management is an art of getting things done through and with the people in formally organized groups. It is an art of creating an environment in which people can perform and individuals and can co-operate towards attainment of group goals”.

According to F.W. Taylor, “Management is an art of knowing what to do, when to do and see that it is done in the best and cheapest way”.

The goals may vary from one enterprise to another. E.g.: For one enterprise it may be launching of new products by conducting market surveys and for other it may be profit maximization by minimizing cost.

It is therefore needed by management personnel to be very strategic and of vision to achieve the required set goals of the organization he is associated with. Good management personnel include both being effective and efficient. Being effective means doing the appropriate task i.e., fitting the square pegs in square holes and round pegs in round holes. Being efficient means doing the task correctly, at least possible cost with minimum wastage of resources. That is at how optimization of resources and output can be done and achieved respectively.

This is what management studies aims at while imparting management education to its student. Its role is to make student aware of the management skills required to do the job and to provide knowledge for the same.

Various management institutes are seen to be imparting management education to give society management trainees which are industry ready i.e. who are employable.

Management studies aims at providing management knowledge but it also aims at making students to be smarter and to make them apply their knowledge, skills and thinking to solve any problem faced on job. It can be said that it focuses more on enhancing problem solving skills of management candidates.

Problem solving is an important aspect of employability skills considered by the employers. Employability skills are the non-technical skills and knowledge necessary for effective participation in the workforce. They can include skills such as :

- Communication
- Self-Management
- Problem Solving
- Teamwork.

They are also sometimes referred to as generic skills, capabilities, enabling skills or key competencies. Management Studies revolves around increasing the employable quotient of the management students.

Various tools are used for imparting Management Education by Business Schools. Focus is kept on enhancing the employability of the students to make them industry ready keeping on track with 'need of the hour' of the industry and knowledge and skills required to get employed and sustain employment in efficient manner achieving the set targets and goals of the associated organization. Thus it aims at win - win condition for both student as well as organizations.

- Case Study
- Role Play
- Management Games: In House And Outdoor Activities
- Talent Management
- Guest Lectures
- Experience Sharing With Industry People And Academicians
- Presentation Seminars
- Industrial Visits
- Summer Internship Programs
- Sector Study And Analysis

- Book Review

These are some of the most used techniques incorporated by Management Institutes for imparting knowledge and skills to students and making them employable.

### **What Is a Case Study?**

A case study is a problem that has to be solved. It focuses on problem solving ability of the student and in enhancing this particular skill.

A good case is more than just a depiction. It is information arranged in such a way that the reader is put in the same position as the case writer was at the beginning when he or she was faced with a new situation and asked to figure out what was going on. Case studies have also been used as a teaching method and as part of professional development, especially in business and legal education

Case studies may be



### **Descriptive Case Study**

A descriptive case study is one that is focused and detailed, in which propositions and questions about a phenomenon are carefully scrutinized and articulated at the outset. This articulation of what is already known about the phenomenon is called a descriptive theory. It helps to specify the boundaries of the case, and it contributes significantly to the rigor of the finished case study. The power and promise of a descriptive case study lie in its potential for mining for abstract interpretations of data and theory development. The main goal of the descriptive case study is to assess a sample in detail and in depth, based on an articulation of a descriptive theory. This theory must respect the depth and scope of the case under study, which is conveyed through strong propositions and questions.

### **Explanatory Case Study**

Using both qualitative and quantitative research methods, explanatory case studies not only explore and describe phenomena but can also be used to explain causal relationships and to develop theory. Case studies are often lumped together under the heading of qualitative research and are frequently confused with methods such as ethnography and grounded theory as well as those of quasi - experimental research. In fact, explanatory case studies are distinct from all of these, and unlike most qualitative research that is employed to explore certain phenomena; explanatory case studies can be employed to explain phenomena. Explanatory

case studies should consist of an accurate description of the facts of a case, considerations of alternative explanations, and a conclusion based on credible explanations that are congruent with the facts.

### **Significance of Case study**

Case Studies help to improve many situation based problems which personnel can be in when working in an organization. In any organization in general, management personnel is expected to solve problems or to achieve goals regarding:

- Optimum Utilization of Resources
- Achieving Group Goals
- Reduces Costs
- Essentials for Prosperity of Society
- Achieving Group Goals
- Establishing Sound Organization
- Establishing Equilibrium

Case study helps to throw light on experiences shares by people in how they have achieved their set group goals may be in the factors of production, assembles and organizing the resources, integrating the resources in effective manner to achieve goals. It directs students mind for coming out with a solution how to act and react in extreme conditions or to achieve set goals.

Management uses physical, human and financial resources in such a manner which results in best combination. This helps in cost reduction through optimum utilization of resources. Case Study helps to implant in management students mind to do Optimum Utilization of Resources –and how to utilize all the physical & human resources productively which leads to efficacy in management. This aspect of optimum utilization is very important for any organization and can be seen in many recruitment sessions as the interviewers tend to ask questions wherein a situation is given and a candidate is suppose to give the appropriate answer regarding how to give optimum output with minimum resources. This can be excelled by experience or by presence of mind to act according to the situation. Case Study is a combination of both. Case study is a tool which gives students a chance to be in shoes of the management personnel beforehand and analyze various situations and based on this analysis come to appropriate conclusion.

It can be learnt through it as who is accountable to whom, who can give instructions to whom, who are superiors & who are subordinates thus making clear what is the role of a specific employee with relation to his work in the organization.

To establish sound organizational structure is one of the objective of management which is in tune with objective of organization and for fulfillment of this, it establishes effective authority & responsibility relationship i.e. it also help to understand with practical cases how to adapt to changing demand of market / changing needs of societies for growth and survival of organization. Setting examples of Corporate Social Responsibilities and ethics in organization and all the personnel working in it is also implanted through case study. It also helps in understanding code of conduct and what actions can be taken in unavoidable circumstances through practical cases.

Case Study through light on many different aspects in every field of management may it be marketing, human resource, finance, IT, operations, etc

One of the topics which was highlighted in case study of Management study is:

### **Case Study: How IBM Offset the Impact of a Down Economy on Event Attendance**

When IBM had a sneaking suspicion that the faltering economy might have a dire effect on registrations for its annual IMPACT conference, it devised a plan that in addition to trying new promotional tactics involved forging better relationships with, and maximizing conversions among, those who could attend. That strategy paid off in more ways than one.

This strategy taken as a case study to learn how Sandy Carter turned a sweeping industry challenge into a long-term win for the organization helps management students analyze the various aspects the strategy covered and is worked on formulating and is thus helpful to improve their knowledge and skills .This helps to enhance their employability skills as well as their employee skills which is the main objective of management studies.

Thus Management studies through case study lay emphasis on enhancing problem solving skills of management graduates which help to make them industry ready.

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## **ANALYTICAL STUDY OF EMPLOYEES PERFORMANCE MANAGEMENT IN URBAN COOPERATIVE BANKS IN VIDARBHA REGION**

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### **Introduction**

Organizations have spent years investing in systems to measure and report financial performance and the effectiveness of sales, marketing and supply chains, but these systems do not measure and report the effectiveness of the people processes in the organization. Without a real-time management system that enables the alignment, development, and the collaboration of HR, an organization will perform at less-than-optimal levels. Because of a lack of such management systems, organizations have little or no insight into their employees' success, the skill gaps and learning needs that exist within the organization, or how they affect the performance and productivity of the organization. The majority of organizations even today employ a basic process. Managers ask their employees to define goals, which are then documented. The manager then consolidates the various team goals and provides another document based on these details to his immediate superior, and so on. While it may appear to suffice, this approach produces significant organization gaps, including inconsistent processes, misinterpretation of information, reliance on traditional management hierarchy, lack of agility, reliance on old information, and exclusive of the development aspect.

In addition, an organization's learning initiatives are becoming more and more sophisticated and integrated. Solutions have migrated from the delivery of core training process to meeting increasingly complex requirements, such as regulatory compliance, channel readiness and customer education. Individual learners are measured by their progress towards gaining required skills and competencies improve the value of the programme and content to ensure that the investments have a measurable impact. Yet, it remains difficult to measure the effectiveness of organization's learning initiatives against the goals and objectives of the

organization, because learning typically is treated as an isolated function. Human resource professionals along with the business leaders are increasingly focusing on delivering solutions that show the impact of learning and training on both the individual's and the organizational performance.

Historically, organizations defined strategy and objectives, and the measurement of employee and organizational performance as completely separate processes. There was little connection between learning and development function and the people management processes. Organizations often relied on ad hoc processes, communicated where possible, and assumed that if each functional area performed well and met its objectives, the organization would, in turn, perform well. It is not unusual for disparate parts of an organization to meet stated objectives and still have a significance gap between that performance and the overarching organizational goals.

An integrated performance management system is a key component of the emerging requirement to tie the strategy and organizational processes to HR processes. This allows organizations to define an organizational performance plan as the instrument that brings all the elements together. Often, strategic directives end up buried in papers and are quickly forgotten, but when individuals have a single, agreed-upon performance plan, it is very clear what they need in order to be successful. With a performance plan, which is essentially an agreement between the individual and the organization, the latter can set and monitor progress against goals and objectives, make adjustments and respond to changing business conditions, ensure overall alignment of the organization, measure individual performance against those objectives, and enable comprehensive collaboration, all in real time. In addition, the individual's learning and development plan becomes a key part of the overall performance plan, and skill and competencies are mapped directly to the goals and objectives of the individual.

The concept of performance management has been the most significant development in the sphere of HR management in recent times, although the phrase was used for the first time in 1976 by Beer and Ruh. But it

was not recognized as a distinctive approach until the mid-1980s, growing to reach the opinion that a more continuous and integrated approach was needed to manage and reward performance.

Business, market, and society have changed. But by and large, the principal of management, the methods, and the concepts have not. With the evolution of the concept of performance management, the nature of HR management in organization has undergone drastic changes in the recent past. Performance management is now an accepted HR management practices in many organizations. The emphasis has been shifting from 'command and control system' towards a commitment based system'. This change is a reflection of the growing importance of employees and their work performance to the attainment of objectives and strategy of organizations. In this changed scenario, it is now possible to achieve performance levels once thought unattainable, but only when managers and employees establish clear lines of communication and understand how their jobs contribute to the goals of both themselves and the organization.

Performance management is a key strategy of HR management aimed at improving organizational performance in order to attain and sustain its competitive advantage amidst stiff domestic and international competition. The success of HR management as a system and organization as a corporate entity is highly dependent on the effectiveness of performance management.

Today's competitive business environment demands increased productive, better quality, shortened response time, and lower costs. Corporate leaders everywhere are searching for the ultimate edge. Ever-increasing rates of change and competition has put immense pressures on organizations to continually explore new ground and do more with less. Therefore, in order to survive and succeed in such a scenario requires organizations to integrate processes for building higher synergy for ensuring the organization's success. Since organizations create a competitive edge by implementing the right mix of strategy, people and business processes, it is critical for organizations to ensure that their strategy and processes.

The power of organization is increasing linked to its intellectual capital rather than its physical assets. People are now the drivers of corporate performance and competitiveness. Therefore, performance

management deals with improving organizational performance by improving employee performance. With globalization, the paradigm of competition has changed tremendously to fast-paced, information-based, knowledge-driven and knowledge-intensive economy where speed, flexibility, and self-renewal are the key to organizational success. Where competitive advantage was once dependent on economic of scale and low-cost labor are now no more as effective as it used to be in the past. Global business expansion might offer new markets, but it invites intense competition. This has posed intense challenges to gaining and maintaining competitive advantage.

As the economy changes and competition becomes more global, improving performance of the organization holds the key to competitive dominance of organizations. Therefore, the ability to deliver ever-improving value to stakeholders while simultaneously and continuously maximizing performance is vital in today's increasingly competitive global marketplace. A well-defined business plan developed from a corporate vision, mission and value statement, and its business objectives provides the basis on which to gauge an organization's performance and plans for improvement.

One of the key strategies to improve corporate performance has been performance management. Although the significance of performance management has only been understood in recent times, it has been in existence in a limited scope in the organizational context in the form of performance appraisal system. Performance management is an integrative and holistic approached whereby performance of employees is so managed that it results in the personal development of employees, and helps in attaining organizational objectives and goals. Performance management refers to a strategy which relates to every activity of the organization set in the context of this HR policies, culture, style, and communication systems. The nature of strategy depends on the organizational context and can vary from organization to organization. From this viewpoint, performance management is not a system or technique; it is the totality of the day-to-day activities of all managers. Performance management broadly covers the performance of individual employees and teams through their behaviors and actions in achieving successful formulation and implementation of a value-creating strategy, which either generates or sustains an organization's competitiveness.

Performance management is an integrative and holistic concept embracing the entire organization. It seeks to systematically link employee work outcomes with the competitive priority of the organization in order to improve the competence and performance of organizations amidst stiff domestic and international competition.

In the changed competitive business scenario, organizations have to improve their competitiveness to survive and sustain themselves by aligning performance of HR with their business strategies. Creating a 'fit' between the human performance and the choice of business strategy can help secure employee behavior and attitudes necessary for the successful implementation of business strategies. This strategic approach to integrate performance into the organizational architecture will promote organizational effectiveness necessary for achieving excellent business results in the long run.

### **Cooperative movement in India:**

The cooperative movement in India was started in the beginning 20<sup>th</sup> century (1904). At that time the major aim in establishing cooperative societies was to supply cheap credit and to protect them from exploitation by money lenders.

### **Cooperative movement in Maharashtra:**

After passing the first cooperative law in India in the year 1904 the cooperative movement started in India. Due to the exploitation from the money lenders. The unrest farmers in Maharashtra started the anti-capitalist movement in Maharashtra. This movement was started in the year 1875 and the major centers of unrest were concentrated in the south India, Pune and Ahmadnagar in Maharashtra. Since last 100 years many cooperative societies are working in Maharashtra. Maharashtra has played an important role to channelise the cooperative movement in India. The establishment of central cooperative bank today which is known as Maharashtra state cooperative bank in the year 1911 in Mumbai by the efforts of Late Samaldas is the best example of the origin of cooperative movement in Maharashtra. Before that the chief promoter and the promoting members of the first rural cooperative movement cooperative credit society established in India in the year 1889 were from Maharashtra itself.

As per the provision given in the report of Maclagan Committee in the year 1915 the people were motivated to establish the cooperative credit societies or banks in the Non-agricultural sector along with the agriculture sector.

After the formation of the Maharashtra state in the year 1960 the new cooperative act of Maharashtra was passed and implemented from 26<sup>th</sup> January, 1962.

### **Current scenario in banking sector:**

With liberalization and growing integration of the Indian financial sector with the international market, the supervisory and regulatory role of RBI has become critical for the maintenance of financial stability. RBI has been continuously fine-tuning its regulatory and supervisory mechanism in recent years to match international standards. Migration to new capital adequacy framework (Basel II) based on a three-pillar approach, namely, minimum capital requirements, supervisory review, and market discipline, involves implementation challenges for both RBI and banks. RBI has taken a number of initiatives to make migration to Basel II smoother. Banks have been advised to undertake a self-assessment of the existing risk management systems and to simultaneously initiate suitable measures to upgrade them to match international standards. Banks have been asked to prepare a road map and to review the progress on a quarterly basis.

In its annual policy statement for 2004-05, the RBI has carried forward initiatives aimed at improving prudential regulation and credit delivery, particularly to agriculture and the SSI sector. The RBI has introduced higher provisioning requirement for NPAs included under doubtful for more than three years category effective March 31, 2005. In order to contain risks arising from non-SLR portfolio of banks, the RBI has prohibited banks from investing in unrated non-SLR securities. Further, the RBI has indicated that with effect from January 1, 2005, only those banks, whose investment in unlisted non-SLR securities are within the prudential limit of 10 per cent of their total investment in non-SLR securities, will be allowed to make fresh investment in such securities up to the prudential limit.

### **Recent Developments**

Over the years, primary (urban) cooperative banks have registered a significant growth in number, size and volume of business handled. As on 31st March, 2003 there were 2,104 UCBs of which 56 were scheduled banks. About 79 percent of these are located in five states, - Andhra Pradesh, Gujarat, Karnataka, Maharashtra and Tamil Nadu. Recently the problems faced by a few large UCBs have highlighted some of the difficulties these banks face and policy endeavors are geared to consolidating and strengthening this sector and improving governance.

Co-operative movement is quite well established in India. The first legislation on co-operation was passed in 1904. In 1914 the Maclagen committee envisaged a three tier structure for co-operative banking viz. Primary Agricultural Credit Societies (PACs) at the grass root level, Central Co-operative Banks at the district level and State Co-operative Banks at state level or Apex Level. The first urban co-operative bank in India was formed nearly 100 years back in Baroda. Co-operative Institutions are engaged in all kinds of activities namely production, processing, marketing, distribution, servicing, and banking in India and have vast and powerful superstructure. Co-operative Banks are important cogs in this structure. In the beginning of 20th century, availability of credit in India, more particularly in rural areas, was almost absent. Agricultural and related activities were starved of organized, institutional credit. The rural folk had to depend entirely on the money lenders, who lent often at usurious rates of interest.

The co-operative banks arrived in India in the beginning of 20th Century as an official effort to create a new type of institution based on the principles of co-operative organization and management, suitable for problems peculiar to Indian conditions. These banks were conceived as substitutes for money lenders, to provide timely and adequate short-term and long-term institutional credit at reasonable rates of interest.

In the formative stage Co-operative Banks were Urban Co-operative Societies run on community basis and their lending activities were restricted to meeting the credit requirements of their members. The concept of Urban Co-operative Bank was first spelt out by Mehta Bhansali Committee in 1939 which defined on Urban Co-operative Bank. Provisions of Section 5 (CCV) of Banking Regulation Act, 1949 (as applicable to Co-

operative Societies) defined an Urban Co-operative Bank as a Primary Co-operative Bank other than a Primary Co-operative Society was made applicable in 1966.

With gradual growth and also given Philip with the economic boom, urban banking sector received tremendous boost and started diversifying its credit portfolio. Besides giving traditional lending activity meeting the credit requirements of their customers they started catering to various sorts of customer's viz. self-employed, small businessmen / industries, house finance, consumer finance, personal finance etc.

### **Aims and Objectives of the Study:**

To conduct any systematic research, it is necessary to set certain goals of the study. Given below are the main objectives of this study.

1. To study the background of Vidharbha region. Under this objective it is proposed that Demography of Vidharbha region will be studied. Natural resources, industrial development, infrastructural facilities available in the region will also be taken into consideration and it will be linked with the working of urban cooperative banks.
2. To examine the set up and working of selected urban cooperative banks in Vidharbha region.  
This objective deals with the administrative setup of the urban cooperative banks as per the provisions of cooperative societies act, RBI Act, and Banking Regulation Act.
3. To examine the Maharashtra cooperative societies act 1960 as applicable to cooperative banks.  
Under this objective all important sections of the Maharashtra cooperative Societies act 1960 will be studied in details with special reference to urban cooperative banks.
4. To study various reports of committees set up for banking sector.  
Various committees were set up to restructure reorganize and develop banking sector in accordance with the development of the district. Under this objective it is proposed to make in-depth study of such reports with special reference to urban cooperative banks.

