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TOP WOMEN LEADERS BREAKING THE GLASS CEILING IN INDIA

BY MRS. VIDHI SAXENA

MANAGING STRESS AT WORK PLACE-A CHALLENGING TASK

BY PROF. RAJANI KUMAR

**OVERALL PERFORMANCE APPRAISAL: SPECIAL EFFECTS ON EMPLOYEE APPROACH,
EFFICIENCY & PRESENTATION**

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TOP WOMEN LEADERS BREAKING THE GLASS CEILING IN INDIA

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ABSTRACT:-

"The Glass Ceiling" refers to an invisible barrier that limits the level to which a woman or another member of a demographic minority can advance within the hierarchy in an organization. In India the Glass ceiling exists at some levels though in the recent time cracks in the glass ceiling is being observed as Indian women are pushing forward in their own respective fields to break this classical approach and earn both name and fame. There are women who have taken on the entire world: IndraNooyi, CEO, Pepsico; NainaLalKidwai, MD, HSBC India; LalitaGupte; JMD, ICICI; Pragya Raman, Group Executive President of Aditya Birla Group; ChandaKochhar, CEO, ICICI bank; RenuKarnad, ExecutiveDirector, HDFC; Kavita Hurry, MD, ING Vysya Mutual Fund, Shikha Sharma, CEO andMD, Axis Bank, KalpanaMorparia, country head of JPMorgan, Nishi Vasudeva, Chairman, H.P.CL. to name a few. The domestic biggies and multinational corporations are helping female employees push the limits of the glass ceiling. India is relatively young as far as corporate Women Leadership is concerned but has played an excellent catch up, by moving quickly forward to be aligned to its global counterparts. It is well known that the focus on Women Leadership is driven primarily by two strong pillars, The Business (CEO's Office) and The Function (HR). This imperative is moving due to pressure from the global ecosystem from a 'good to have' to a 'must have'. Diversity is increasingly a business imperative that is being watched by both the shareholders and the Board. With this hawk eye, it is not surprising that these pillars are focusing even more extensively on this space. From adversity to diversity now, however! The past is moving away, and the future is a dazzling catch up. Women are moving center stage as political, social and economic beings. While remaining conscious and wary of our history, looking forward and embracing our empowerment is critical.

Keywords: Glass Ceiling, Women Leadership, Organization, Diversity, Business.

➤ **What Is the Glass Ceiling for Women?**

The phrase "glass ceiling" refers to an invisible barrier that prevents someone from achieving further success. It is most often heard in the context of women who cannot advance to the highest levels of power in the

workplace. The glass ceiling is a way of describing whatever keeps women from achieving power and success equal to that of men.

The metaphor comments on an employee's rise up the ranks of a hierarchical organization. Workers climb higher as they get promotions, pay raises, and other opportunities. In theory, nothing prevents women from rising as high as men. After the [Women's Liberation Movement](#) and [Civil Rights legislation](#) of the 1960s, many people feel that discrimination is all in the past. However, in practice, there are still barriers.

A ceiling made of glass would be see-through. A woman can clearly see those above her who are more powerful. Instead of being able to achieve the same success, she is stopped by invisible forces that prevent her from rising further.

➤ **Pushing through the Glass Ceiling**

In India, there are several factors that are impelling senior women leaders to break through the so-called Glass Ceiling

- Governmental Initiatives- this ranges from education for women, better representation in educational institutions, and legislation on safety and empowerment.
- A larger funnel of middle to senior women professionals - this was just not there before. There was simply a limited pipeline and this obviously impacted the numbers reaching top management.
- Larger ambition by women to reach the corner office. Culturally and socially, women today are feeling the justifiable motivation and energy to push for the top job
- Family support - women aiming for leadership roles are being supported and encouraged by family members, who are far more focused on her happiness and success than perhaps the previous generations were
- Strong professional structure. At the workplace, the HR and company structure is gearing itself to incorporate and promote more women leaders than before. The results are already showing up in Corporate India
- A greater corporate sensitivity and acceptance of the woman as part of a larger entity i.e. the family, and therefore more openness to build this in to rigorous office structures and schedules
- Mentors and role models. Not enough has been said in this important issue and its impact on pushing women up the ladder. Without adequate role models, many of us would not be able to see a demonstration of the success we want! Mentors are increasingly used and depended on by many career-oriented women.