5. To study the government policy and schemes prepared for urban cooperative banking.

Under this objective it is proposed to study government policy related to five year plans and other developmental activities and the role of urban cooperative banks in contributing towards such activities.

6. To critically examine the Employees performance management in selected urban cooperative banks of Vidharbha region.

Under this objective all aspects of employee's performance management shall be studied in details with special reference to selected urban cooperative banks in Vidharbha region.

7. To analyze and interpret the data collected from primary and secondary sources.

This objective deals with the analysis and interpretation of the data collected from primary and secondary sources. Conclusion will be drawn on the basis of such analysis and suggestions / recommendations shall be provided on the basis of findings of the study.

#### **Importance of study:**

The urban cooperative banking sector gathered momentum since the inception of cooperative societies act, 1904. The criteria, rule & regulations have been formulated to establish cooperative banks in urban as well as rural sector. Although RBI has the supreme control over banking institutions India, the recently amended and passes Maharashtra cooperative societies act 1960 is applicable to all cooperative banks registered under this act.

In the present era of privatization and globalization, the importance of cooperative banking has increased. Urban cooperative banks are playing important role in the development of economy. Some urban cooperative banks have attained the status of scheduled banks. The analytical studies of employee's performance management in urban cooperative banks in Vidharbha region are being studied under this research work.

#### **Research Hypothesis:**

1. “Employees Performance Management and Appraisal system have contributed in quality improvement of employee’s productivity and performance in urban cooperative banks in Vidharbha region.
2. “Regular appraisal and feed back system helps in achieving desired goals of the urban cooperative banks in Vidharbha region.
3. There is an interface between the existing EPM system and employee learning and development practices.
4. There is an interface between the existing EPMS and EL and D practice.

### **Purpose of Performance Management**

Historically, information from Performance Managements has been used as a basis for administrative decisions. More recently, the purposes of appraisal have expanded considerably. In 1957 McGregor proposed that Performance Management be used for feedback and developing employees. Proponents of management by objectives suggested using appraisals for organizational planning.

Matheson, Millar, and Van Dyk (1995) suggested that the initial purpose of Performance Management is to measure the ability of staff to meet the administrative standards of performance. When this has been determined, the next concern is professional growth and improved performance over time.

Performance Managements are a major part of performance management programs, including the various coaching and developmental activities that take place as part of the performance management process. Delpo (2005) explains that Performance Managements can motivate employees to perform better and produce more, help them identify the ways in which they can develop, grow and increase their morale and respect for their managers as well as communication with them.

According to Delpo (2005) and Denisi (1997) Performance Managements are used as basis for identifying poor performers and helping them get on track or taking disciplinary action when performance falls short of a standard or expectation. The disciplinary action can include the decision to terminate individuals if they do not improve. With Performance Managements, lay-off decisions are done lawfully and fairly.

Organizations typically include a Performance Management as a critical part of establishing where training is needed and what kinds of training are needed. The effectiveness of the training intervention is then measured through monitoring the performance using Performance Management.

Finally, in cases where organizations need to validate selection techniques such as tests, or to answer questions about the adverse impact of such techniques, the criterion measure involved is typically some measure of performance which, in most cases, is a Performance Management. Performance Managements are thus used to indicate, for example, the relationship between job satisfaction or organizational commitment and performance.

Denisi concludes that Performance Managements are used as the criterion measures for a wide range of organizational topics. Performance reviews often serve so many purposes, delivery of sensitive news, setting of compensation, legal protection if a fired employee sues (Holland 2006).

Performance Management is intended to satisfy a variety of organizational goals. These may include:

- ✓ Providing feedback to employees about their performance
- ✓ Determining who gets promoted
- ✓ Facilitating lay off or downsizing decisions
- ✓ Encouraging performance improvement
- ✓ Motivating superior performance
- ✓ Setting and measuring goals
- ✓ Counseling poor performers
- ✓ Determining compensation changes
- ✓ Encouraging coaching and mentoring

- ✓ Supporting manpower planning or succession planning
- ✓ Determining individual training and development needs
- ✓ Determining organizational training and development needs
- ✓ Confirming that good hiring decisions are being made
- ✓ Providing legal defensibility for personnel decisions
- ✓ Improving overall organizational performance.

Performance Management provides valuable information to employees and supervisors that are relevant for many personnel decisions, including merit pay, promotion, transfers, training needs, legal purposes, as well as for employee development and performance feedback.

### **Performance Management Techniques**

Research studies indicate that a variety of appraisal methods are used by many organizations; however no commonly accepted or utilized norms are existing, though some common most prevalent methods of assessment have evolved in recent time. These are

- (a) Confidential report;
- (b) Narrative or descriptive methods, which include the essay method, the critical incident method;
- (c) Ranking techniques, which includes (simple or straight ranking, paired comparison, forced choice distribution);
- (d) Graphic rating scales;
- (e) Check list methods;
- (f) Group appraisal;
- (g) Assessment center method;
- (h) Results oriented appraisal approach (MBO); and

(i) Behaviorally Anchored Rating (BARS).

A recent research study indicated that the most common approaches for measuring the quantity, quality of employee job performance are

- (1) Rating scales;
- (2) Results oriented approach (MBO);
- (3) Descriptive methods;
- (4) Behaviorally anchored rating scale.

### **Data Analysis & Interpretation**

#### **Primary Data Source:**

Primary data is collected from the Managers, Officers & Admin Staff from the Urban Cooperative Banks of Vidharbha region. A sample is chosen by convenience sampling method.

#### **Secondary Data Source:**

Sources: On-Line Information from web sites, local Reports, official reports, records, books and journals,

#### **ii) Sampling Design:**

#### **Universe of Study:**

The universe of study will be the Vidharbha region.

- **Sampling** – Primary Data will be collected from the Employees of the selected Urban Cooperative Banks in Vidharbha region.
- **Sampling Design** – Sample survey shall be conducted by canvassing pre-designed questionnaire to the respondents.

- **Data collection** – Sample quota sampling shall be adopted fro primary data collection. The sample size divided as follows:

*Questionnaire -1- Managers & Officers of the Cooperative Banks – 140*

*Questionnaire -2- Admin Staff – 700 (140 Coop Bank \* 5 Employees )*

Data Collected from Vidharbha region.

Sampling is done with the help of random sampling and cluster sampling method.

**Sampling Technique:** For the purpose of this survey, Non-probability sampling technique of Quota Sampling was employed as the sample size was small and fixed and the sampling unit was clearly defined. Questionnaire asked for all the categories were closed ended.

iii) **Tools of Research:**

Pre-designed questionnaire and pre-structured interview schedules shall be canvassed for collecting primary data from the Managers, Officers & Admin Staff from the Urban Cooperative Banks of Vidharbha region. The questionnaire will be subjected to validation.

**Survey Details:**

**EPM**

The EPM practice within the Cooperative banks, sought to find out if the participating banks had EPM practice in place, Where such practice existed, the method of inquiry then sought to ascertain the form in which EPM practice existed in terms of

- (a) Which conditions led to its existence?
- (b) What processed are involved,

(c) Which developments can affect the process in existence?

(d) Controls applicable to the process, and

(e) How the participating organizations use outcomes the outcomes of the process.

### **Employee Learning and Development**

(a) Issues surrounding employee learning and development strategy in practice, and

(b) Procedures involved in employee learning and development from planning to delivery and post-learning activities.

Table no. 1 Patterns of EPM Practice – An Overview

<b>Attribute</b>	<b>Observable Patterns of Employee Performance Management Practice</b>
<b>Existence of an employee performance management practice</b>	100% of sample have employee performance management practices
<b>Benchmarking of practice</b>	70% of sample indicated benchmarking to derive current practice 30% of sample did not benchmark to derive current practice
<b>Degree of automation</b>	60% of sample had automated processes 40% of sample had manual processes
<b>Employee performance management software</b>	40% of sample did not use software 30% of sample had in-house software 10% of sample had off the shelf software 20% of sample had hybrid software
<b>Frequency of appraisal exercise</b>	60% of sample had appraisals twice a year 30% of sample conducts yearly appraisals 10% of sample had monthly appraisals
<b>Competitive benchmarking of employee performance results</b>	50% of sample benchmarks employees 50% of sample did not benchmark employees

<b>Attribute</b>	<b>Observable Patterns of Employee Performance Management Practice</b>
<b>Duration of employee performance improvement programs</b>	80% of sample have 6 months performance improvement programs 20% of sample have one year performance improvement programs
<b>Performance related annual separations</b>	20% of sample had none 20% of sample had 7-10% 60% of sample had less than 5%
<b>Bank feeling on Employee Performance Management practice</b>	70% of sample was pleased with practice but had concerns 10% of sample was pleased with practice 20% of sample was not pleased with practice
<b>Bank concerns with Employee Performance Management practice</b>	60% of sample had concerns about effective matrices for performance management 30% of sample had concerns about subjectivity of appraisals in support functions 10% of sample had no concerns
<b>Employee feeling on Employee Performance Management practice</b>	70% of sample were pleased but had concerns 30% of sample were pleased with practice

Table no. 2 Patterns of EPM Practice – Improvement Opportunities

Attribute	Observable Patterns of Employee Performance Management Practice
Bank feeling on Employee Performance Management practice	10% of sample was pleased with practice  20% of sample was not pleased with practice 70% of sample was pleased with practice but had concerns
Bank concerns with Employee Performance Management practice	10% of sample had no concerns  30% of sample had concerns about subjectivity of appraisals in support functions  60% of sample had concerns about effective matrices for performance management
Employee feeling on Employee Performance Management practice	30% of sample were pleased with practice  70% of sample were pleased but had concerns

High-level findings from open coding of EPM practices within the sampled population indicate that

- (a) All banks have EPM practices that were mostly derived by benchmarking other practices,
- (b) Most practices are automated,
- (c) Employee appraisals are usually conducted twice a year,
- (c) Competitive benchmarking of employee appraisal results is not too pervasive,
- (d) Most banks have performance improvement programs for low performing employees that last six months,
- (e) Most banks have less than 5% of annual performance related staff turnover,
- (f) Most of the banks and bank employees are pleased with the existing EPM practices but have concerns, which range from the subjectivity of appraisals in support functions to the applicable performance matrices in assessing employee performance.

**Employee Learning and Development**

Does the bank have an employee learning and development practice? If yes, how did the existing employee learning and development practice emerge? What are the processes involved in delivering the existing employee learning and development practice, and who are those responsible for delivering the employee learning and development process? The research findings on the employee learning and development core category are presented in two ways. The first form of presentation is in the form of basic coding, using an analysis of the key attributes of employee learning and development practices within the study sample. These high-level attributes are presented in Tables as patterns of employee learning and development practice within the sample. The second form of presentation is by axial coding. As such, data presented in Figures follow requirements for (a) open coding, (b) the five steps of axial coding as described in Figure (causal conditions, context, intervening variables, strategy and consequences), and (c) selective coding.

Table no. 3 Patterns of EL and D Practice – An Overview

Attribute	Observable Patterns of Employee Learning and Development Practice
Existence of an Employee Learning and Development practice	100% of sample have employee learning and development practices
Benchmarking of practice	80% of sample indicated benchmarking to derive current practice 20% of sample did not benchmark to derive current practice
Degree of automation	60% of sample had manual processes 40% of sample had automated processes
Employee Learning and Development software	60% of sample did not use software 40% of sample had off the shelf software
Online competency mapping	70% of sample did not a competency mapping software 30% of sample had online competency mapping software
Frequency of training needs assessment	90% of sample had annual assessments 10% of sample had quarterly assessments

In terms of improvement opportunities within the population sample, findings indicated that

(a) The majority of banks and bank employees were pleased with their current employee learning and development practices but had concerns, and

(b) Concerns expressed ranged from timeliness of training interventions to employee engagement in designing training interventions for employees and the need for training interventions to be proactive.

Figures indicate findings from axial coding of the core category of employee learning and development.

Findings indicated three causal conditions that influenced the core category of employee learning and development practices, including employee learning and development processes generated from

(a) Role competency requirements,

(b) Performance feedback, and

(c) Bank need and regulation. Banks had their respected process generated from role competency requirements alone, while some banks had its employee learning and development process generated from performance feedback alone and some banks practice are generated from role competency, as well as bank need and regulation. On the other hand, some banks indicated that its employee learning and development process has role competency and performance feedback as causal conditions.

## **Conclusion**

- In view of high mortality rate in the Cooperative banks, sighted human capital management deficiencies in resent research findings on the research environment, transformational aspirations for the financial services sector, and socio-economic projections for the region, outcomes of the EPM process should present a more holistic perspective.
- Strategies applied in EPM which includes defining performance targets, assessing leadership capabilities or potentials in employees in banks, and creating awareness about the EPM process amongst stakeholders.
- The EPM process is too costly in terms of information technology infrastructure, loss of work time, loss of employee motivation and morale.
- Technologies support the more rapid and accurate identification of problems and opportunities, increase the availability of timely information, and in other ways improve both speed and quality of decision making.
- Technology also increases ability to record, store, analyze, and transmit information in ways that permit greater flexibility, timeliness, and overcoming distance barriers.

- The term technology integration means viewing technology as an instructional tool for delivering subject matter in curriculum already in place. Implementation of technology integration entails incorporating technology and technology-based practices into daily routines, work, and management of organization based on predefined standards with minimal human interference.

**EPM includes:**

- Deployment of applicable performance assessment tools and platforms that integrate with the core management information system for effective decision making and
- Optimal use of information and communication technology using self-service and e-learning opportunities.

**Outcomes of EPM practice includes**

- Achieving organizational objectives and
- Recognizing and rewarding employee contributions.
- Aspirations of Cooperative banks in Vidharbha in the light of contextual issues indicated above should leverage on provisions of the Performance Excellence which include

(a) Leadership;

(b) Strategic planning;

(c) Customer and market focus;

(d) Measurement, analysis, and knowledge management;

(e) Human resource focus;

(f) Process management; and

(g) Business results.

- A bank that currently operates or plans to operate in the consolidation and post-consolidation era aspires to operate based on a defined business principle with an orientation that

- (a) Employees are the heart of the organization,
  - (b) All stakeholders will pursue excellence,
  - (c) The bank would manage risk prudently and professionally,
  - (d) The bank would build business on confidentiality,
  - (e) The bank will assess business partners on ethical standards and principles,
  - (f) The bank would be a responsible institution and a good corporate citizen,
  - (g) The bank would respect human rights and the environment, and
  - (h) The bank would be accountable for its actions and will be open about them.
- 
- The causal conditions for employee learning and development should be appear to be similar to the causal conditions for employee performance management and they must align to factors that contribute to the emerging dynamic business environment.
  - Corporate bearing is a causal condition that is a mix of
    - (a) Corporate life-cycle stage, which varies widely and determines internal causal conditions such as strategy and budget; and
    - (b) Business environment that includes the industry's growth phase, extent of competition and regulatory expectations.
  - Contextual issues or conditions that could influence the process of employee learning and development are similar to contextual conditions applicable to EPM, and these include
  - employee's job role definition and specifications in terms of responsibilities, competencies, reporting relationships, and key performance indicators;
  - Employee's personal and career aspirations as derivable from coaching and career plans; and
  - Organizational competence factors such as work tools, enabling platforms, and compliance to stated policies.
  - A specific condition that influences employee learning and development strategy within sampled population was the existence of an employee learning and development function within the human

resources department. For reasons of efficiency, employee learning and development function should be a shared responsibility.

- As such, applicable employee learning and development strategies should be holistic with a structured curriculum and should be based on effective competency mapping by role and grade that includes

(a) Coaching,

(b) Self-learning via e-learning platforms,

(c) Classroom training,

(d) On-the-job training,

(e) Job rotation, and

(f) Experiential assignment

- Three broad objectives of employee development are

(a) To improve employee performance,

(b) To identify future leaders and provide required support to enable them realize their optimal potentials as well as prepare them for higher challenges, and

(c) To provide smooth management succession within the organization.

- In view of these expectations, outcomes of employee learning and development should be

(a) Performance planning and

(b) Performance consequences management.

- The research findings listed indicated that in a bid to remain competitive, banks in Vidharbha have tended to place more emphasis on employee performance indices such as profits and deposit

volumes, which appears to have diminished the importance of other employee performance indices. a practice that appears to have influenced employee performance goal setting within banks.

- Causal conditions that influence EPM as observed from open coding were
  - (a) link to corporate strategy and budget, with
  - (b) Business environment and regulation.
- **Causal conditions as**
  - (a) Corporate life cycle,
  - (b) strategy and budget,
  - (c) Business environment and regulation.
- Entire lives and careers are shaped or shattered by a single written evaluation because written evaluations commonly determine wage increases, bonuses, promotion possibilities, and job security.
- EPM is an aspect of management within the human resource management domain that includes directing human behavior in a collaborative and non-coercive manner. Thus, there is a need for collaborative management of the process between the human resources department, respective units and departments, organizational leadership, and the internal audit function.
- Management is the process of planning, organizing, leading, and controlling the work of organization members, as well as using all available organizational resources to reach stated organizational goals.
- The aspect of EPM as a shared responsibility reflects as an intervening condition. If the EPM process seen as a leadership responsibility and a complement to coaching or mentoring, then the concerns about where EPM should be located should not be a source of anxiety.
- Most especially, if leadership is seen within the context of transformational leadership, which entails the use of non-coercive, mean to influence members of a team and thereby motivate individuals within the team, to accomplish some goal.
- The performance component is even more important, as leaders are expected to have a vision of what can be done, what should be done, and be able to communicate such information clearly.

- Thus, the process of EPM is a component of organizational performance management and a cross functional process which should involve the entire organization in a way that management, as a function, is a component of leadership.
- In the light of the transformational leadership and need for collaboration, intervening conditions to EPM are EPM as a shared responsibility between the human resource function which is the custodian of the work culture, policies, and facilitator in the process, line function which has the corporate performance planning and coaching responsibility, strategy and financial control functions should have the corporate performance and alignment tracking responsibility, individual employee's career aspirations, and internal audit and enterprise risk management, which has a responsibility of ensuring equity and compliance to policy provisions to mitigate reputation risk to the organization in case of litigation.
- Contextual issues or conditions that could influence the process of EPM are employee's job role definition and specifications in terms of responsibilities, competencies, reporting relationships, and key performance indicators; employee's personal and career aspirations as derivable from coaching and career plans; and organizational competence factors such as work tools, enabling platforms, and compliance to stated policies.
- Employee accountability for EPM outcomes, performance measurement as a business management model for decision-making, and a customer-focusing tool.
- The need for shared responsibility for employee and corporate performance management also tend to align with the requirements of transparency and effective corporate governance requirements.
- Themes and patterns of the effects of EPM on employee learning and development also emerged as
  - (a) Assessment of employee leadership capabilities or potential,
  - (b) Derivation of role competencies required, and
  - (c) Derivation of learning and development gaps from employee performance feedback.

The data tend to support the view that the combination of EPM and employee learning and development in the human resource management function should enhance an organization's capacity to translate strategy into results.

- EPM and employee learning and development also share the same contextual conditions with an almost similar set of intervening conditions, except for the distinct roles of the internal audit in EPM and the training institution in employee learning and development.
- This conclusion indicates that the human resource development concept is widely viewed as a strategic aspect of the human resource management system, with EPM and employee learning and development as two subsets.
- The findings have shown that current practices within the Cooperative Banks in Vidharbha indicate varying degrees of implementation of existing EPM and employee learning and development practices.

### **Recommendations for Improve EPM Practice**

Recommendations for improved EPM practice include

- Taking a systemic view to Cooperative Banks,
- Integrating strategy and role with qualitative and quantitative performance indices,
- Incorporation of a corrective action or an iterative process,
- Stakeholder engagement,
- Taking a transformational leadership perspective,
- Applicable deployment of technology,
- Derivation of effective performance matrices, and
- Proactive feedback and collaboration.
- Taking a systemic view of the Cooperative Banks will entail deriving employee performance measurement matrices within the context of the Cooperative Banks' broad direction. 70% of the

sampled population indicated satisfaction with current practice with concerns on issues ranging from subjectivity in assessment of staff in support functions and application of effective matrices.

- Factors for consideration may include corporate vision, mission, core values, and strategic objectives. A systemic view of the Cooperative Banks also requires considerations for external and internal dynamics, including the business environment, degree of dynamism and competition, target and existing customer expectations, and strategic and operational or tactical processes of the respective functional parts of the organization.
- Integrating strategy and functional roles with qualitative and quantitative performance indices requires establishing strategic objectives in a more holistic manner to entail setting quantitative, qualitative, and competitive objectives for the short, medium, and long term.
- Respective functional roles should then dimension roles within the Cooperative Banks to derive individual employee roles with applicable proportions of the broad corporate strategic objectives.
- Integration of strategy with functional roles and application of improved matrices should lead to cascading of corporate quantitative, qualitative, and competitive objectives into group and individual roles across the organization, thereby addressing most of the concerns expressed by the 70% of the sampled population.
- Incorporation of a corrective action or an iterative process into the EPM process creates opportunities for learning from current performance outcomes and for planning improved performance for the next cycle.
- The associated relationship between EPM and employee learning and development is applicable in this recommendation, the iterative process should also enhance the various employee performance improvement initiatives as observed in 80% of the sampled population, whilst also addressing the concerns expressed about nonparticipation of staff in designing learning and development interventions, and learning interventions not being timely. Stakeholder engagement, in terms of communicating key characteristics of EPM policy, performance planning, using performance measurement tools, providing performance feedback, designing learning interventions to close

identified performance gaps, justifying rewards, and implementing consequence actions as outcomes of the EPM process require end-to-end stakeholder engagement. This is particularly true because transparency is a critical success factor for effective EPM. In view of apparent display of enhanced emotions on the subject of EPM, human resource practitioners and organizations should also perceive it as it is also an area that could degenerate into legal suits.

- Taking a transformational leadership perspective to EPM entails soliciting and facilitating performance improvement and change by influence and motivation rather than coercion.
- Effective EPM will require knowledgeable leadership that can clearly set broad directions, explain, and clarify vision, mission, and performance objectives in a way that motivates passionate pursuit of established goals.
- The focus is on performance improvement, change management and engagement of the leader and the led. The need for a transformational leadership perspective is in terms of shared responsibility for the EPM and employee learning and development practices as observed in the common intervening conditions.
- Applicable deployment of technology minimizes human interference in the process from performance planning to performance measurement and implementation of iterative processes. The integration of technology into EPM facilitates real-time performance measurement, rather than historic review of past performance.
- Technology also enables derivation of applicable matrices and effective cascading of corporate goals to group and individual and vice versa. Only 60% of the sampled population use automated EPM processes and 70% of the sampled population did not have a competency mapping software, even as employee learning and development processes are largely manual.
- Derivation of effective performance matrices can use appropriate performance measures for both core and support functions in a way that recognizes all perspectives of performances such as

financial and non-financial measures. Findings from the study showed that that 70% of sampled population indicated challenges with derivation of applicable matrices in support roles as an issue.

- Earlier studies on EPM in Cooperative Banks, indicated focus on profits and deposit volumes as performance indicators, to the detriment of other performance variables. As such, deriving matrices with alignment to quantitative, qualitative, and competitive objectives cascaded for strategy should improve the existing matrices.
- Proactively dealing with employee performance feedback and collaborating with the employee and supervisor to derive performance plans in conceptualizing and delivering adult learning. This recommendation also seems to compliment propositions of transformational leadership.

# **“CONCEPTUAL FRAMEWORK ON THE RELATIONSHIP BETWEEN HUMAN RESOURCE MANAGEMENT PRACTICES AND TURNOVER IN INDIAN & MULTINATIONAL PHARMACEUTICAL SECTOR”**

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**Abstract:** People management is an important aspect of organizational processes. This emanated from the recognition that the human resources of an organization and the organization itself are synonymous. A well-managed business organization normally considers the average employees as the primary source of productivity gains. The dependent variable for the study is turnover intention. The independent variables for the study are pay satisfaction, supervision satisfaction, promotion satisfaction, coworker satisfaction; training and development, work culture and work itself (Nature of job). **The intention of quit is the most crucial and immediate antecedents of turnover decisions.**

By knowing reasons that make employees to leave the company can help the organization to focus their efforts on fixing the root problem.

**Keywords: Employees , Turnover Intention, Pharmaceutical Industry**

## **Introduction:**

The issue of turnover intention in organizations is receiving wider attention at this instance. Turnover intention becomes sturdy when there is lack of job satisfaction. Job satisfaction is the satisfaction one feels while doing the job. Job satisfaction is intricate and vital concept for human resource managers to realize most employees do not believe their work is being appropriately rewarded. Nor do they believe that their companies are doing adequate to pull high quality performers, train them, or manage them efficiently. In fact no organization can profitably achieve its goal and mission unless and until those who form the organization are satisfied in their jobs. A sound business organization usually considers the average employees as the principal cause of productivity gains. These organizations consider staff rather than assets as the core foundation of the establishment and contributors to firm development. Employee turnover is a problem that faces all industries, but the situation is different for every industry. Turnover can be caused by any of the following: lack of career advancement, availability of other job opportunities, lack of job security and low wages.

Depending on the individual case, turnover can have either negative or positive consequences on the individual or company. At some point in time, turnover can be acceptable but at others it might not be acceptable because of the expenses involved.

### **Objectives for the Study**

1. To study the extent of impact of Pay satisfaction on employee turnover intention among Indian and Multinational Pharmaceutical employees.
2. To study the impact of Promotional opportunity on employee turnover intention among Indian and multinational pharmaceuticals employees.
3. To examine the relation between work culture and turnover intention among Indian and multinational pharmaceuticals employees.
4. To identify and explore the perception of employee regarding Training and development and its impact on turnover intention among Indian and multinational pharmaceuticals employees.

### **HYPOTHESIS**

1. There is no significant difference between pay satisfaction among Indian and Multinational Pharmaceuticals employees.
2. There is no significant difference between promotional opportunity among Indian and Multinational Pharmaceuticals employees.
3. There is significant difference between work culture among Indian and Multinational Pharmaceuticals employees
4. There is no significant difference between training & development among Indian and Multinational Pharmaceuticals employees

### **Research Methodology**

**Sampling Technique** –The sampling technique used was convenient sampling which is a non-probability sampling technique where samples are selected because of their convenient accessibility and proximity to the researcher. The reason for using this sampling technique was firstly all the companies were not accessible secondly was not willing to share the information and thirdly population is just too large that it was impossible to include every individual.

The total sample size for the study = 300 (150 employees from Indian and 150 employees from Multinational Pharmaceutical companies)

**Sample size for the study**

Indian Pharmaceuticals	Multinational Pharmaceutical
Total companies = 50	Total companies = 30
No. of Employees from each company = 3	No. of Employees from each company = 5
Total employees = 150	Total employees = 150
Total number of employees for study= 300	

**Research Instrument**

A questionnaire was used having close ended question with multiple choice of options so as to get the information from respondents without making them to put extra efforts. Last page has got space to have their opinion on issue which they feel important.

**Data analysis and Interpretation –****1. Employee's Attitude towards Pay Satisfaction**

Pay Satisfaction	MNC Group		Indian Group		z-value	p-value
	Mean	SD	Mean	SD		
1.I am satisfied with my income.	3.45	0.86	2.54	0.89	8.93	0.000 S,p<0.05
2. For the efforts I undertake, the pay is good.	3.37	0.91	2.52	0.93	7.99	0.000 S,p<0.05
3. I earn comparative good than others in this field.	3.36	0.88	2.40	0.91	9.21	0.000 S,p<0.05
4. I am satisfied with the benefits offered to me through this job.	3.44	0.87	2.43	0.90	9.86	0.000 S,p<0.05

The table above presents the opinion of employees regarding pay satisfaction of both groups. Que 1. “I am satisfied with my income” ” in case of MNCs employees has got mean of  $3.45 \pm 0.86$  whereas in case of Indian it is  $2.54 \pm 0.89$ .

By using z test and evaluating the value of  $z= 8.93$ ,  $P= 0.000$  it shows that statistically significant difference exist between MNCs and Indian employees with respect of Pay satisfaction.

Que 2 “For the efforts I undertake, the pay is good” in case of MNCs employees has got mean of  $3.37 \pm 0.91$  whereas in case of Indian it is  $2.52 \pm 0.93$ .

By using z test and evaluating the value of  $z= 7.99$ ,  $P= 0.000$  it shows that statistically significant difference exist between MNCs and Indian employees

Que 3 “I earn comparatively good than others in this field” ” in case of MNCs employees has got mean of  $3.36 \pm 0.88$  whereas in case of Indian it is  $2.40 \pm 0.91$ .

By using z test and evaluating the value of  $z= 9.21$ ,  $P= 0.000$  it shows that statistically significant difference exist between MNCs and Indian employees.

Que 4 “I am satisfied with the benefits offered to me through this job” ” in case of MNCs employees has got mean of  $3.44 \pm 0.87$  whereas in case of Indian it is  $2.43 \pm 0.90$ .

By using z test and evaluating the value of  $z= 9.86$ ,  $P= 0.000$  it shows that statistically significant difference exist between MNCs and Indian employee for pay satisfaction.

## 2. *Employee’s Attitude towards Promotion Satisfaction*

Promotion Satisfaction	MNC Group		Indian Group		z-value	p-value
	Mean	SD	Mean	SD		
9.Promotion opportunities are good in organization	3.26	1.03	2.34	0.74	8.83	0.000 $S_p < 0.05$
10.Promotions are based on ability factor	3.27	0.96	2.35	0.74	9.27	0.000 $S_p < 0.05$
11.Promotions policies are transparent and hence no grievances	3.91	1.04	2.36	0.73	14.91	0.000 $S_p < 0.05$
12. There are timely promotions	3.24	1.06	2.37	0.75	8.20	0.000 $S_p < 0.05$

Explanation of the Table above

The table above presents the opinion of employees regarding Promotion satisfaction of both groups.

Que 1 “Promotion opportunities are good in organization”. Here the mean value for MNCs employee is  $3.26 \pm 1.03$  whereas in case of Indian Pharmaceutical employee the value of mean is  $2.34 \pm 0.74$

The z test = 8.83 and P value suggest that significant difference exist between MNCs and Indian employees

Que 2 “Promotion are based on ability factor” Here the mean value for MNCs employee is  $3.27 \pm 0.96$  whereas in case of Indian Pharmaceutical employee the value of mean is  $2.35 \pm 0.74$

The z test = 9.27 and P value suggest that significant difference exist between MNCs and Indian employees.

Que 3 “Promotion policies are transparent and hence no grievances”. Here the mean value for MNCs employee is  $3.91 \pm 1.04$  whereas in case of Indian Pharmaceutical employee the value of mean is  $2.36 \pm 0.73$

The z test = 14.91 and P value suggest that significant difference exist between MNCs and Indian employees

Que 4 “There are timely promotions” Here the mean value for MNCs employee is  $3.24 \pm 1.06$  whereas in case of Indian Pharmaceutical employee the value of mean is  $2.37 \pm 0.75$

The z test = 8.20 and P value suggest that significant difference exist between MNCs and Indian employees in terms of Promotional satisfaction.

3. *Employee’s Attention towards Work Culture*

Work Culture	MNC Group		Indian Group		z-value	p-value
	Mean	SD	Mean	SD		
20. Management is disciplined with employee performance feedback and appraisal	3.70	0.90	2.41	0.78	13.23	0.000 S,p<0.05
21. Management puts a great deal of effort into hiring new employees who will fit into the organization	3.77	0.97	2.37	0.77	13.75	0.000 S,p<0.05
22. Management rewards employees for business success	3.31	1.00	2.48	0.91	7.44	0.000 S,p<0.05

**Explanation of the table**

The table above provides the employee attitude towards work culture in their respective organization for both the group under study

Que 1 “Management is disciplined with the employee performance feedback and appraisal” Here the mean value for MNCs employee is  $3.70 \pm 0.90$  whereas in case of Indian Pharmaceutical employee the value of mean is  $2.41 \pm 0.78$

The z test = 13.23 and P value suggest that significant difference exist between MNCs and Indian employees regarding satisfaction from the work culture.

Que 2 “Management puts a great deal of effort into hiring new employees who will fit into the organization” Here the mean value for MNCs employee is  $3.77 \pm 0.97$  whereas in case of Indian Pharmaceutical employee the value of mean is  $2.37 \pm 0.77$

The z test = 13.75 and P value suggest that significant difference exist between MNCs and Indian employees regarding satisfaction from the work culture.

Que 3 “Management rewards employees for business success” Here the mean value for MNCs employee is  $3.31 \pm 1.00$  whereas in case of Indian Pharmaceutical employee the value of mean is  $2.48 \pm 0.91$

The z test = 7.44 and P value suggest that significant difference exist between MNCs and Indian employees regarding satisfaction from the work culture

**4. Employee’s Attention towards Training and Development**

Training and Development	MNC Group		Indian Group		z-value	p-value
	Mean	SD	Mean	SD		
23. There is a well-designed and widely shared training policy in the company.	3.58	1.03	2.37	0.76	11.46	0.000 S,p<0.05
24. Training of employees is given adequate importance in your organization.	3.64	0.92	2.34	0.74	13.40	0.000 S,p<0.05
25. The employees are helped to acquire technical knowledge and skills through training on regular basis	3.37	1.03	2.50	0.92	7.62	0.000 S,p<0.05
26. New comers are benefited by training which helps them to perform.	3.46	1.00	2.56	0.92	8.15	0.000 S,p<0.05

**Explanation of the table**

The explanation regarding satisfaction of the employee working in Indian Pharmaceutical and Multinational Pharmaceutical companies has been presented.

Que 1 “There is a well designed and widely shared training policy in the company” Here the mean value for MNCs employee is  $3.58 \pm 1.03$  whereas in case of Indian Pharmaceutical employee the value of mean is  $2.37 \pm 0.76$

The z test = 11.46 and P value suggest that significant difference exist between MNCs and Indian employees regarding satisfaction from the Training for the development of employees.

Que 2 “Training of employee is given adequate importance in your organization”

Here the mean value for MNCs employee is  $3.64 \pm 0.92$  whereas in case of Indian Pharmaceutical employee the value of mean is  $2.34 \pm 0.74$

The z test = 13.40 and P value suggest that significant difference exist between MNCs and Indian employees regarding satisfaction from the work culture.

Que 3 “The employee are helped to acquire technical knowledge and skills through training on regular basis” Here the mean value for MNCs employee is  $3.37 \pm 1.03$  whereas in case of Indian Pharmaceutical employee the value of mean is  $2.50 \pm 0.92$

The z test = 7.62 and P value suggest that significant difference exist between MNCs and Indian employees regarding satisfaction from the work culture.

Que 4 “New comers are benefited by training which help them to perform”

Here the mean value for MNCs employee is  $3.46 \pm 1.00$  whereas in case of Indian Pharmaceutical employee the value of mean is  $2.56 \pm 0.92$

The z test = 8.15 and P value suggest that significant difference exist between MNCs and Indian employees regarding satisfaction from the work culture.

### **Conclusion**

1. The provision of fair and competitive salaries and performance related incentives makes difference in the pay satisfaction perception among multinational pharmaceutical employees which is higher than Indian pharmaceutical employees.
2. It has been found that employee in Multinational Pharmaceutical are more satisfied in terms of Promotional opportunity as compared to employees working in the Indian Pharmaceutical companies.
3. In multinational Pharmaceutical employees feels strong work culture as policies are implemented and organization is very clear about their mission, objectives and goals. Indian pharmaceutical employees feel that their companies are not ethical.
4. Training programmers are conducted on regular interval to upgrade the knowledge and skills of employees in Multinational Pharmaceutical companies. Regular exams are conducted wherein employees needs to score 80-85% to qualify. However in case of Indian Pharmaceutical companies emphasis on training and development is comparatively quite low which contribute to the turnover intention. Employees of Indian pharmaceuticals companies are sent on work without adequate training.

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# “HUMAN RESOURCE ISSUES IN CURRENT INDIAN BANKING INDUSTRY SCENARIO”

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## ***Abstract:***

Machines or systems are pre-programmed which can be rectified when encountered with an error or dysfunctionality. But human beings are the most critical factors associated with any industry or any organization. So, they need utmost attention from the organization which any organization is bound to give them or else the machines or the systems will stop functioning because human beings are the only creators and operators of these things which contribute a lot in today's hi-tech industrial environment. And when these things are hampered, entire working is hampered. So, this won't be wrong if this would be said that “Human Resource is life-blood for any industry or for any organization.”

Nowadays apart from financial, technical up gradations or marketing related issues, human resource problems are the biggest issues or the challenges for any industry that need to be addressed urgently. And these problems or issues when associated with the Indian Banking Sector may pose a big threat as Banking or Banks are one of the crucial economy drivers and so banking sector becomes even more important for a developing country like India. According to a study it has been observed that the banking sector has boosted three sectors of Indian Economy by extending helping hand towards them and these sectors are: Agricultural sector, Manufacturing sector and Service sector. Like any other industry banking industry also is no exception from the HR related problems as it is also getting exposed to many opportunities as well as challenges or problems.

Keywords: HR problems, Commercial Banks, Current Issues

## ***1. INTRODUCTION***

As stated above human resource is the most crucial driver for any industry or organization. In short we can say that no organization will be able to achieve it's goals or fulfillments of it's commitments towards it's stakeholders without promising Human Resource. So, to manage this workforce becomes very important. Manage not in terms of only providing them training related to their work but also to inculcate organizational cultural values and strengthen them with motivation. So, they will be able to relate themselves with the organization they are working for and in turn it will become easier for the organization to overcome for all sort

of difficulties mentioned above. Looking at the significance of workforce in an organization it can be stated that Human Resource is largely responsible for success of any organization.

Today the banking sector has changed drastically. It is no more about conventional or traditional clerical work driven industry, but it goes beyond that. Today it is facing challenges like financial reforms, large technological up gradations, HR challenges, retention of customer and increasing the same, etc. To address all these issues directly or indirectly it needs to have a workforce which understands these problems, relates itself to these and then work towards achieving the goal of the industry altogether or their respective banks in particular.