- Senior women leaders are getting more conscious of their impact on this space, and are willing to give time and direction to younger women leaders and the organizational process to attract and retain them.
- The development of technology has resulted in a more virtual world that is less dependent on presenteeism, and physical presence. This results in a greater span of control for women.
- Globalization has given more visibility and opportunity to today's woman, and she is using this to her advantage
- Search Consultants and HR staffing leaders are under increasing pressure to source more women for senior roles so several talented women professionals who may have been below the radar so far, are getting the visibility that they need to make it to the top.

A few women make a big difference in India's corporate world dominated by men.

Though women do not have a proportionate representation in Indian companies, they are better off than women in other parts of the world when it comes to top positions.

According to Fortune India, women have an 'overwhelming influence on India Inc'.

Meet some of India's most powerful and influential women leaders.

- **ChandaKochhar**

ChandaKochchar began her career as a management trainee in 1984 and successfully rose through the ranks.

Kocchar, MD and CEO of the ICICI Bank is credited for for balancing growth and profitability and pushing up the bank's valuation by almost two-thirds. She is the 8th highest paid women CEO in India with an annual pay package is at Rs 4.24 crore. ChandaKochhar has been named as the most powerful woman in business in India for the second consecutive year by Fortune Magazine.

- **Shikha Sharma**

MD & CEO, Axis Bank

Shikha Sharma started her career with ICICI, India's largest financial service provider in 1980. In 1998, she became the Managing Director of ICICI Personal Financial services. Shikha Sharma also served as the Director of ICICI Prudential Life Insurance Company till April 2009.

Today, she is the Chief Executive Officer, Managing Director of Axis Bank Limited and Chairperson and associate Director of Axis Asset Management company Limited since June 1, 2009.

- **Vinita Bali**
MD, Britannia Industries

Vinita Bali was appointed Managing Director on 31 May 2006. Vinita joined as Chief Executive Officer of the Company in January 2005. She started her career with Voltas, a Tata Group company

- **Mallika Srinivasan**
Chairperson, TAFE

Mallika Srinivasan is a strategist known for professionalism, commitment to excellence and contribution to Indian industry and academia.

She leveraged the company's resources and competencies to increase TAFE's revenues from \$20 million in 1985 to \$1.6 billion in the year 2012.

TAFE is now among the three largest tractor manufacturers in the world.

- **ArunaJayanthi**
CEO, Capgemini India

ArunaJayanthi oversees the operations across all the business units – Consulting, Technology services and Outsourcing services in India with a focus to increase the integration and performance of a growing employee base

- **Preetha Reddy**
MD, Apollo Hospital Enterprises

Preetha Reddy had joined Apollo Hospitals as Joint Managing Director in 1989 and five years later, she became the Managing Director of the Group. Preetha steers the operations of the Apollo Hospitals group and works closely with the clinicians to help introduce contemporary protocols and continually raise the bar for clinical outcomes.

She also oversees the planning, designing and funding of new projects, with a view to directing the Group towards optimum utilization of resources and funds.

- **SobhanaBhartia**
Chairperson, HT Media

SobhanaBhartia, who has been associated with the company since its inception, took over as the Chairperson in September 2008.

She has spearheaded the company's long-term vision and strategy. Bhartia is in charge of formulating and directing the editorial policies of the company and has more than 25 years of experience in the newspaper industry.

- **Chitra Ramakrishna**

Joint MD, NSE

ChitraRamakrishna is the Joint Managing Director of the National Stock Exchange of India. Chitra has been with the National Stock Exchange of India from its inception. In 1991, she was part of the core five- member team selected by the government of India and tasked with the creation of a modern screen-based pan-Indian stock exchange that would offer domestic and institutional investors a state-of-the-art market-place for trading and settling Indian equities.

She is the CEO of the National Settlement & Clearing Corporation of India Ltd, and is a member of several boards & Policy Committees.

- **RoopaKudva**

MD & CEO, CRISIL

RoopaKudva is Managing Director & Chief Executive Officer of CRISIL and she is also Region Head, South Asia, Standard & Poor's which is the foremost global provider of financial market intelligence. Prior to this, she was the Executive Director and Chief Rating Officer of CRISIL. She joined CRISIL in 1992 and has worked in emerging markets in the Mediterranean and Middle Eastern countries.

Previously, she worked at Industrial Development Bank of India for six years in the Project Finance department

- **NainaLalKidwai**

Country Head, HSBC India

NainaLalKidwai, a chartered accountant by profession is currently the Group General Manager and Country Head of HSBC India. NainaLalKidwai is also the President of Federation of Indian Chambers of Commerce and Industry (FICCI) Kidwai was the first Indian woman to graduate from Harvard Business School.

From 1982-1994 she worked at ANZ Grindlays, where her assignments included Head of the Investment

Bank, Head of Global NRI Services and Head of the Western India, Retail Bank. She is on the Governing Board of NCAER, Audit Advisory Board of the Comptroller and Auditor General of India, and on the National Executive Committee of CII and FICCI.

- **KiranMazumdar-Shaw**
MD, Biocon

Under KiranMazumdar-Shaw's leadership, Biocon has evolved from its inception in 1978 as an industrial enzymes company to a fully integrated biopharmaceutical enterprise encompassing a well balanced business portfolio of products and services.

Her pioneering efforts in biotechnology have drawn global recognition both for Indian Industry and Biocon.

- **KalpanaMorparia**
CEO, J.P Morgan India

KalpanaMorparia is Chief Executive Officer of J.P. Morgan, India. Morparia leads each of the firm's lines of business - Investment Banking, Asset Management, Treasury Services and Principal Investment Management.

She also has responsibility for Service Groups operating in India, including Global Research, Finance, Technology and Operations. Internationally, Morparia is a member of J.P. Morgan's global strategy team headquartered in New York and the J.P. Morgan Asia Pacific Executive Committee. Morparia serves as an independent director on the Boards of several leading Indian companies.

- **Amrita Patel**
Chairperson, National Dairy Development Board

Amrita Patel heads the National Dairy Development Board (NDDB), founded in 1965 to empower rural people. NDDB began its operations with the mission of making dairying a success story for grassroots milk producers.

Its mission 'Operation Flood' saw India grow as the world's largest milk producing nation.

- **Aisha De Sequeira**
MD, Morgan Stanley India Investment Banking

Aisha de Sequeira is a Managing Director and Head of Investment Banking, India responsible for overseeing the full spectrum of investment banking services including advisory and capital raising for Indian clients.

She joined Morgan Stanley in 1995, where as a Managing Director she executed financial advisory assignments, including cross-border engagements, across a wide range of industries.

- **PrabhaParameswaran**
MD, Colgate-Palmolive India

PrabhaParameswaran joined Colgate-Palmolive, India in 1995. She has since, held a series of significant positions in New York in Global Business Development Oral Care and in Global Toothbrush Division. She was responsible for developing oral care strategies and new products where she provided critical leadership to subsidiaries in setting category and commercial strategies.

With her strong leadership and proven marketing skills, Prabha, in her current role, will continue to drive growth in the Indian market.

- **Mira Kulkarni**
MD, Mountain Valley Springs

A leading manufacturer of ayurvedic cosmetics and baby care products, Mountain Valley Springs was founded in 2000. The company uses pure essential oils and natural plant extracts in its range of skin, body and hair care products. According to Kline & Company, the company holds an 18.4% share in the Indian spa market.

- **Kirthiga Reddy**
India Head, Facebook

Kirthiga Reddy is the Director of Online Operations and Head of Office India at Facebook India. She heads the Facebook's operations in India, supporting the company's growing number of users, advertisers and developers worldwide who are capitalizing on Facebook's global service to foster relationships with people and reach out to new customers locally and internationally.

- **MeenakshiSaraogi**
Joint MD, BalrampurChini Mills

MeenakshiSaraogi serves as Joint Managing Director of BalrampurChini Mills Ltd.

She has over two decades of experience in the business and was awarded the 'Padmashri' in 1994 for her contribution to the sugar industry.

Conclusions:-

The next coming years are going to be an interesting place for senior women leaders in the corporate world in India. We are going to see an increasing number make it to the top. The stereotype thinking that the female employees cannot reach the top positions in an organization has started to break as these top leaders have proved it well..In the present working culture cracks in Glass Ceiling is being visible though it is an initial stage and we have to still go a long way to fight the old thinking of leadership. When we consider the issue of women empowerment we realize that it commences from the basic unit of human life -- the family itself. The role of women in the family, their decision-making capabilities, the level of their education, respect for their rights and their dignity, care of their health are all building blocks or enablers for the larger role that they can play in a nation's development. It was Gandhiji who said that women are mentally, spiritually and intellectually, equals of men. That fundamental premise should guide our endeavor to permit the role and the space for women as equal partners in the progress India is making today.