Thus the banking industry has also started paying attention towards it's human resource and so it has taken initiative to involve it's workforce in decision making process by asking for it's ideas, suggestions to improve existing system and asking for giving it's feedback. All these has contributed a lot towards the growth of the banking industry but still there are many shortfalls in the current HR practices which needs to be addressed or else the problems related to Human Resource would become much more difficult. This paper deals with understanding such Hr related issues or problems and provide some suggestions so as to overcome these issues.

## *2. PRESENT SCENARIO OF INDIAN BANKING INDUSTRY*

Post-independence and post nationalization in 1969, the banking industry underwent various reforms because during this tenure the government controlled 91% of the business banking of India. During 1990s the nationalized banks grew at a rate of 4% which was closer to the average growth rate of Indian economy.

It was now the period of liberalization when NarsimhaRao Government embarked on the policy of liberalization, licensing small number of private banks to gain entry into the market. It was after this phase only wherein new generation private banks started their operations and Indian economy experienced a rapid growth with contributions from all the three sectors namely, public, private and foreign sector banks.

Now the next stage for the Indian banking has been set up with the proposed relaxation in the norms for Foreign Direct Investment, where all Foreign Investors in banks may be given voting rights.

Today the banking sector is dominated by scheduled commercial banks (SCBs). According to a report by ICRA limited, a rating agency, the public sector banks hold over 75 percent of total assets of the banking industry, with the private and foreign banks holding 18.2% and 6.5% respectively.

The banking industry has gone beyond traditional banking and has much more to offer to its customer base. To name a few:

- a. Retail products

- b. Portfolio Management
- c. Corporate lending and project financing
- d. Investment Banking
- e. Foreign exchange trading
- f. Services with personal touch so as to relate with the clients

The banking sector has also undergone Information Technology Revolution by offering online banking facility. Now online banking has become an inseparable part of retail banking. Every detail of customer's account and all the investments made via bank is available on their fingertips which can be accessed anytime. This can be termed as an "Era of Computerization" looking at the increasing customer base which is gaining access to online banking.

This IT revolution can be coupled with the introduction of MICR clearing for cheques, Electronic funds transfer system, installation of large no. of ATMs. To deal with this technological up gradation, the banking sector needs to train the existing employees so that they are able to deliver their services to the customers as per the expectations of the organization and clients or it needs to hire new employees who are well versed with the usage of latest technology because sometimes old or existing employees may show some sort of reluctance towards the adoption of new technology. This also becomes one of the important issue which is discussed later along with some other issues or problems.

### *3. CURRENT TRENDS OF HR IN BANKING*

After having understood the importance of HR in banking, let us now understand what are the recent and popular HR trends in the Indian Banking industry including all the three sector banks namely: Public, Private and Foreign sector banks.

#### **3. a. Recruitment:**

Today the new workforce or the talent is basically taken into the system by many of the methods and by making use of many novel methods. One of them is practiced in public sector banks wherein an employee from one public sector bank is transferred to another public sector bank under the same or approximately same cadre after understanding the other bank's requirement and the employee's capability to fulfill them.

Apart from this employee referrals, campus placements, online job portal, etc. are some of the important ways to recruit new talent.

#### **3. b. Reward/ Compensation:**

Now the banking industry, particularly private sector banks, is being involved in paying incentives or deciding the bonus or pay-scale of the employees as per their sales achievement because in today's banking, only customer service is not the only task to perform but to gain the business from these customers has become very important motto of both public and private sector banks.

### **3. c. Employee Relations**

Not only the customers but employees also are key to success to any organization as these are the only possession of banks who delivers the best of service to make the customers satisfied. Thus, banks also pay attention to them as well and involve them in various decision making process by accepting or asking for the feedback on the various up gradations that a bank make by means of a survey or some informal conversation.

### **3. d. Soft Skills Inculcation**

Today banking calls for soft skills today instead of only operational skills. As mentioned earlier banking is no more now a clerical work, it has gone far beyond that. Today banking industry is faced by huge financial risks and opportunity of customer retention in competitive environment, problems associated with which can be resolved if the bank has competent employees. Thus, it focuses to inculcate soft skills in it's employees by providing them suitable training.

### **3. e. Staff Meetings**

These meetings are carried out on regular basis to understand whether the employees are motivated enough to achieve the organizational goals. The problems of the employees can be understood at branch level and these can be solved.

### **3. f. Brain Storming Sessions**

As stated earlier these brainstorming sessions helps an organization in two ways, one by involving it's employees in decision making process by putting forward their ideas and second by allowing organization to have a proper solution to the problem that it faces because many unusual ideas are put forward by the employees and various ideas by multiple employees can be combined and an improved idea comes in the picture.

### **3. g. Study circles / Quality circles**

These are also the ways of extracting the best idea or the best solution from the employees for the betterment of the company and also help to develop a feeling of oneness amongst the employees and give them recognition.

*4. MAJOR HUMAN RESOURCE ISSUES OR PROBLEMS EXISTENT IN THE CURRENT SCENARIO OF INDIAN BANKING INDUSTRY:*

As stated earlier no industry is exception to Human Resource problems. So, is the banking industry. After having understood what are the recent trends in the banking industry, let us know what are the main problems that it is facing.

**4. a. Preference to seniority over performance**

Now this is a practice that is prevalent mainly in public sector banks wherein the employees are entitled for promotions, increments, pay-scale revisions, other perks, etc. as per their seniority in the organization and not as per their performance. The main consequence of this practice is that it shatters the motivational level among the employees because those employees who perform at par but who are new are not able to step up the ladder of hierarchical structure of their organization and those who are old or senior in the system easily do that. This hampers their personal growth which in turn hampers it's employees' efficiency and productivity which is harmful for any organization because the company with dissatisfied employees cannot achieve its goals.

**4. b. Managing the ratio - Cost Per Employee: Revenue from Each Employee**

This also becomes an issue of major concern for all the sector banks and it is to understand whether expenses incurred per employee is more or less when compared to the revenue or profit generated by any employee. And obviously the expenses should be less and revenue should be more for an employee to be productive and efficient in real sense. So, the company should focus equally on training it's employees to achieve its goals.

Following table gives us basic idea as to how the expenses are incurred for employees of public and private sector banks:

**Table:**

**Staff expenses of Public Sector Banks versus Private Sector Banks**

Year	Public Sector Banks		Private Sector Banks	
	Staff	Cost per employee (Rupees)	Staff	Cost per employee (Rupees)
1998-99	8,83,648	1,67,940	60,777	1,69,307
2002-03	7,57,251	2,70,426	59,374	3,54,532
2003-04	7,52,627	2,97,903	81,120	3,17,308
2006-07	7,28,878	3,81,449	1,37,284	3,83,439
2007-08	7,15,408	4,00,611	1,58,823	4,47,920
2008-09	7,31,524	4,72,493	1,76,339	4,83,501
2009-10	7,39,646	5,55,874	1,82,520	5,16,491
2010-11	7,57,535	7,15,914	2,18,679	5,63,154

Source: [www.rbi.org.in](http://www.rbi.org.in): “Human resource management in banks- Nseed for a new perspective”

This table suggests that Public Sector Banks are no longer the major employment provider in the financial market and also that their per employee expenses have gone above that of Private Sector Banks. The staff strength of Public Sector Banks have gone down between 1998-99 and 2010-11 but that of Private Sector Banks have gone up significantly. The per employee expenses of Public Sector Banks have gone above that of Private Sector Banks and today, is more than 150% higher than that of Private Sector Banks. This is despite the fact that pension expenses of PSU Banks are not fully reflected in their staff expenses. One thing is, thus, loud and clear – the competitive advantage in terms of staff costs that we always thought the Public Sector Banks had is no longer there. The absence of the cost advantage coupled with the problem of lower productivity underscore the critical need for urgent HR transformation in Public Sector Banks. Hence, time has come for us to pay attention to this critical aspect.

**4. c. Recruiting Suitable Talent**

Banking is not that industry where candidates from any background should be absorbed into the system. Rather it is one of it's kind which should recruit employees from banking background or the ones who are post-graduates in management just to make sure that they understand the importance of customer service and so their retention if they are able to keep them happy and satisfied. But nowadays it is seen that those candidates also who don't seem to be suitable for this industry are also recruited which obviously has an impact over the achievement of goals.

#### **4. d. Retaining Best Talent**

This again becomes a very critical issue because once any company is done with the recruitment process the next step that it has work upon is retention of those employees and this issue is gaining importance as attrition rate is going on increasing in this industry as well for many reasons. In the first quarter of 2010-11 banking and financial sector witnessed attrition rate of 18%. Thus, this issue also becomes of utmost importance because it will certainly create shortfall of experienced brains in the industry.

#### **4. e. Managing Exit Interviews**

This issue again becomes of major attention because this is directly related to the previous one of retaining the best talent because this part deals with knowing the reasons as to why particular is voluntarily leaving the organization. It is important because it helps a company understand what are it's lacunas because of which an employee is forced to leave the organization, whether the reason is unsuitable compensation, working culture, some HR practices, etc. this should be dealt with great care because this can how the company is going to retain it's employees in future based n the results of these interviews.

#### **4. f. Boosting Employee Satisfaction**

Unless and until a company is able to do this it won't be able to make optimum utilization of it's resources because an unsatisfied employee is not able to contribute his/her 100% towards his/her work which ultimately is responsible to hamper the operational efficiency of the bank in particular and industry altogether.

#### **4. g. Reluctance towards Technological Up gradation**

This issue is quite prevalent in the employees of public sector banks where the senior employees show more reluctance towards technological up gradations adopted by banks from time to time for smooth operations of the organization. This is because the senior employees of this sector bank are used to of working with book-keeping method of banking which was prevalent in ancient days. This can hamper the working of the bank and so of entire banking industry altogether because this is one of the most challenging issue in front of the industry which needs to upgrade it's technological applications to keep itself in pace with the competitive corporate environment or else it will lose out to the competition.

### **5. CONCLUSION**

After having understood major issues or major problems, let us now arrive at the conclusions which can be drawn as follows:

- Public sector banks in particular should focus more on performance based rewards and recognition rather than seniority based because this will help it in the long-run and can give it a competitive advantage over other sector banks.
- Suitable training should be given so as to retain the best talent and inculcate in them the feeling of oneness.
- Banks should give it's employees recognition which they deserve because this will motivate them and in turn they will be associated with the organization or bank in particular for long-term.
- HR personnel should be given proper training as to how it should screen and select the employees who shows loyalty towards their organization/bank and works towards achievement of bank's goals.
- Unlike the recent trend (as discussed earlier) of involving employees in the decision making process, all the employees (irrespective of their cadre) should be actively involved in the decision making process because this will help them to relate themselves with the entity of the company and in turn they will be able to perform as per the company expectations. Bank should not forget that employees at the lowermost cadre of the hierarchial structure are the ones who deal directly with the clients/ customers who are the crucial driver of any organization's success.

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# MAJOR COMPONENTS OF PERFORMANCE MANAGEMENT: AN OVERVIEW

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## **Abstract**

Performance management is a systematic analysis and measurement of worker performance. Performance management is a very important Human Resource Management function. Its objective is to improve overall productivity and effectiveness by maximizing individual performance and potential. This paper discusses major components of performance management namely motivation, performance appraisal, promotion, guidance and supervision and addressing poor performance.

*Key words – Performance management, motivation, promotion*

## **Introduction**

Performance management is the process through which supervisors and those they lead gain a shared understanding of work expectations and goals, exchange performance feedback, identify learning and development opportunities, and evaluate performance results.

Performance management is a much broader and a complicated function of HR, as it encompasses activities such as joint goal setting, continuous progress review and frequent communication, feedback and coaching for improved performance, implementation of employee development programmes and rewarding achievements. The process of performance management starts with the joining of a new incumbent in a system and ends when an employee quits the organization. Performance management can be regarded as a systematic process by which the overall performance of an organization can be improved by improving the performance of individuals within a team framework. The significance of performance management has grown in recent times because most of the organizations are giving a lot of importance to employee development and talent management. The contemporary organizations are working towards grooming the competencies of the employees for maintaining a leadership in the competitive market and performing outstandingly.

## ***Definition of Performance Management***

The U.S. Office of Personnel Management defines performance management as “the systematic process by which an agency involves its employees, as individuals and members of a group, in improving organizational effectiveness in the accomplishment of agency mission and goals.”

According to Armstrong and Baron (1998), Performance Management is both a strategic and an integrated approach to delivering successful results in organizations by improving the performance and developing the capabilities of teams and individuals.

## ***Performance Management System***

Performance management is an ongoing communication process which is carried between the supervisors and the employees through out the year. A performance management system includes the following actions.

- Developing clear job descriptions and employee performance plans which includes the key result areas (KRA) and performance indicators.
- Selection of right set of people by implementing an appropriate selection process.
- Negotiating requirements and performance standards for measuring the outcome and overall productivity against the predefined benchmarks.
- Providing continuous coaching and feedback during the period of delivery of performance.
- Identifying the training and development needs by measuring the outcomes achieved against the set standards and implementing effective development programs for improvement.
- Holding quarterly performance development discussions and evaluating employee performance on the basis of performance plans.
- Designing effective compensation and reward systems for recognizing those employees who excel in their jobs by achieving the set standards in accordance with the performance plans or rather exceed the performance benchmarks.
- Providing promotional/career development support and guidance to the employees.
- Performing exit interviews for understanding the cause of employee discontentment and thereafter exit from an organization.

## ***Benefits of Performance Management***

1. Performance Management focuses on results, rather than behaviors and activities
2. PM identifies organizational goals, results needed to achieve those goals, measures of effectiveness or efficiency (outcomes) toward the goals, and means (drivers) to achieve the goals.
3. PM helps ensure equitable treatment of employees because appraisals are based on results.

4. It supports ongoing communication, feedback and dialogue about organizational goals. Also supports communication between employee and supervisor.
5. It provokes focus on the needs of customers, whether internal or external.

### ***Components of Performance Management***

Performance management is the process of identifying, measuring, managing, and developing the performance of the human resources in an organization. Performance management therefore consists of following major components.

1. **Motivation**-Motivation is a powerful tool in the work environment that can lead to employees working at their most efficient levels of production. Motivation can be defined as the complexities of forces which inspire a person to enhance his willingness to use his capabilities for the achievements of certain goals. Motivation is an internal feeling of an individual. It points out the energizing forces within an individual that direct him to behave in a particular way. In any organization the most important task of management is to improve the performance level of the human resources. This performance mainly depends on two elements: (a) level of ability to perform a particular functions; (b) level of motivation. If both the elements are high then the performance would be high. If any of the elements is at low level the performance will be at low level.

Effective Motivation system inspires employees to do work or to take action. It creates willingness among the employees to perform their work with great enthusiasm, zeal and loyalty. Motivated employees can use their skills and organizational resources more efficiently and effectively. He can also innovate and develop new technology and products for the organization. Motivation is in many ways the key to the success of Human Resource Management

2. **Performance Appraisal**-Performance Appraisal is the systematic evaluation of the performance of employees and to understand the abilities of a person for further growth and development. The appraisal is based on results obtained by the employee in his/her job, not on the employee's personality characteristics. The appraisal measures skills and accomplishments with reasonable accuracy and uniformity. It provides a way to help identify areas for performance enhancement and to help promote professional growth.

#### **Advantages of Performance Appraisal-**

- Performance Appraisal helps the supervisors to chalk out the promotion programmes for efficient employees. In this regards, inefficient workers can be dismissed or demoted in case.
- Performance Appraisal helps in chalking out compensation packages for employees. Merit rating is possible through performance appraisal.
- The systematic procedure of performance appraisal helps the supervisors to frame training policies and programmes. It helps to analyze strengths and weaknesses of employees so that new jobs can be designed for efficient employees.
- For an organization, effective communication between employees and employers is very important. Through performance appraisal, the employers can understand and accept skills of subordinates. It also helps in

maintaining cordial and congenial labour management relationship. It develops the spirit of work and boosts the morale of employees.

- Performance appraisal serves as a motivation tool. Through evaluating performance of employees, a person's efficiency can be determined if the targets are achieved. This very well motivates a person for better job and helps him to improve his performance in the future.

**3. Promotion-** Promotion is the upward reassignment of an individual in an organization's hierarchy, accompanied by increased responsibilities, enhanced status and usually with increased income. Promotion denotes that an individual has the competencies, i.e. the skills, abilities, knowledge and attitudes, required to perform effectively at the next higher rank. Promotion means advancement of employee in terms of pay and status also improvement in working conditions. Promotions are generally given to achieve the following purposes.

- To put the employee in a position where he will be of greater value to the organization.
- To develop competitive spirit and zeal in the employees to acquire the skill and knowledge required by higher level jobs
- To develop internal source of employees ready to take jobs at higher levels in the organization
- To build up morale, loyalty and a sense of belongingness on the part of employees.
- To promote employees interest in training and development.
- To reward committed loyal and deserving employees.

**Advantages of promotion-**

- Present employees if promoted can handle the process products and problems easily as they are already connected to organization but new incumbent may take some to adjust him or may not adjust himself at all.
- The cost of training the insiders for the higher position is nearly nil hence no extra training cost.
- Employees will give their best as they know that reward of giving good performance is sure.
- High morale of the employees is achieved.

**4. Guidance and Supervision-** Day-to-day guidance and supervision is necessary to provide direction and feedback to staff. It reinforces the annual performance appraisal, helps groom officers for promotion, and assists staff who is not performing well. Guidance is needed wherever there are problems. Guidance helps in understanding one's strength, limitations and other resources. Guidance helps individual to develop ability to solve problems and take decisions.

Guidance and supervision reinforces behaviour that contributes to good performance and discourages behaviour that blocks progress. Supervision means overseeing by some superior of the subordinates at work. The supervision is the process of ensuring performance of subordinates in accordance with the plans, policies, programmes, procedures, methods, rules etc. Guidance and supervision reinforces behaviour that contributes to good performance and discourages behaviour that blocks progress.

**5. Addressing Poor Performance-** Poor work performance has a negative impact on productivity and workplace effectiveness. Dealing with performance problems is a real challenge for any supervisor. Many performance problems can be addressed prior to undertaking any formal action. Poor performers need to be appropriately handled to ensure they will not persist in their adverse performance, and will give of their best to the civil service. When staff is not performing at the level appropriate for their rank and experience, they should be told so, and be helped to overcome the poor performance through close supervision and counseling.

The best way for supervisors to handle poor performance issues is to take action to avoid performance problems before they occur. Such preventive actions include:

- Communicating clear performance standards and expectations to employees. Most performance problems can be resolved through effective communication between supervisors and their employees. A counseling session is an opportunity to clarify expectations and discuss performance problems.
- Providing regular and frequent feedback on performance.
- Rewarding and recognizing good performance, informally and formally.
- Making full use of the probationary period for new employees.

Where an employee's level of performance is considered to be unsatisfactory, their superior should review the situation with the employee, identify the gap between their actual and required performance, and provide or arrange training and support as appropriate. The superior will also set review dates and monitor the employee's progress accordingly.