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MANAGING STRESS AT WORK PLACE-A CHALLENGING TASK

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ABSTRACT

The national institute of occupational safety and health (NIOSH-USA) defines stress as “the harmful physical and emotional responses that occur when the requirements of the job does not match with the capabilities, resources of the workers”. In industrialized countries, there have been quite dramatic changes in the conditions at work, during the last decade, caused by economic, social and technical development. As organizations contend with tougher business environments around the world, these demands trickle down to employees in the form of longer hours, tighter deadlines, and so on, making stress a universal issue. Stress was identified as the number one health risk factor in nearly all surveyed countries so that stress management is becoming a major issue in both corporate and social agenda. Employers are not understating this risk, as stress materially affects employee attitudes towards their work and the organization in general. As a consequence, the people today at work are exposed to high quantitative and qualitative demands as well as hard competition caused by global economy. Stress Management is a challenging task in Present scenario because different cultures have different values and motivators. This is why, as an employer, have to spend too much time on learning about new team members, their culture, and what will motivate them to perform effectively. A successful strategy for preventing stress within the workplace will ensure that the job fits the person, rather than trying to make people fit jobs that they are not well suited to. The focus of the paper is to study the work stress their causes and effects and also find out the coping strategies that employers are focusing for preventing work stress.

Key Words: Stress Management, Employers, Employees

Introduction

Workplace stress is the harmful physical and emotional response that occurs when there is a poor match between job demands and the capabilities,resources, or needs of the worker. These conditions may also lead to poor work performance or even injury. Modern life is full of hassles, deadlines, frustrations, and demands. For many people, stress is so commonplace that it has become a way of life. According to **Stoner and Wankel** “Stress is the tension and pressure that result when an individual views a situation as presenting a demand that threatens to exceed his capabilities and resources.” Job stress is mainly a product of the working condition or situation

therefore this is to be considered as a big issue. So it is a growing organizational problem that deserves attention of the top management. Although today occupational stress and stress management have assumed enormous importance in organizations, stress-like phenomena have long been of concern in the world of work. The very first academic research into what could nowadays be considered stress-like symptoms can be traced back to the early 1900s and studies into the effects of fatigue. ‘Stress’ first started to appear as a subject of psychological research after the Second World War. Since then, research in the area has burgeoned, and stress has moved from being the focus of academic research to assume a vast importance in our understanding and interpretation of everyday life. Inevitably, this has included the part of our lives that we spend in work. In fact, use of the term stress goes much further than merely expressing an emotion or feeling. When an individual talks about stress, we hear them not only expressing a feeling or experience, but often describing a cause and effect relationship, or attributing cause for the way they feel. For workers everywhere, the troubled economy may feel like an emotional roller coaster. "Layoffs" and "budget cuts" have become bywords in the workplace, and the result is increased fear, uncertainty, and higher levels of stress. Increasing competition in the global market has compelled Indian organizations to deal with stress management issues on a priority basis.

Sources of Stress

Work-related stress is a growing problem around the world that affects not only the health and well-being of employees, but also the productivity of organizations. Work-related stress arises where work demands of various types and combinations exceed the person’s capacity and capability to cope. Research findings show that the most stressful type of work is that which values excessive demands and pressures that are not matched to workers’ knowledge and abilities, where there is little opportunity to exercise any choice or control, and where there is little support from others.

Table I :Factors affecting various causes of Stress

Causes	Factors
Job Pressure	Co-Worker tension, Bosses Work Overload
Money	Loss of Job, Reduced Retirement, Medical Expenses
Health	Health Crises, Terminal or Chronic Illness

Relationship	Divorce, Death of spouses, Arguments with friends, Loneliness
Poor Nutrition	Inadequate Nutrition, Caffeine, Processed Foods, Refined Sugars
Media Overload	Television, Radio, Internet, E-Mail, Social Networking
Sleep Deprivation	Inability to release adrenaline and other stress hormones

Since stress is the leading lifestyle risk factor across most countries in Asia like India, U.S., Canada, and Europe. Majority of the Indian IT workforce are suffering from lifestyle disorders due to unhealthy eating habits and hectic work schedules. Nearly 85% of employees in private sectors survey reveals that 42% identified themselves are afflicted to lifestyle disease, followed by 38% suffering from chronic disease and remaining 15% have an acute ailment in the private sector than the government employees ranging below 8%, according to a recent survey conducted by ASSOCHAM on the occasion of World Health Day. About 52 per cent of corporate employees are afflicted by lifestyle disease corporate executives will be sitting ducks for a range of diseases," says Dr N. Salgunan, (cardiovascular and thoracic surgeon). The study further pointed out that Mumbai ranked first, while Delhi ranked third -afflicted to high levels of stress in private sector.