## ***Conclusions***

Performance management is a necessary task for every operating social program. Managing the performance of the employees is one of the toughest challenges which the organizations are facing today as this completely depends upon the employee's commitment, competence and clarity of performance. Motivation is the mainspring of performance. Highly motivated employees perform better and higher as compared to the employees with low level of motivation. Performance appraisal enables management to evaluate an individual's performance in the current job to identify strengths and overcome weaknesses. It also provides information to assist management plan postings, transfers and promotions. Promotion provides motivation to perform well and is an important part of performance management. Managing poor work performance is part of an overall performance management process which also includes carrying out regular appraisals and identifying and meeting learning and development needs.

Performance management has attracted the attention of many organizations and in the near future its importance will still grow as it will become more integrated with the processes like talent management, career management, pay based on performance, development and talent management.

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## **Impact of Globalization on Human Resource Management**

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**Abstract:-**Globalization has made the world very small. We have to cast human beings a tune with newer requirements for which they require knowledge. Knowledge is based in experience, faith, common sense & interest for particular point of view change in selection recruitment programme, induction programme, Training and Development policies are needed to be made.

The term Globalization has invaded the mind of every successful businessman and the concept of Global Village is a common issue in the modern business world. What really the globalization is? The answer seems simple "if a firm or an organization expands its sales or production beyond the national boundaries, then it is globalization", but it does not cover the real meaning of the term. Globalization actually means more, much more than that; it is realizing that there is a big world out there, geographically, that reaches far beyond our small community and that the world is getting closer to us all the time. Globalization is the realization that, whether we like it or not, this big world is becoming an ever increasing factor in our daily lives. The concept of globalization today has invaded the globe and the national boundaries have been virtually eliminated. So what is the effect of this? Simple, the world today has become a small but a very very complex and dynamic neighbourhood. Today we live in a global village and this means that our activities have crossed the national boundaries to become global.

Globalization symbolizes the structural making of the world characterized by the free flow of technology and human resources across national boundaries presenting an ever-changing and competitive business environment. A vital aspect of globalization is the way diverse challenges are being faced by nations in an increasingly inter dependent world. No country can meaningfully progress today without efficiently responding to demands and pressures generated by international organizations and processes.

### **Impact of Globalization on Human Resource Management**

*Coming together is a beginning; keeping together is progress; working together is success.*

Henry Ford

Globalization has made the world very small. We have to cast human beings a tune with newer requirements for which they require knowledge. Knowledge is based in experience, faith, common sense & interest for particular point of view change in selection recruitment programme, induction programme, Training and Development policies are needed to be made.

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When going global, an organization has to reconsider the following factors:

- Employment Laws
- Culture
- Terminology
- Corporate Social Responsibility

## **Globalization and HRM**

Globalization is a process that is drawing people together from all nations of the world into a single community linked by the vast network of communication technologies. This aspect of globalization has also affected the HRM in the business world of today. The roles and responsibilities of Human Resources departments are transforming as the modern business faces pressures of globalization. The global supply of

talent is short of its long-term demand, and the gap is a challenge for employers everywhere. The shortage between the demand and supply of talent is likely to continue to increase, notably for high skilled workers and for the next generation of business executives. Now organizations need to place greater emphasis on attracting human capital rather than financial capital. Global staffing and management of a workforce diverse in culture and language skills and dispersed in different nations are the key goals of global human resources. Only those multinational enterprises willing to adapt their human resource practices to the changing global labour market conditions will be able to attract and retain high performing employees. Companies with the ability to foresee their business needs and their workforce needs – especially for high skills – will gain the decisive competitive advantage.

HR managers today not need to rely in a small limited market to find the right employees needed to meet the global challenge, but today they can recruit the employees from around the world. Besides that the effective data based which is being used globally today also has made HRM a simple but effective task. Thus due to globalization to some extent HRM has become more efficient and effective, but relatively a simple task.

The most important factor that these organizations are made up of People, and since HRM is the set of activities which deals with the people factor present in any organization, this change has affected The Human Resources Management itself a lot. Human resources manager of today must ensure that the appropriate mix of employees in terms of knowledge, skills and culture. Global HRM refers to Human Resource Management practices that deal with managing a diversity of workforce from all around the world.

The following challenges are being faced by HR managers in terms of globalization:

- Managing diversity of workforce.
- Managing pressures for more labor rights in third world countries.
- Managing Outsourcing of employees.
- More part-time and temporary work
- Managing productivity and Quality
- Downsizing the workforce
- Coping with flexible working hours

### **Role of HRM**

In the past, the function of human resources was typically considered a cost center and an administrative overhead. The human resource departments focused on short-term gains and savings. They focused on administrative efficiency and compliance activities. They tended to expense investments in talent

intangibles rather than capitalize and tended to raise short-term earnings by cutting discretionary expenditure on people development. The role of modern human resource departments is to focus on organizations' long-term objectives. Instead of focusing exclusively on internal human resource issues, modern human resource department takes a balanced and broader approach. They place emphasis on future-oriented plans and objectives and value adding initiatives. Ulrich (1996) defines the roles of human resource based on the following four functions – Strategic business partner, Change Agent, Employee champion, and Administration Expert. They are also champions of globalization and technology savvy.

The role of the HR manager must parallel the needs of the changing organization. Successful organizations are becoming more adaptable, resilient, quick to change directions, and customer-centered. Within this environment, the HR professional must learn how to manage effectively through planning, organizing, leading and controlling the human resource and be knowledgeable of emerging trends in training and employee development.

The future success of any organizations relies on the ability to manage a diverse body of talent that can bring innovative ideas, perspectives and views to their work. The challenge and problems faced of workplace diversity can be turned into a strategic organizational asset if an organization is able to capitalize on this melting pot of diverse talents. With the mixture of talents of diverse cultural backgrounds, genders, ages and lifestyles, an organization can respond to business opportunities more rapidly and creatively. More importantly, if the organizational environment does not support diversity broadly, one risks losing talent to competitors. This is especially true for multinational companies (MNCs) who have operations on a global scale and employ people of different countries, ethical and cultural backgrounds.

Thus, a HR manager needs to be mindful and may employ a

'Think Global, Act Local' approach in most circumstances. The challenge of workplace diversity is also prevalent amongst Singapore's Small and Medium Enterprises (SMEs). With a population of only four million people and the nation's strive towards high technology and knowledge-based economy; foreign talents are lured to share their expertise in these areas. Thus, many local HR managers have to undergo cultural-based Human Resource Management training to further their abilities to motivate a group of professional that are highly qualified but culturally diverse. Furthermore, the HR professional must assure the local professionals that these foreign talents are not a threat to their career advancement. In many ways, the effectiveness of workplace diversity management is dependent on the skilful balancing act of the HR manager.

## **Globalization and the Changing Face of Human Resource Management**

Globalization crush have had further effects on HRM such as:

- democratization and pressures for more labor rights in countries where such rights have been restricted
- more liberalization and deregulation
- competition for investment
- increased economic independence of nations
- capital, information and technology flows are on the increase ,internationalization of enterprises and creation of mergers and alliances



- Competitiveness increasingly based (not on low wages or natural resources) on knowledge/innovation, skills and productivity. The success of global companies is to a large extent dependent on their ability to organize (within and between organizations) across national boundaries information, money, people and other resources.
- Moving production overseas to reduce costs and to facilitate sensitivity to local and regional market requirements.
- Contracting out and out-sourcing. It is an important rationale of out-sourcing that it, on the one hand, enables an enterprise to concentrate on its core competencies, and on the other hand, it makes service work more productive.
- "Outsourcing is needed not just because of the economics involved. It is required equally because it gives opportunities, income and dignity to service work and service workers."
- More part-time and temporary work (especially among women, the elderly and students)

- Introduction of new technology
- Pushing for a more deregulated and flexible labor market
- More emphasis on productivity and quality
- Greater employee involvement in the design and execution of work
- Shifting the focus of collective bargaining from the nation/industry level to the enterprise level.
- Employers are of the view that issues relevant to the employment relationship such as work re-organization, flexible working hours and contractual arrangements, and pay for performance and skills, are increasingly workplace-related, and should therefore be addressed at the enterprise level.
- Exceptionally (in the USA) employers have reduced terms of employment through 'concession bargaining' when firms have been in financial difficulties.
- Downsizing the workforce.
- One important response has been the introduction of flexibility in the employment relationship to increase the capacity of enterprises to adapt rapidly to market changes. This has involved measures such as flexible working hours, part-time work, different types of employment contracts to the standard ones familiar to collective IR flexibility in functions, so that employees who are multi-skilled are not confined to the performance of only one task. They can cover up for absenteeism, and make some jobs redundant, flexible pay which involves some component of pay being dependent on performance, whether of the company, a group or the individual.
- Globalization has, through technology diffusion, substantially increased the introduction of new technology. This, as well as the need for flexible adaptation to market changes, have led to the re-organization of production systems and methods of work, such as the following:
  - Reduction of narrow job classifications and demarcation lines between managers and workers, accompanied by skills enhancement needed to perform jobs with a broader range of tasks.
  - Increasing areas for worker involvement in the conception, execution and control of work.
  - A greater focus on workplace relations and policies and practices conducive to better motivation and performance such as information-sharing and two- way communication.
  - These responses have increased the necessity for employers to make more investments in skills training, to offer incentives to employees to improve their skills, and for workers to take upon themselves some responsibility for their own development.
  - The competition generated by globalization and rapid technological changes accompanied by shorter product life have, while destroying countless jobs in industrialized countries, created opportunities for multi-skilled and easily trainable workers, and for the most significant group of emerging employees- the knowledge worker.
- Knowledge and skills have become the most important determinants of investment, employment opportunities, productivity and quality and of flexibility.

- The impact globalization and information technology have had on each other has made work more mobile, capable of being performed in different parts of the world without the need to actually set up physical facilities in other countries.

Thus traditional HR has been challenged to accommodate different types of employment contracts, and different types of pay systems to reward performance and skills...Now HR is being seen as a business partner and hence a very critical function ..

## **CONCLUSIONS**

The **globalization** is a HRM Challenge. The HRM Function has to make its policies, procedures and processes to work on the global level. Currently, most of the HRM Policies is focused on the concrete country, but the employees have to start to move from the country to another country and the HRM Processes have to be able to support such a need in the organization. The globalization has a huge impact on the HRM Function and it is usually not ready to take more responsibility in the movement of the workforce around the Globe.

The increasing prevalence of globalization is driven by a number of factors, including shortage of talent in developed countries, availability of low cost labour and growing consumers in developing countries, and technological progress. Despite the current economic downturn and unemployment, most developed countries, including United States, Germany and Japan will face long term talent shortages mainly due to ageing and retirement of baby boomers. There are more workers retiring than entering the labor force in these countries. By 2020, for every five retiring workers, only four new workers will join the labor force in most developed countries. The shrinkage of talent will be more than compensated by growing number of professional talent produced in emerging nations, yet the global supply of talent is short of its long-term demand, and the gap is a challenge for employers everywhere. The human resources need to focus on organizations' long-term objectives and on future-oriented plans. Instead of focusing exclusively on internal human resource issues, human resource departments need to take a balanced and broader approach. HR departments of global companies must assemble data on factors, such as employees, attrition and hiring, compensation and benefits, ethnic, gender, cultural, and nationality distributions, and load into data warehouses and data marts. By applying advanced analytical techniques on the data, human resource professional will get business insight, predict changes, and make informed decisions at operational and strategic levels. The human resource professional accesses current and anticipates future skills shortages through strategic skills planning. Global organizations not only need to a networked, collaborative and open to culturally diverse workforce, but also consists of high talent.

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# **ORGANIZATIONAL PERFORMANCE and JOB SATISFCTION PARAMETERS –An Empirical Study**

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**Abstract:** - QWL is be defined as “The Quality of the relationship between the man and task at workplace”. QWL refers to the level of satisfaction, motivation, involvement and commitment individuals experience with respect to their line at work. QWL is the degree of excellence brought about work and working conditions which contribute to the overall satisfaction and performance primarily at the individual level but finally at the organizational level. QWL provides a more humanized working environment.

**KEYWORDS:** QWL, Job satisfaction, Organizational Performance

## **Introduction**

Quality of work life means “The degree to which members of a work organization are able to satisfy important personal needs through their experience in the organization”. QWL refers to the relationship between a worker and his environment, adding the human dimension to the technical and economic dimensions within which the work is normally viewed and designed. QWL focus on the problem of creating a human working environment where employees work co – operatively and achieve results collectively.

## **LITERATURE REVIEW**

**(Straw, R.J. and C.C. Heckscher, 2007)** Quality of work life is an important factor that affects job satisfaction at work. Quality of work life programmes has two objectives: to enhance the productivity and the satisfaction of employees. Quality of work life is the quality of the content of relationship between employees and their total working environment with human dimensions added to the usual technical and economic ones. **Hewlett, S., Luce, C., Shiller, P., &Southwell, S. (2005):**QWL is defined as the favorable conditions and environments of a workplace that support and promote employee satisfaction by providing them with rewards, job security, and growth opportunities. The continuous effort to bring increased labor-management cooperation through joint problem solving to improve organizational performance and

employee satisfaction are key aspects of QWL. Unions can play a constructive role in QWL effort by sustaining and even enhancing its relevancy as a legitimate institution which represent the rights and interests of the workers. This encourages unions to take collaborative course and minimize adversarial and competitive tactics which brings employee satisfaction and better QWL in the work place. Unions must adopt more proactive and creative roles in the work place and discard their largely reactive strategy to employer initiatives. For this, organizations should start involvement of unions in participation process by establishing cohesive, supportive organized groups based on an educational strategy that analyses the work processes of the plant or office and comes up with a programme of reforms aimed at increasing individual autonomy, skills, social support, and empowerment. Clarke, M., Koch, L., & Hill, E. (2004), defined QWL as ,a process by which an organization responds to employee needs by developing mechanisms to allow them to share fully in making the decisions that design their lives at work. QWL has been well recognized as a multi-dimensional construct and it may not be universal. The key concepts captured and discussed in the existing literature include job security, better reward systems, higher pay, opportunity for growth, and participative groups, among others. (Sandrick, 2003): The quality of work life (QWL) is a wide term covering an immense variety of programmes, techniques, theories and management styles through which organizations and jobs are designed so as grant employees more autonomy, responsibility and authority than is usually done. It is a comprehensive, department- wide program designated to improve employee satisfaction, strengthening workplace learning and helping employees. A high quality of work life is essential for organizations to continue, to attract and retain employees Many factors contribute to QWL which includes adequate and fair remuneration, safe and healthy working conditions and social integration in the work organization that enables an individual to develop and use all his or her capacities; it holds that people are the most important resource in the organization as they are trustworthy, responsible and capable of making valuable contribution and they should be treated with dignity and respect. (Johnsrud, L. 2002): proposed that QWL, which is measured by the feelings that employees have toward their jobs, colleagues, and companies, would ignite a chain effect leading to an organisation's growth and profitability in the end. To improve the quality of work life of the employees, companies are now emphasising on cordial employee relations and adopting a human resource strategy that places high value on employees as

organisationalstakeholders. In addition, companies with strong employee relations initiatives will benefit because their workforce is highly motivated to expend their best efforts. It involves providing fair and consistent treatment to all employees so that they will be committed to the organization. Thus, good employee relations help in developing satisfied, committed and productive work force that lead towards overall effectiveness of an organisation.

### **OBJECTIVES OF THE STUDY:**

- To study the various parameters of quality of work life of (QWL) employees.
- To find out how quality of work life leads to high job satisfaction
- To study the factors related to organizational performance.
- To study the factors related to job satisfaction.

### **HYPOTHESES:**

The concept of QWL is considered to be about improving working conditions in employees. The study focuses on the quality work life of employees in general and not according to their designations. Based on the review of relevant literature, the researcher has formulated two models.

#### **Model:1**

$$OP = f \{ QWL, JS, WAGPOL, COMPOL \}$$

Organization performance depends on quality of work life, job satisfaction, wage policy and company policy.

#### **Model:2**

$$JS = f\{QWL, OP, WAGPOL, COMPOL\}$$

Quality of work life depends on organization performance, job satisfaction, wage policy and company policy.

Where:

- OP = Organizational Performance
- QWL = Quality of Work Life
- JS = Employee Job Satisfaction

- WAGPOL = Company wage policy
- COMPOL = Company policy

**SAMPLING SIZE:**

- The sample size selected for the study was 150 employees from IT sector **DATA COLLECTION:**

**PRIMARY DATA:**

Primary data is collected through structured questionnaire. It has total 31 items related to 6 variables, namely organizational performance, job satisfaction, quality of work life, wage policy, company policy and union policy. The details are given as below:

**TOOL USED : SURVEY PROCESS AND PROCEDURE**

Structured questionnaire is designed by the researcher for collecting the data from the respondents. The questionnaire was classified into following measurements:

- 1 Organizational performance:** The variables regarding organizational performance were measured by a 5-point Likert-scale ('1' strongly disagree to '5' strongly agree). The variables include the items of Q2, Q9, Q10, Q25, Q26, and Q27.

Items	Items Description
Q2	To me, not many workers quit or leave their jobs in this organization
Q9	employees are getting over time benefits
Q10	employees are getting yearly profit benefits
Q25	We received attendance allowances
Q26	We receive project completion allowances
Q27	employees are getting yearly wage increment.

- 2 Employees Job satisfaction:**

Job satisfaction was measured with five variables. These items were measured by a 5 point Likert scale ('1' Strongly disagree to '5' Strongly agree). Those items are: Q1, Q3, Q14, Q19, Q20, Q24 and Q28.

Items	Items Description
Q1	My job is safe and secure in this organization.
Q3	Employees are not afraid of losing their job.
Q14	I am satisfied with company provident fund.
Q19	My project head is very supportive.
Q20	I am satisfied with organizational induction/orientation/job related training.
Q24	Employees have the right to put their voice to top management.
Q28	I am satisfied with work related technology

- 3 QWL:** Quality of Work Life was measured with ten items . Those items are: Q8, Q11, Q12, Q13, Q21, Q22, Q29, and Q30. All those items were measured by using a 5-point Likert scale ('1' strongly disagree to '5' strongly agree).

Items	Items Description
Q8	I am satisfied with company health and safety policy.
Q11	Working lunch is provided at subsidized rates.
Q12	Workers are getting transport facilities by the organization.
Q13	Female workers are getting their maternal leave with salary.
Q21	Job related training programs are regularly provided by the management.
Q22	Workers have the right to put their voice to top management.
Q29	I am satisfied with work related technology
Q30	House rent is provided by the organization.

**4 Wage policy:** The variables regarding wage policy were measured by two items by using a 5-point Likert scale. The items were Q4, Q5, Q15 and Q16.

Items	Items Description
Q4	I am getting wages according to my skill, knowledge, ability and experiences.
Q5	Worker's wages in my organization is determined according to the market rates.
Q15	My performance is evaluated and rewarded.
Q16	I am satisfied with performance related pay.

**5 Company policy:** Company policy was measured with six variables. These variables items were measured by using a 5-point Likert scale. Those were Q6, Q7, Q18, and Q23.

Items	Items Description
Q6	My duty and responsibility is clear.
Q7	Workers are aware of company policy/organizational performance.
Q18	Work direction is clear and make sense.
Q23	Workers are issued memos/warnings for mistakes.

## RELIABILITY TEST

Cronbach's alpha is computed using SPSS scale reliability programme for each set of constructs. The value of Cronbach's alpha is .836, which shows that the tool used for collecting the data satisfies the reliability test.

**Cronbach Alpha Reliability Table**

Factor	Items	Cronbach's Alpha
Overall 31 items	29	.916

## STATISTICAL ANALYSIS OF DATA

Collected data were analyzed by using statistical tools like regression and correlation analysis and the software used was SPSS 17.

## Respondent's Profile

Survey findings showed that among the respondents, 76% were male and 24% were female . From the job categories, there were 26.7% were trainees, 28.7% were operators,18% were supervisor, 15.3 % were production officer,7.3% were quality controller and 3.3% were store keeper. According to survey, the mode of recruitment is dominated by media advertisement recruitment (42.7%) where multiple sources of job vacancies announcement were circulated. One of the major findings in this survey is that a significant portion of the respondents (i.e., 92.7%) opined that they are the appointment letter from the employer. It has been observed during survey time that workers get the appointment letter for 2 years as probation period and then the confirmation letter is given as per their performance.

The Mean SD table shows that Wage policy has the highest mean and is 4.23 and the least mean is of company policy.

**Mean SD Table Of Variables**

Items	Items Description	Mean	Std. Deviation
V1	Organizational Performance	4.05	.382
V2	Job Satisfaction	3.81	.35
V3	Quality of Worklife	3.84	.68
V4	Wage Policy	4.23	.44
V5	Company Policy	3.60	.42

**Correlation Table of Variables of QWL & OP**

	OP	JS	QWL	WP	CP
OP Pearson Correlation	1	<b>.482**</b>	<b>.501**</b>	<b>.720**</b>	<b>.442**</b>
Sig. (2-tailed)		.000	.000	.000	.000
N	150	150	150	150	150

JS	Pearson Correlation	<b>.482**</b>	1	<b>.426**</b>	<b>.506**</b>	<b>.212**</b>
	Sig. (2-tailed)	.000		.000	.000	.009
	N	150	150	150	150	150
QWL	Pearson Correlation	<b>.501**</b>	<b>.426**</b>	1	<b>.380**</b>	<b>.210**</b>
	Sig. (2-tailed)	.000	.000		.000	.010
	N	150	150	150	150	150
WP	Pearson Correlation	<b>.720**</b>	<b>.506**</b>	<b>.380**</b>	1	<b>.415**</b>
	Sig. (2-tailed)	.000	.000	.000		.000
	N	150	150	150	150	150
CP	Pearson Correlation	<b>.442**</b>	<b>.212**</b>	<b>.210**</b>	<b>.415**</b>	1
	Sig. (2-tailed)	.000	.009	.010	.000	
	N	150	150	150	150	150
UN	Pearson Correlation	<b>.281**</b>	<b>.212**</b>	<b>.286**</b>	<b>.227**</b>	<b>.356**</b>
	N	150	150	150	150	150

Correlation Analysis is used to test the Hypotheses. The correlation table above shows that the values obtained are significant at 0.01 level (2 tailed). Correlation exists between Job satisfaction and Organizational Performance, Quality of Work life, Wage Policy, Company Policy, Union Participation. Correlation exist between Quality of Work life and Organizational Performance, Job Satisfaction, Wage Policy, Company Policy and Union Participation. Correlation exists between Wage Policy and Organizational Performance, Job Satisfaction Quality of Work life, Company Policy, Union Participation.

Correlation exists between Company Policy Organizational Performance, Quality of Work life, Job Satisfaction, Wage Policy, Union Participation. Correlation exists between Union Participation and Organizational Performance, Job satisfaction ,Quality of Work life, Wage Policy, Company Policy.

**Regression results testing the relationship between quality of work life and organizational performance/Model 1**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.
1	.777(a)	.604	.590	.244342027	.000

Regression result has been used to test the **Model 1** to measure with the variables of job satisfaction, wage policy, company policy, union, quality of work life and organizational performance. The correlation of coefficient is (+.777). The R-square adjusted is 0.604. Thus, the model composing of job satisfaction, company wage policy, company policy, union, and quality of work life can explain about 59 % of the total variation in organizational performance and also the result is statistically significant at the level of 0.01.

**Correlation Table for independent variable for Model 1**

**Coefficients(a)**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.484	.274		1.767	.079
	JS	.089	.069	.083	1.303	.195
	QWL	.195	.052	.228	3.769	.000
	WP	.454	.058	.523	7.884	.000
	CP	.135	.054	.150	2.486	.014

a. Dependent Variable: OP

Based on the sample size some of variables OP (organizational performance: Q2, Q9, Q10, Q26, Q27, and Q28), QWL (Quality of work life: Q8, Q11, Q12, Q13, Q22, Q23, Q30, Q31, Q32 and Q33), JS (Job satisfaction: Q1, Q3, Q14, Q20, Q21, Q25 and Q29), WAGPOL (wage policy: Q4, Q5, Q15 and Q16), COPOL (company policy: Q6, Q7, Q19, and Q24 and UNION (Union: Q17, Q18). QWL is significant relationship with organizational performance. Wage Policy is highly significant with organizational performance and the level of significant was 0.01. It explained 52.4% of total variance. Job satisfaction has a positive and significant relationship with organizational performance at the level of .01 that explained 8.3% of total variance. Company policy has positive and significant relationship with organizational performance at the level of 0.01 that explained 15% of total variance. Union also has a positive relationship with organizational performance at the level of 0.01% that explained 2.6% of total variance.

**Regression results testing the relationship between quality of work life and employee job satisfaction/Model 2-Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.
1	.575 <sup>a</sup>	.331	.308	.295111965	.000

Regression result has been used to test the relationship between the variables of organizational performance, wage policy, company policy, union, quality of work life and employee job satisfaction. The correlation of coefficient is (+.575). The R-square adjusted is .331. Thus, the variation in employee job satisfaction can be explained about 33.1% by the model consisting of organizational performance, company wage policy, company policy, union, and quality of work life (QWL) and also the result is statistically significant at the level of 0.01.

**Correlation Table for independent variable for Model 1**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1.485	.311		4.777	.000
	OP	.130	.100	.140	1.303	.195
	QWL	.181	.064	.227	2.826	.005
	WP	.265	.080	.329	3.312	.001
	CP	-.044	.067	-.053	-.666	.507

a. Dependent Variable: JS

The coefficient Table above reports that Wage Policy is highly positive significant relationship with employee job satisfaction and it has explained 32.9% of total variance. Similarly, QWL has a positive and significant relationship with employee job satisfaction at the level of 0.01, thus explained 22.7% of total variance. Wage policy also have a positive significant relationship with employees job satisfaction thus can explain 32.9% of total variance. Company policy has a negative relationship with employees' job satisfaction at the level of .01. Union has a positive relationship but not significant with employee job satisfaction. All the five variables in Model 2 is account for 69.5% of total variance.

## DISCUSSION

The study revealed that the Model:1, that is Organization performance depends on quality of work life, job satisfaction, wage policy, company policy and union participation, stands true.

### Model:1

$$OP = f \{ QWL, JS, WAGPOL, COMPOL \}$$

Regression result has been used to test the **Model 1** to measure with the relation of organizational performance with the other variables like, quality of work life, job satisfaction, wage policy, company policy and union participation. The correlation of coefficient is (+.777). The R-square adjusted is .604. Thus, the model composing of job satisfaction, company wage policy, company policy, union, and quality of work life

can explain about 59 % of the total variation in organizational performance and also the result is statistically significant at the level of 0.01. QWL is significant relationship with organizational performance. Wage Policy is highly significant with organizational performance and the level of significant was 0.01. It explained 52.4% of total variance. Job satisfaction has a positive and significant relationship with organizational performance at the level of .01 that explained 8.3% of total variance. Company policy has positive and significant relationship with organizational performance at the level of 0.01 that explained 15% of total variance. Union also has a positive relationship with organizational performance at the level of 0.01% that explained 2.6% of total variance.

### **Model:2**

$$JS = f\{QWL, OP, WAGPOL, COMPOL\}$$

Regression result has been used to test the relationship between job satisfaction and quality of work life, organizational performance, wage policy, company policy and union participation. The correlation of coefficient is (+.575). The R-square adjusted is .331. Thus, the variation in employee job satisfaction can be explained about 33.1% by the model consisting of organizational performance, company wage policy, company policy, union, and quality of work life (QWL) and also the result is statistically significant at the level of .01. The coefficient Table 4.7 reports that Wage Policy is highly positive significant relationship with employee job satisfaction and it has explained 32.9% of total variance. Similarly, QWL has a positive and significant relationship with employee job satisfaction at the level of .01, thus explained 22.7% of total variance. Wage policy also have a positive significant relationship with employees job satisfaction thus can explain 32.9% of total variance. Company policy has a negative relationship with employees' job satisfaction at the level of .01. Union has a positive relationship but not significant with employee job satisfaction. All the five variables in Model 2 is account for 69.5% of total variance.

### **CONCLUSION**

The findings of the study conducted reveals that QWL has significant relationship with organizational performance. The quality of work life variables included company health and safety policy, worker free lunch, workers transport facility, maternal leave with salary for female workers, providing job related

training, availability of leave, family life, living accommodation by employer, living in own hire house, and healthy & hygienic living accommodation. Thus the hypothesis on the positive relationship between QWL and organizational performance is accepted. But this finding seems to suggest that for non-managerial and operational workers, quality of work life may not be as important as other factors as they still have to first satisfy their basic needs which can be achieved by having good wages and financial benefits, etc.

This study also revealed that quality of work life has a positive and significant relationship with employees' job satisfaction. Employees satisfactions items were included job safety & security, worker not afraid of losing job, worker satisfied with provident benefit, supportive supervisor, organizational induction, workers voice to top management, and satisfies with work related technology. It has been noticed that most of the variables have positive correlation with employees' satisfaction. As employees' job satisfaction is positively related to organizational performance, it is important that managers should try to develop a strong connection between quality of work life and employee job satisfaction and eventually organizational performance.

However, it is also found that QWL is positively and significantly related to employee job satisfaction. As employee job satisfaction is found significantly and positively related to organizational performance, it is thus implied that the managers should try to develop a stronger connection between the QWL and employee satisfaction and organizational performance. The potential findings reveal that workers wage is determined by market rates. Housing accommodations are not provided by the employers and the accommodation allowances are very low. This is very hardship to get private accommodation with this allowances, this made dissatisfaction among the employees. Similar result reveals in profit bonus, production bonus, losing their job, availability of job, office transport facility, and family life as well free working lunch. Management should come forward to meet workers demand that have the positive impact on firm performance. The present study suggests that quality of work life and organization performance practice at company is good and encouraging.

#### **SUGGESTIONS:**

The researcher would like to give the following recommendations.

- Workers voice need to be addressed and participation in policy level decision making should be enhanced. Dialogue culture among the employer and employees needs to be introduced. It is an effective tool for organizational culture change and for performance improvement and also reduces the dissatisfaction and unrest of firm production.
- Legal aspect and social compliance has to be reviewed and monitored regularly and correction measure to be taken in time to time.
- Appointment letter has to be issued for all level employees and career prospect to be ensured.
- Paternal leave to be introduced along with maternity leave benefits for women.
- Transport and housing facilities to be enhanced for all .
- To ensure Employees satisfaction and Quality of Work Life in, Employers need to embrace a certain level of employment security, job safety, free from job anxiety, reasonable wage, family day/leisure life, social life enjoyment opportunity, and participation in decision making.
- Team work activities to be developed for more productivity/performance/Training to be introduced in all level for performance and job satisfaction.

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## Dealing With Difficult People

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### **ABSTRACT:**

At the outset it is not possible to define a dragon in precise terms; Dragons are habits, behaviour, attitudes and personality traits. Almost everyone has one dragon and many of us have multiple dragons. Getting rid of personality dragons releases tremendous energy that can be channelized for other creative activities. Moving beyond the dragons unleashes your natural gifts, talents and abilities. The name *Dragon* comes from fairy tales, dragons are not invincible and can be defeated. Personality dragons never want to be seen and will do everything to disguise them to trick others. One of the most crucial jobs of a manager is to deal with all sorts of people; laterally, downwards and upwards. Of course he has to also interact sideways i.e. with various stakeholders. The manager has to deal with the people not by choice but by compulsion, not as a mere function but as responsibility and accountability. People at one end can be extremely accommodating and forgiving while at the other can be pigheaded, callous, and trouble creating. The manager has to be therefore on tenterhook, unassuming, vigilant and a connoisseur. Apart from dragons there are other categories like i] People with political affiliation, ii] Knowledge workers, iii] Female workers, iv] People twice/half the age, v] Nationals of other Countries, etc.,. Each of these categories presents a typical personality trait and there is no straight jacket formula to deal with them which can guarantee success. The experience can be really challenging as well as very rewarding.

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**Key Words:** Attitude, Behaviour, Difficult People, Dragons, Habits, Manager, and Traits.

### **1. Prologue:**

*“If you want ten days of happiness, grow grain. If you want ten years of happiness, grow a tree. If you want hundred years of happiness, grow people” Harvey Mackay-Author, motivator and CEO, Mackay Envelope Company.*

An organization is swarmed with people of different shapes and sizes, hues and colours, religions and beliefs, social & cultural background, educational and economic settings. The people are moulded in different mindset and possess diverse traits varying from the simple to complex to complicated. Some people have a thick skin and a high degree of tolerance, while others may get

hurt even with slightest abrasion. People at one end can be extremely accommodating and forgiving while at the other can be pigheaded, callous, and trouble creating. The gender also makes a very significant difference, while managing male can be easy, trouble free and less taxing; dealing with female workforce can be grueling and nightmarish at times. One of the most crucial jobs of a manager is to deal with all sorts of people; laterally- peers and colleagues, downwards- subordinates upwards- superiors/seniors and sideways- various stakeholders. The manager has to handle the people not by choice but by compulsion, not as a mere function but as responsibility and accountability. He has to be therefore on tenterhook, unassuming, vigilant and a connoisseur. The article ponders over the different traits of workforce, personality dragons and the inherent problems and challenges likely to be encountered by the managers while dealing with difficult people.

## **2. The different Dragons.**

❖ **Overview:** At the outset it is not possible to define a dragon in precise terms; Dragons are habits, behaviour, attitudes and personality traits reasoned by underlying fears that keep people from being successful. Almost everyone has one dragon and many of us have multiple dragons. For people with two or more dragons, sometimes only one is active at a time, while at other times, both may be operating. For example, a person may be arrogantly stubborn, or stubbornly martyred. The "dragon" originates from ancient myths and stories, where there is always a dragon that must be slain before we can reach our goal. The jargon symbolizes a particular person with diverse personality traits that differentiates him from another. Dragons have the ability to closely integrate into a person as in fairy tales and disguise as beautiful friends, changing silhouette transforming to stay hidden. Dragons are extremely powerful and cunningly deceptive in their ability to "pretend" to be good or to make us believe that we have eliminated them from our personality. When let out of control they become self-fulfilling prophecies. There are about seven types of dragons classified according to their general traits but clear-cut categorization among them is not practicable.

★ **The Greed Dragon:** Greed is a desire for more and more of something e.g. money, love, food, etc. Greed is manifest among the children who are either abandoned or deprived by their parents. The symptoms can be anorexia/bulimia, binge/purge, always look starving, and trying to accumulate/hoard things. These types of people wear hungry look, are never satisfied, yearn for more, have the lust for power or wealth. They fixate on money which they accumulate a lot still always asking for loan. They also have the voracity for other things like food, wanting to have a big chunk, which is apparent in their routine behaviour. At work place they are poor decision makers,

lack sense of responsibility, have low morale and never grateful to others. Sometimes they even slide towards self destruction. The manager should treat them with respect and kindness but not give special treatment, always keep a strict vigil and not get swayed by their avarice. Some prominent persons of this dragon- Fidel Castro, Joan Collins, Adolph Hitler, Lee Iacocca, Imelda Marcos, and Elizabeth Taylor.

★ **The Impatient Dragon:** These dragons are very pushing by nature, always in hurry, and make unreasonable demands on others. They are all the time in a rush, prone to make blunders and repent later for not showing patience. These dragons are not trustworthy and need a double check for every task allotted. They never live in present, always thinking about what is going to come and occasionally slip towards Martyrdoms. Large chunk of workforce falls in this category. At work place these people make more mistakes, miss deadlines, may meet with accidents and interrupt other people. Some characteristics- always out of sync with time, head seems to be forward, eyes snappish. Dealing with these people poses typical problem, the Manager should listen to them, involve in communication, ask them to slow down while dealing with things, always cross check their performance, help them chalk out realistic deadlines, cut down on their “*to do list*” and be a role model. Some prominent persons of this dragon- Ludwig Beethoven, Chuck Berry, George Goldie Hawn and Dustin Hoffman.

★ **The Arrogance Dragon:** Arrogance is a false sense of superiority, often covering intense feelings of low self-esteem. Arrogance affects most of the people world over. They smack of haughtiness and are obnoxious to the core. Majority of these dragons appear tough on exterior but are very insecure underneath. Because of the fear of vulnerability they are self conscious, brag and strut to attract attention and have an apprehension that they may be overlooked. They can be very critical and judgmental of others and often develop tendency of self deprecation. Some typical characteristics- chin up eyes black and wearing artificial smile. These people are often criticized, hated, loathed and avoided. At workplace they create a fence to guard themselves and focus all the energy on self protection. They refuse to accept the responsibility, or blame, are poor communicators and respond on preconceived notions. Dealing with these people is bit tricky and risky so the managers should never humiliate them in front of others, give full attention, be warm and friendly and make them feel a part of the team. Some prominent personalities - Aristotle, Sean Connery, Frances Ford Coppola, Mikhail Gorbachev, Ayatollah Khomeini and Ralph Nader.

★ **The Stubbornness Dragon:** Stubborn people do not want to change and stick to their position or viewpoint. Being rigid can be a biggest roadblock for the self development and organisations' progress. Stubborn people do not want to be a part of the team, try to work in isolation and often resist changes as it may threaten their sense of security. They may become upset easily and have a tendency to say no even without listening fully to others. Stubborn people can slide towards any of the dragons easily. These types of people like a blockade in the normal activities have tendency to avoid decisions, can even sabotage a project and create havoc. Some physical characteristics- clenched teeth jaw and hip shows up due to tension. Stubbornness is an evil as far as the workplace is concerned and can spoil the entire environment. While dealing with them manager has to be utmost careful, as these people are highly non-cooperative and carry the apprehension that their boss is too much demanding or controlling. Treat them with calmness, do not disturb their routine suddenly and give options and choices if possible. Famous personalities- Charles Bronson, Fidel Castro, Leonardo Da Vinci, Benito Mussolini, Gloria Steinem, and Mark Twain.

★ **The Self-Deprecation Dragon:** These people consider themselves unworthy have low self-esteem; avoid eye contact, often apologies. Self-Deprecation affects about <10% of the population everywhere. These dragons are always blaming themselves and have a tendency to slide towards arrogance occasionally. They feel pitiful and responsible for failure whether it is their fault or not, always get defensive and remain aloof from the main stream. Nobody praises them as they always get flustered by appreciation. These dragons have a constant fear of getting neglected or being embarrassed by other people. Though others feel sympathetic, but try to avoid or shun these dragons because of their sick nature. Some physical characteristic-dull eyes, rounded shoulders, caved in chest and head hanging. The Manager has to be empathetic while dealing with them, lend a helping hand, highlight their strength and motivate. They should be supported, not humiliated either in person or public, not be allotted complicated tasks. These types of dragons are not much in numbers, but have a sizable population in many organizations. Some famous personalities -George Bush, Patty Duke, Michael J. Fox, Willie Nelson, and Jonathan Winters.

★ **The Martyrdom Dragon:**They are sad and unhappy, suffering from negative attitude with suicidal tendency, a whiney tone of voice that irritates the people. Disasters and bad luck seem to follow them around and they slide towards impatient dragon. Parents may have shamed or humiliated the children so when they grow up they suppress their anger and hatred. People with this

dragon constantly complain and moan about whatever is going on. You may neither want to invite them for celebrations and parties, nor participate in their events as they are the most unpleasant people around. At workplace they are always complaining, trying to earn the sympathy of others may drag an entire office down with their constant droning nature. Surprisingly they are hardworking, never shy from accepting the extra work/responsibilities and sometimes they may look extra good to colleagues, seniors. Manager has to be kind and generous with them, not give extra work to avoid the situation of sudden crisis. Listen to them, as far as possible be supportive, help them to discharge their responsibilities. Their numbers is very few in the organization but enough to cause shudders. Some prominent personalities Joan Baez, Martin Luther King, Abraham Lincoln and Nelson Mandela.

★ **The Self- Destruction Dragon:** This is the tendency to harm oneself either physically or emotionally out of the belief that life is not worth living. Self-destruction affects about 10% of the modern population. This is the extreme version of martyrdom dragon or self-deprecation dragon. Often there is a family pattern of physical abuse for example, alcoholic parents who demonstrate erratic behavior or abandon their children in other ways. They depict a picture of panic, desperation, hopelessness and confusion. People in their company will have a sense of helplessness, pity and fear. These people slide towards greed occasionally, dangerous or illegal activities, brawling recklessness and other self destructing behavior. People with this dragon may have little regard for the property and safety of self and others. At workplace they pose a danger and sometimes they can cause destruction of their own/other's belongings, indulge in physical assaults, fighting or attacking. At workplace the manager has to deal with firm hand, should not show leniency or tolerance for their long absence which may be due to drug addiction, drunkenness, take disciplinary action and if necessary issue warnings. Famous personalities- Rock Stars, Judy Garland, Janis Joplin, Marilyn Monroe and Jim Morrison.

❖ **Self help for slaying the dragons:** Dragons are visible to others although we often have trouble seeing them ourselves. When we are under stress, our dragons become more obnoxious and more visible to others. Slaying the dragons require perennial efforts. Even when we think dragons are killed, they may be simply lying in wait to trick us again. The best ways to slay the dragons are: # Become aware of them, # Acknowledge that they are obstructing our goal, # Try to diagnose their symptoms and how it affect our life, our health and relationships,

# Discover how they appear to others, # Take advice of friends and supporters to control them, #

Learn how to lessen the stress in our life that feeds the dragons.

### 3. Other Categories:

It is a scientifically proved fact that no two human beings are alike in their mindset, IQ and other habits, even twins are poles apart when it comes to response, reaction, hard work and tolerance. Also there is no cut and dry or straight jacket formula to fit all sizes, so we have to deal with different sets of people in different ways.

✚ **People with Political Affiliation:** Many organizations whether belonging to public sector or private sector have to recruit people with political affiliation. The practice is very common in public sector as the Public Sector Enterprises (**PSEs**) are under the administrative control of the Ministries of either the Central Government or the State Government. Further the political leaders of the ruling party often push their candidates in the PSEs particularly at the lower or middle management level. This has already led to the problem of overstaffing, low productivity and escalating the cost of operation. The PSE managements have no option but to accommodate as many people as possible. In private Sector it is the same story with less magnitude; as the private sector organizations are also required to deal with government authorities for various clearances, obtaining licences, permits and renewals. In the nutshell People with Political Affiliation working in the organization is not a matter of choice for the managers but of compulsion. These people are mostly mediocre, with generally poor social & cultural background but have an air of overconfidence due to their political connections. They are lazy, lethargic, arrogant, ill mannered, unwilling to work. As one cannot wish them away the manager has to handle them carefully with respect, but without loathsome approach, give them un-important task and keep them busy to the maximum extent. These people need to be dealt diplomatically i.e. without annoying their political bosses, (at least so long as the political leaders hold clout) as they have lot of nuisance value and are trouble makers by nature. It is also desirable that political affiliation of these people should be verified periodically as some of them may just pretend of political association.

✚ **Knowledge Workers:** This is a comparatively a new breed of people owing their emergence and phenomenal growth to the vast technological invasion, particularly in the field of IT, ITES and Education sector. The main characteristic of this class is they are highly skilled, intelligent, well

versed in their domain, impatient, materialistic and also lacking the respect for traditional values and customs, but they love to accept higher responsibility and challenges. They are very ambitious, career oriented, aiming for high profile life and change the jobs frequently. As the attrition rate is very high in case of knowledge workers the manager has to handle them very carefully, allot the job matching to their skill and intelligence, pay commensurate with their knowledge experience and Industry standards, and offer good career advancement opportunities. They should be given due respect and tolerance shown for their impatience. These types of workers have a tendency akin to arrogance/impatient dragon.

**+ Female Workers:** These are an unusual class of workers and have some common traits irrespective of the category to where they belong i.e. whether they are ordinary manual workers or knowledge workers. Dealing with female workers can be a nice as well as nightmarish experience for their male counterparts and bosses, so they have to be extremely cautious. The nature of women workers vary from being pleasant, cooperative at the best; to eccentric, weird and creepy at the extreme. This probably may be due to the fact that they are harbouring some kind of inherent prejudice towards men, have to manage work-life balance and expecting too much attention and soft corner. In India although there is a general feeling that, women are given second grade treatment, but many women have actually broken the glass ceiling and reached the pinnacle in their career. There are laws in India to shield women from sexual harassment/exploitation. Though these laws offer protection but have also been often misused by the women to settle scores, to boast a superficial tough image or create shield of protection. The manager has to be therefore really vigilant while dealing with women particularly who are subordinates and colleagues. There are numerous examples in public and private sector offices where women have falsely implicated their male superiors and counterparts by misusing the sexual harassment policy. Working with women superiors/seniors can also be an awful experience sometimes. An interesting trend is found that women bosses are nice towards male peers and subordinates while they are very annoying for the female counterparts, subordinates particularly in industrial/service sector.

**+ Nationals of other Countries:** Managing the people becomes more and more complex as the organisation spreads its wings across the boundaries and goes global. The challenges are higher and the hurdles bigger especially for Multi Nationals (MNCs) and Trans National corporations (TNCs), which operate in different parts of the world. Four types of strategies suggested to be applied are:-

i] Multi Domestic-try to create value by giving emphasis on local responsiveness, ii] the International- by transferring core competencies overseas, iii] the Global- by realizing experience curves and location economies and iv] Transnational- by doing all the things simultaneously, in the nut shell “Think Globally act locally”. Foreign nationals require time to understand the alien culture, adapt and settle down as per local conditions. The manager needs to understand the intricacies of the cross cultural challenges at the workplace and have deep tolerance for the various types of beliefs, ambitions and expectations. The most vulnerable forces pulling in different directions are at work so convergence of National Culture of the parent company with other cultures is imperative. Also there are Political forces and the political turmoil in one country can have repercussions on the entire working atmosphere. Further Economic, Legal and Market forces also impact the behavior and performance of the people. Corporations have no choices but to be adaptive and accommodate persons of diverse culture for operating in the borderless era.

✚ **People Twice/Half your Age:** This is really a typical problem. It may happen that the manager is in his early/late sixties and the subordinate/peers in their early thirties or vice-versa. Managing people with half the age is much easier than managing the people twice the age. An elder superior normally gets respect due to age and experience and if he happens to be expert in his domain, the task of supervision becomes much easier. On the other hand if the superior happens to be young he may dither to be strict on the discipline and performance front with his elder subordinates. However with clearly written down policies and manuals most of the misgivings and hesitations can be set at rest. Regular meetings, interactions and discussions can also help to clear the air or differences arising due to age factor.

#### ✚ **CONCLUSION:**

The name *Dragon* comes from fairy tales, dragons are not invincible and can be defeated. Personality dragons never want to be seen and will do everything to disguise them to trick others just like fairy tale dragons. If unable to masquerade then like iceberg the seven eighth portion of their main character is hidden beneath. Facing them requires lot of guts, extreme courage and persistence. The dragon resists when pushed for personal growth; so before facing the dragon the manger has to overcome his own fears. Confronting and telling the truth can help to beat the dragon, but it has to be done with the support of others. Moving beyond the dragons unleashes your natural gifts, talents and abilities. Similarly dealing with other categories of people like i] People with political affiliation, ii] Knowledge workers, iii] Female workers, iv] People twice/half the age,

v] Nationals of other Countries, can be very challenging as well as very rewarding. Each of these categories presents a typical personality trait and there is no straight jacket formula to deal with them which can guarantee success. It depends on variety of factors like nature and type of organization, degree of centralization, professionalism of the owners, well documented policies, indispensability or otherwise of the particular person etc,. For instance people with political affiliation are difficult to handle so long as their political bosses remain in power like in India the political equations changes every five years. Knowledge workers are a new breed and more particularly the GEN Y can be tricky to handle. The best way is therefore to mend our own ways as asking them to bend too much can result in high attrition. Female workers pose an altogether unusual problem due to the gender difference; if a male manager has to handle them his task is risky. A male manager cannot get either too soft or too tough and has to follow middle path. Also women are sentimental, mostly tied up with family, and with slightest provocation can put their manager in to dock by falsely implicating him in sexual harassment matter. In the nutshell dealing with the people is more of an art rather than a science.

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## **EMPLOYMENT OPPORTUNITY IN RENEWABLE ENERGY SECTOR FOR DEVELOPMENT OF REGIONAL SOCIOECONOMIC CULTURE**

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(Research scholars)

### **Abstract:**

According to World bank, in 2011 the Indian population was 1.24 Billion (census 2011) and unemployment status of India is 3.8 % <sup>(1)</sup>. This paper focus, similar to other sector, how renewable energy sector can provide better job employment opportunity at regional level, which helps to develop socioeconomic culture. Various private companies are operating and also planning to create new jobs in renewable energy sector for expanding business at different locations. Renewable energy ministry set target for addition of 10,000mw (approx.) by 2020.

Gov. of India providing various schemes for promotion renewable energy. E.g. Soft loan, feed in tariff, accelerated depreciation, generation based incentive, custom and excise duties relaxation, etc. Renewable energy provides jobs for both Tech. and Non-tech skills. For economic and cultural development, main component is availability of better education and source of earning.

**Keywords:** Renewable energy, rural development, employment, Mnre,

### **INTRODUCTION**

Renewable energy has been an important component of India's energy planning process since quite some time. The importance of renewable energy sources in the transition to a sustainable energy base was recognized in the early 1970s. At the Government level, political commitment to renewable energy manifested itself in the establishment of the first Department of Non-Conventional Energy Sources in 1982, which was then upgraded to a full-fledged Ministry of Non-Conventional Energy Sources (MNES) in 1992 subsequently renamed as Ministry of New and Renewable Energy (MNRE). This is the only such Ministry in the world. MNRE is the nodal Ministry of the Government of India at the Federal level for all matters relating to new and renewable energy. The ministry of MNRE is promoting various programs and schemes at rural areas for better living standard such as: solar cooker, solar streets light, solar panel for house, lamp and biomass based gasifier, for all these, MNRE also providing soft loans and grants.

Energy play important role to develop economy in any sector and for development always need of new infrastructure and energy sources. Economic growth, increasing prosperity and urbanization, rise in per capita consumption, and spread of energy access are the factors likely to substantially increase the total demand for electricity. Thus there is an emerging energy supply-demand

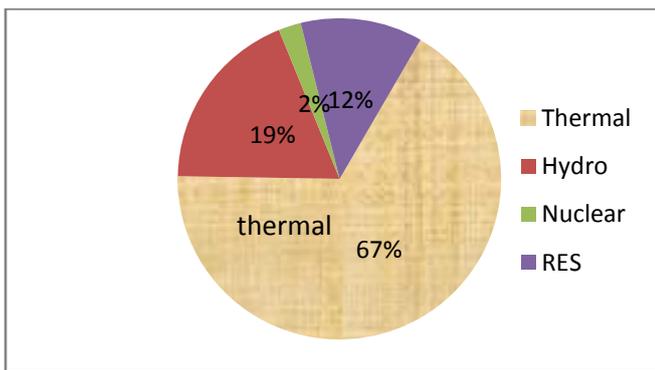
Imbalance is around 9 – 13 % in off-peak and peak hours, this is due to limited conventional resources. Limitation of coal reserve and high price of Oil, alternative like renewable energy is substitute to fill this demand and supply gap with environment concern.

Per capita consumption of electricity in India is around 733 kWh, this is very low compared to other countries. Per capita consumption of electricity helps to measure economic growth and development that how much people using electricity and have ability to pay.

**Indian Power Scenario:**

In April 2002, renewable energy based power generation installed capacity was 3475 MW which was 2% of the total installed capacity in the country. As on 31.1.2013, it has reached 25,856 MW, which is about 12% of the total installed capacity of 2, 11,766 MW and corresponds to a contribution of about 5% in the electricity mix.

**Total installed capacity till Jan 2013 .....**



Graph shows main contribution of total installed capacity by the thermal power Eg. Coal, gas, oil and RES contribution is around 12 % of total.  
  
A renewable energy source includes – solar, wind, biomass, etc.

Source: Min. of Power

For energy generation, availability of fuel is main concern because quality and availability of fuel identify and forecast energy generation and environment concern is also main hurdle. For thermal production availability and quality of coal is main problem, Gov of India has right to allocation coal blocks to production companies and other option is import coal from other countries, there is limitation of electricity generation.

**Table 1: Fuel-wise installed capacity break-up (in MW)**

Technology	Thermal	Hydro	Nuclear	RES	Total
Installed Capacity	1,41,713.68	39,416.40	4,780.00	25,856.14	2,11,766

Per capita consumption measures how an individual consuming electricity out of total generation. Higher Per capita consumption indicates strong paying capacity and high dependability on energy. High per capita consumption shows new infrastructure and new technology required for fill demand- supply gaps and also focuses to improve existing resources.

**<sup>1</sup>Per capita consumption of India and other countries**

Country	US	U.K	India	China	Iceland

<sup>1</sup> [http://en.wikipedia.org/wiki/List\\_of\\_countries\\_by\\_electricity\\_consumption](http://en.wikipedia.org/wiki/List_of_countries_by_electricity_consumption)

KHW	13630	6310	850	4000	58700
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Source: Wikipedia

Ministry of power set target to enhance their capacity sector viz. where main concentration is on renewable sector especially on solar and biomass, because of easily availability. Addition in installed capacity will increase job availability and opportunity to built new jobs and self dependency

### **Future installed capacity Addition plan**

Years	Thermal	Hydro	Nuclear	RES
11 <sup>th</sup> year plan	1,41,713	39,416	4780	25,856
12 <sup>th</sup> year plan	1,80,000	50,000	10,000	54,000

Source: various websites

So according to future target set by power ministry, in 12<sup>th</sup> year plan, total installed capacity would be addition by 1, 00,000 Mw.

### **Employment opportunity**

According to HRD report by MNRE “The global employment in RE is expected to increase nine-fold to reach a figure of 20 million jobs by 2030, with biomass leading the growth at 59 % of total capacity followed by solar PV at 31 % and wind around 25%.”

Scenarios	Estimated Current Employment (No.)	Estimated Employment by 2015 (No.)	Estimated Employment by 2020 (No.)
Scenario 1 (Moderate Growth)	3,50,000	5,89,000	10,51,000
Scenario 2 (High Growth)		6,99,000	13,95,000

Source: HRD report of MNRE (2009)

The employment is balanced and well distributed across all the major RE sectors and the functional areas of employment include – design, installation, fabrication, operations and maintenance, project development and marketing.

### **Nature of Skills required in renewable energy**

In renewable sector, from idea generation to commissioning of plant, at every moment both technical and non-tech skill required.

Technical and Non-technical skills are defined as...

<sup>2</sup>**Technical skill** - The knowledge and abilities needed to accomplish mathematical, engineering, scientific or computer-related duties, as well as other specific tasks. Those with technical skills are often referred to as "technicians" in their chosen field.

<sup>3</sup>**Non Technical skill** - are generic skills that underpin and enhance technical tasks, improving safety by helping people to anticipate, identify and mitigate against errors

**Technical and Non-technical skills required in various areas, which are:**

Technical Skills	Non Technical
<ul style="list-style-type: none"> <li>• Mechanical</li> <li>• Instrumentation</li> <li>• electrical</li> <li>• civil ...etc</li> </ul>	<ul style="list-style-type: none"> <li>• Human resource</li> <li>• Marketing</li> <li>• Finance and account</li> <li>• Administration</li> <li>• Security, stores.....etc</li> </ul>

1. **Technical Skills** - Which handle various fields like – project management, erection, commission....etc

2. **Non Technical** - Which handle various field like – manpower planning, sales...etc

<sup>4</sup>According to “The times of India” news agency article, “It is estimated that employment for nearly 40 people is generated during erection and commissioning of a 1-2 mega watt photovoltaic project. This number increases by approximately 15 for every additional 1 mega watt capacity.” So by this example all form of renewable energy will generate employment nearly 20 million (expected).

**Financial assistance provision by MNRE for new/exist renewable based projects:**

Financial assistance by MNRE is good approach towards promotion of installing new renewable based projects, allocation of fund is segmentize by different approach like from installing to training.

Two categories for CFA (central finance assistance) in renewable energy sources

<sup>2</sup> <http://www.investopedia.com/terms/t/technical-skills>

<sup>3</sup> <http://www.rssb.co.uk/EXPERTISE/HF/Pages/NON-TECHNICALSKILLS>

<sup>4</sup> <http://timesofindia.indiatimes.com/business/india-business/Over-50000-jobs-created-by-renewable-energy-sector-in-last-three-years/articleshow/18834676.cms>

**Grid Connected**

- feed electricity in to grid
- Tariff defined by state nodal agency
- Minimum capacity should be 250 KW

**Off- Grid**

- Own consumption , without connected with grid
- No capping for installed capacity
- Mutual agreed tariff

<sup>5</sup>Central finance assistance for off- grid and grid connected are different and varies on types of fuel using and state to state which comes under special category. Ministry of MNRE provides CFA according to eligibility criteria of program and high lights are given below ...

**CFA for various Renewable energy sources according to their fuel usage and specification:**

Solar	Biogas	Biomass (Rural and Industrial )	Remote village electrification
SPV standalone power plant of capacity > 1 kWpRs. - 1,25,000 / kWp  SPV standalone power plant of capacity > 10 kWp - Rs.1,50,000/kWp for general areas	4000 rs/ cubic mtr.	1.5lakh/100kw(gasifier for rural areas) – thermal and electro mechanical  20% higher for special category states  15.00 lakh/100 kWe for upto 1MW (with 100% producer gas engine)  Rs.2.00 lakh/300 kWe for thermal applications Rs.2.50 lakh/100 kWe with dual fuel engine Rs.10.00 lakh/100 kWe with 100% producer gas engine Rs.15.00 lakh/100 kWe with 100% producer gas engine in institutions	90% of the costs of electricity generation systems subject to pre-specified maximum and the following ceilings: - Rs.18,000 per household for distributed generation systems, and - Rs.11,250 per household for SPV home-lighting systems.

This given above information regarding CFA, by MNRE to start enterpenureship by installing renewable project, this may help to create self dependency and base to start earning individuals.

**Objectives of provide CFA by MNRE:**

<sup>5</sup><http://www.indg.in/rural-energy/policy-support/schemes/central-financial-assistance-cfa-provided-under-various-renewable-energy-schemes-programmes>

- To motivate individuals for taking self interest in renewable energy as a career.
- To improve participation of renewable energy in power generation and provide bridge support for demand and supply gap
- To develop new and existing infrastructure and generate awareness to use environment friendly electricity

### **Mode of Employments by renewable energy:**

For economic development, energy security mechanism is must for continue growth, revenue realization and as well as social development, because it provides opportunity generate new business and develop living standards.

Various fields are given below where an individual can start their own business and contribute his effort and requirement of electricity is necessary because of low cost of running, which gives better output at low cost.

- Small scale industries
- Local community(housing) electricity distribution
- Agriculture
- Social welfare organization (eg. – hospital, collage/school)
- Commercial sector

### **Research methodology:**

This research paper based on secondary data and main source of data collection is ministry of new and renewable energy website and other web sources. Case study data bank “Empowering rural India the RE way” available in mnre.gov.in is main component of this research paper.

### **CONCLUSION**

In India, the growth of population increasing consistently and resources are limited and scare. So optimization of scare resource approach should apply in general life and use of resources should be efficiently. Coal reserves are limited and high energy generation through coal will increase environment pollution, so renewable energy is best alternative to fill demand and supply gap. Resources of renewable energy are unlimited like – solar, wind, tidal etc. So by using advance technology which can give high output, requirement of electricity can be filled. Renewable energy can play important role in human life like, provide employment and energy generation other hand. Ministry of renewable energy helps to start new business as energy generator by providing CFA (central finance assistance). Approaches of ministry of renewable energy toward promotion of renewable energy component are favorable for new projects. At rural area and also urban area energy security is must for consistent growth, standard of living and local economy depends on few factors like availability of electricity, water, and new business opportunity etc. strong socioeconomic culture are based on availability of basic need and energy is basic need of every business and other social growth.

## **Practice of Gandhian values among college teachers a study with special reference to RCOEM, Nagpur**

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### ***ABSTRACT:-***

Historically speaking, every society does its best to live up to the values that it cherishes. Time and circumstances bring some changes in values. There have been a few people who with their insight and wisdom are capable of bringing a paradigm shift in the practice and application of values.

Mahatma Gandhi belongs to these select few. He with his innovative practices in social and political domains imparted altogether new significance to the practice of values..Gandhi has reinterpreted practice and application of values by emphasizing on greater commitment sincerity in the practice of these values. Emphasizing on these aspects of accountability and commitment Gandhi takes values to the universal significance and at the same time leaves sufficient scope to practice them in local environment for the facilitation of personal or societal growth.

At present, global society in general and Indian society in particular is undergoing a value crisis. It will be a mistake on our part if we ignore the historical truth when Gandhi raised the flag of opposition against the mighty British empire on the basis of the force of personal commitment to the values.

This study makes an attempt to find out to what extent core Gandhian values are practiced by college teachers. The scope of study is limited to study single educational Institute namely ShriRamdeobaba College of Engineering and Management, Nagpur.

**Keywords:** -Gandhian values, Truth, Non-violence, Equanimity, Renunciation.

### **1.1 Introduction:-**

Historically speaking, every society does its best to live up to the values that it cherishes. Time and circumstances bring some changes in values. There have been a few people who with their insight and wisdom are capable of bringing a paradigm shift in the practice and application of values.

Mahatma Gandhi belongs to these select few who with his innovative practices in social and political domains imparted all together new significance to the practice of values. It is to be noted that majority of values of Gandhian philosophy were already being practiced in major religions of the world. Gandhi has reinterpreted that practice and application of values by emphasizing on greater commitment sincerity in the practice of values. In other words by emphasizing on personal accountability he has made it clear that values can bring a qualitative change when they are practiced with commitment. By emphasizing on these aspects of accountability and commitment Gandhi takes values to the universal significance and at the same time leaves sufficient scope to practice them in local environment for the facilitation of personal or societal growth.

At present, global society in general and Indian in particular is undergoing a value crisis. It is generally believed that traditional, religious and moral values have either collapsed or have become so hollow that they are incapable of bringing about any personal or collective change. It will be a mistake on our part if we ignore that historical truth when Gandhi raised the flag of opposition against the mighty British empire on the basis of the force of personal commitment to the values.

This study makes an attempt to find out to what extent core Gandhian values are practiced by college teachers. The scope of study is limited to study single educational Institute namely ShriRamdeobaba College of Engineering and Management, Nagpur.

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### **1.3 Significance of the study :-**

Increasing crime rate, non-violence in personal and collective life, dishonest practices, lack of accountability in personal and professional work, malice towards others, disrespect for human dignity, anti-humanitarian behavior, lack of respect for democracy and environment are some of the major concerns before us that put a question mark to the whole range of values. In modern democratic secular nations, where religion has been relegated to the realm of personal belief and where the existence of a universal ethical code is conspicuous by its absence, where all are subjected to conflicting ideas propagated by all pervasive digital technology including internet and television. It really becomes tough to fix the responsibility as to who will shoulder the important task of inculcating values in the young generation. Surprisingly, enough, without preparing an adequate background, and with inadequate philosophical orientation it is expected that educational institutes will perform this significant task of molding the value system of the young into a desirable direction.

Therefore, it becomes significant to find out how far the college teachers practice Gandhian values. The practice of Gandhian values would be linked with the educational performance of learners and the overall development of their personality. The scope of this study is limited in the sense that it has taken the sample consisting of 100 teachers of a single college.

### **1.4 Methodology:-**

**a. Aim:** - The aim of this study is to find out how far Gandhian values are practiced by college teachers.

**b. Hypothesis:** - College teachers follow Gandhian Values even today.

**c. Sample:** - The sample for this study consisted of 100 college teachers from 13 departments of ShriRamdeobaba College of Engineering and Management, Nagpur.

**d. Procedure:** - The study was conducted with the help of questionnaire. It was based upon ten questions each question was framed on one core value of Gandhi and Philosophy. Respondents were required to mark any one of four options (All, Majority, Few and None) to find out their perception of the practice of Gandhian Values among college teachers. Their data was complied to generate the statistical analysis to find out the extent of practice of Gandhian Values.

### **1.5 Understanding Gandhian Philosophy :-**

What is Gandhian philosophy? It is the religious and social ideas adopted and developed by Gandhi, first during his period in South Africa from 1893 to 1914, and later of course in India. These ideas have been further developed by later "Gandhians", most notably, in India, VinobaBhave<sup>1</sup> and Jayaprakash Narayan.<sup>2</sup> Outside of India some of the work of, for example, Martin Luther King Jr.<sup>3</sup> can also be viewed in this light. Understanding the universe to be an organic whole, the philosophy exists on several planes - the spiritual or religious, moral, political, economic, social, individual and collective. The spiritual or religious element, and God, is at its core. Human nature is regarded as fundamentally virtuous. All individuals are believed to be capable of high moral development, and of reform.

### **Truth and Non-Violence:-**

The twin cardinal principles of Gandhi's thought are truth and nonviolence. It should be remembered that the English word "truth" is an imperfect translation of the Sanskrit, "satya", and "nonviolence", an even more imperfect translation of "ahimsa". Derived from "sat" - "that which exists" - "satya" contains a dimension of meaning not usually associated by English speakers with the word "truth". There are other variations, too, which we need not go into here. For Gandhi, truth is the relative truth of truthfulness in word and deed, and the absolute truth - the Ultimate Reality. This ultimate truth is God (as God is also Truth) and morality - the moral laws and code - its basis. Ahimsa, far from meaning mere peacefulness or the absence of overt violence, is understood by Gandhi to denote active love - the pole opposite of violence, or "himsa", in every sense. The ultimate station Gandhi assigns nonviolence stems from two main points. First, if according to the Divine Reality all life is one, then all violence committed towards another is violence towards oneself, towards the collective, whole self, and thus "self"-destructive and counter to the universal law of life, which is love. Second, Gandhi believed that ahimsa is the most powerful force in existence. Had himsa been superior to ahimsa, humankind would long ago have succeeded in destroying itself. The human race certainly could not have progressed as far as it has, even if universal justice remains far off the horizon. From both viewpoints, nonviolence or love is regarded as the highest law of humankind.

Apart from two cardinal principles of Gandhian philosophy truth and non-violence, present study considered eight other values, a brief understanding of them is also necessary.

**Service :-**

This value of Gandhi made a positive difference in his life by making a difference in other people's lives. He says, 'The best way to find yourself is to lose yourself in the service of others' ( Gandhi in Kumarasamy,<sup>4</sup> 2006,p.101) This value motivated him to invest his energy, talent and skills to making a positive contribution to the lives of others. The seeds of urge to serve others were sowed in him in his childhood, which emerged as one of the strong values instilled in him. This value of service becomes extremely important in the context of modern-day institution. 'Service' is a value which needs to be adopted at every level of the institution. Institutions should initiate welfare projects and activities with an objective to serve the society because service orientation with respect to the external environment will result in better satisfaction of all the people.

**Nurturance:-**

Gandhi accepted people as they were..... Gandhi took from a person, a book, a religion and a situation that was congenial to him and discarded the rest. He refused to see evil in people. He often changed human being by regarding them as though the good in them was all of them (Fisher,<sup>5</sup> 1957,p.270) Being able to see the potential in a person and bringing out the best in him/her is the mark of a true teacher or facilitator.

**Tolerance :-**

At the workplace there are often conflicts because there is lack of tolerance among people working together. Every person has their own opinion and style of working. Sometimes it creates conflicts when the opinion and work style between two people do not match. Ultimately institutions have to suffer because of this. Conflicts can be avoided to some extent if each one practices restraint in words, that is, always responding and never reacting. 'Restraint should be practiced not only in actions but also in words. Half our troubles would vanish if we observe the necessary restraint while interacting with people' (Bansal and Srivastava,<sup>6</sup>2008,p.466).Often people react aggressively on issues which may have dreadful consequences. Thus, restraint in speech is an essential quality for people in responsible positions. One of the reasons of being violent in speech could be surmounting stress among employees so institutions can conduct training programmes on how to deal with stress and ways to reduce it. Tolerance must be kept as one of the parameters for performance appraisal that would help in making employees more tolerant.

**Punctuality :-**

Gandhi was very particular about time. Even on the last day of his life, when he was late for the prayer, meeting held every evening at the Birla house, Delhi, he said, 'I am late by ten minutes. I hate being late.'(Fisher,<sup>7</sup> 1957,p.12).Even though he was such a great leader and the nation looked up to him as their Mahatma, he did not let it influence him, and make him disrespectful of their time. Gandhi has given a very

beautiful analogy about valuing time. He says, "What a fool we shall call the person who, needing ten pounds does not take care of the few shillings he regularly gets! Nevertheless, we behave just like him. We regret that we do not get time; and yet, we idle away the stray minutes, which put together would make a whole day, just as the stray shillings make a Bank note. (MIB, 1966b,pp.386-387)<sup>8</sup> . The value of punctuality could not be more than the present times when the life of humans have become very complex; there is always multitasking to be done and it seems that the duration of a day has shrunk as there is so much to be done in a day. In such a scenario, punctuality as value should be adhered to, to be more effective. The ability to manage time and stress is absolutely critical to the success of the roles of teacher and facilitator. Institutions should value punctuality by recognizing employees who display such an attitude and behavior. Unnecessary delays should be avoided by implementing speedy mechanisms to sort out routine issues.

### **Continuous Learning:-**

Gandhi was always keen to know everything. New and innovative thoughts of the people could affect him very easily but it did not mean that he was ready to adopt all these in his life. In spite of that he was always ready to pick good things from that which really affected his life. His major convictions such as truth, non-violence and Satyagraha were inspired by Buddhism, Jainism and Hinduism. He was also inspired by Ruskin's<sup>9</sup> book *Unto this last*. It is the value of being inquisitive that kept Gandhi productive and creative until the end of his life. The ability to learn from a variety of sources and using the knowledge for one's use is a very important value which needs to be developed by teachers and facilitators in an institute. Teachers or facilitators, especially at higher levels, need to develop a multidisciplinary orientation so that they can apply the knowledge base from across the disciplines as well as sectors for formulating unique and innovative strategies. Institutes should have an open-minded work culture ready to adopt good and efficient practices without any inhibitions. There should be opportunity for teaching faculty to undergo training and development from time to time to upgrade their knowledge with changing environment.

### **Renunciation:-**

Renunciation does not mean physically refraining from the performance of action. According to Gandhi, the deeper essence is .....detachment or freedom of the spirit from action, even while the body is engaged in action. A follower of renunciation seeks to attain it not by refraining from all activity but by carrying in on in a perfect spirit of renunciation.....

(Fisher,<sup>10</sup>1957,p.51) In an Institute context, this value has especially become very important in the present turbulent time. Being truly concentrated in work only and being detached from the result leads to better performance, peaceful discharge of duties and maintain equanimity in every situation whether good or bad. So it is mental orientation which ought to be developed in training programmes conducted for employees.

### **Humility:-**

If the people are guided by their false ego, then they cannot discharge their responsibilities effectively. People should also always strive to maintain humility, in order to remain on the receiving end of learning

curve. In one of the Congress sessions Gandhi attended, he offered his services and was given clerical work to sort out many letters for the General Secretary. After he had quietly and satisfactorily done the work, he excited the curiosity of the Secretary, who asked him about himself. When Gandhi told him about his career, he expressed his regret for giving him merely clerical work. Gandhi never considered any work below his dignity and was already ready to learn from variety of sources. As an individual each person should inculcate this value as no task is beneath us. In this way, one can stay grounded. One must be willing to take up any task that is necessary for breaking up the master-servant relationship. An Institute should build and promote an environment where teachers are ever ready to take up any task assigned to them without thinking about its nature. If the teachers are motivated by the work itself, then they will devote equal attention to each assignment, big or small.

### **Equanimity:-**

Gandhi says that public servant is not flattered by praise or frightened by censure. He who swells with applause and droops with criticism cannot render service. The reward of the worker lies in the work he does (MIB <sup>11</sup>1982,p.312). Hence the leader should ignore people's adorations or criticism. The focus of a leader should be on the effective performance of his task.

### **1.6 Findings :-**

The following table shows the perceived practice of Gandhian Values in the sample of 100 college teachers.

<b>Name of Gandhian Value</b>	<b>High Adherence (201-300 points)</b>	<b>Moderate Adherence (101-200)</b>	<b>Low Adherence (1-100)</b>
<b>1. Truth</b>		<b>192</b>	
<b>2. Non-violence</b>			<b>96</b>
<b>3. Service</b>	<b>224</b>		
<b>4. Nurturance</b>	<b>204</b>		
<b>5. Tolerance</b>		<b>194</b>	
<b>6. Punctuality</b>	<b>204</b>		
<b>7. Continuous Learning</b>	<b>204</b>		
<b>8. Renunciation</b>		<b>148</b>	
<b>9. Humility</b>		<b>180</b>	
<b>10. Equanimity</b>	<b>214</b>		

The above table shows that five out of ten Gandhian values have high degree of adherence. These are Service, Nurturance, Punctuality, Continuous Learning, and Equanimity. Four out of ten values namely,

Truth, Tolerance, Renunciation, and Humility have moderate degree of adherence. Only one out of ten Gandhian values namely non-violence has shown low degree of adherence.

The value of service as emerged as most highly practiced Gandhian value in this study. All the ten values taken together the sample group shows moderate adherence to the practice of Gandhian values.

### **1.7 Conclusion:-**

Gandhian values are time tested and universal. These values form the strong foundations on which our society can be built. In today's organizational context, Gandhian values can facilitate both organizational development and growth. In contemporary times marked by eroding social values, dearth of inspiring leaders, unbalanced economic growth, degrading environment and violence all round, adopting Gandhian values for holistic development of organizations is required. This research study has also demonstrated that despite the talk of decline in values, college teachers follow Gandhian values in moderate degree. This study may be regarded as a drop in ocean. It can logically be inferred that the characteristics of a drop can well be applied to the ocean. S.K. Chakraborty<sup>12</sup> in *Ethics in Management .Vedantic Perspective* (1996) has extensively quoted Gandhi, in his work on values and leadership. He strongly holds the opinion that Gandhi should not be forgotten. Also, he lays emphasis on Gandhi becoming what he became because of the latter's ability to stay rooted in Indian culture and not get unduly affected by the ideas of Western culture.

### **1.8 Limitation:-**

- The first limitation arises from the very word of Gandhian value. It is to be noted that Gandhi did not give any new value. What are known as Gandhian values have already been preached by major religions and other thinkers as well. Therefore, Gandhian value, this term is to be accepted in its right spirit.
- This study has focused on only 10 Gandhian values. This list can easily be expanded.
- It is also considered a limitation as the practice of values is a subjective concept. It is very difficult to ascertain empirically. Therefore, it is better to term it "Perceived Practice of Gandhian Values."
- Practice of values in any group {for instance group of college teachers in case of this study} depends upon the overall practice of values of a larger society of which this group is apart.
- The findings of this study are based upon a data taken from sample of 100 teachers from a single educational institute before something could be established conclusively there is a need to undertake my such studies involving larger samples.

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2. Narayan Jayaprakash (11 October 1902 – 8 October 1979), widely known as JP Narayan, Jayaprakash, or Loknayak, was an Indian independence activist and political leader, remembered especially for leading the opposition to [Indira Gandhi](#) in the 1970s and for giving a call for peaceful *Total Revolution*. His biography, *Jayaprakash*, was written by his nationalist friend and an eminent writer of [Hindi literature](#), [Ramavriksha Benipuri](#). In 1999, he was posthumously awarded the [Bharat Ratna](#), India's highest civilian award, in recognition of his social work. Other awards include the [Magsaysay award](#) for Public Service in 1965. The [airport of Patna](#) is also named after him.
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