Stress Management

Stress management is the need of the hour. However hard we try to go beyond a stress situation, life seems to find new ways of stressing us out and plaguing us with anxiety attacks. Moreover, be it our anxiety, mind-body exhaustion or our erring attitudes, we tend to overlook causes of stress and the conditions triggered by those. In such unsettling moments we often forget that stressors, if not escapable, are fairly manageable and treatable.

Effects of Stress

The effects of stress differ from individual to individual. Stress can affect how you feel, think, behave and how your body works. Many factors influence the individual and his/ her interpretation of ‘threat’, response to threat and recuperation after a threatening experience. Usually, the effects of stress can be categorized as follows:

- Mental (how the mind works)

- Behavioural (the things we do)
- Physical (how the body works)
- Cognitive (the way we think and concentrate).

Different personality styles, gender difference, age, context, family history, emotional state, understanding of self and general social awareness will all influence each person's stress levels. Stress which is constant and does not abate, but gets worse over time can lead to mental and physical health problems and illnesses. This is why it is in everyone's interest to prevent stress occurring and reduce its effects when it does occur.

Stress Management Techniques

Since job and workplace stress increase in times of economic crisis, it's important to learn new and better ways of coping with the pressure. Globalization and the successful application of sophisticated process technologies will make the human element even more important to operational competitiveness than before.

Policies and practices which benefit employee health can improve productivity. The perception that levels of stress are low is associated with low staff turnover, low levels of absenteeism and low rates of illness and injury. Organizations that are perceived to be healthy tend to have clear policies and active methods of dealing with people which includes:

- Physical consideration in job design
- Clear goals for employees in line with organizational goals;
- Respect for the dignity of each employee;
- Employee input into decision making and career progression
- Regular feedback and recognition of performance
- Consistent and fair management action

Many practical stress management techniques like life style programme, spiritual programme and counselling are available, some for use by health professionals, self-help and others, which may help an individual reduce their levels of stress, provide positive feelings of control over one's life and promote general wellbeing. Evaluating the effectiveness of various stress management techniques can be difficult, as limited research currently exists.

Consequently, the amount and quality of evidence for the various techniques varies widely.

INDIVIDUAL STRESS MANAGEMENT

There is little you can do to prevent stress, but there are many things you can do to manage stress more effectively, such as learning how to relax, taking regular exercise and adopting good time-management techniques. Individual

approaches include some new techniques like life style modification, Emotional intelligence, spiritual programme, health or counselling. Life style modification plays an important role as in long term dietary modifications. It is disease free life as well as Emotional intelligence is about communicating with others in feelings, and defuse tension and stress.

Organization Level Stress Management

Stress is the number one lifestyle risk factor, ranking above physical inactivity and obesity, according to the inaugural Asia Pacific edition of the Staying Work Survey conducted by global professional services company Towers Watson. The prevention and management of workplace stress requires organizational level interventions, because it is the organization that creates the stress. Expectations concerning the time required to complete tasks form the basis for calculating capacity requirements and are a key input to labour planning activities. While Indian employers lead their regional counterparts in developing strategies to manage work-related stress, as a top priority of their health and productivity programs. This signals a vast scope for improvement in strategic initiatives aimed at tackling stress among Indian employees. However, it should also be noted that many employers continue to take no action 14% of Asia Pacific employers said that they have implemented none of the programs suggested in our survey (this includes 22% of employers in China, 16% in Singapore, and 10% in India 5% of employers in the United States said the same. Almost one in every three Indian employers has instituted stress or resilience management program 2013 and an almost equal number plan to follow suit in 2014. With stress being ranked as the #1 lifestyle risk factor in India.

Top 10 steps taken by employers to manage stress

- Flexible working options
- Stress management interventions
- Education and awareness campaigns
- Promotion of employee assistance program
- Specialized training for employees
- Training for managers
- External resources used to design and deliver program(s)
- Expanding EAP and other services to dependents
- Anti stress space
- Written Guidelines on stress management

The report reveals offering flexible working hours most common among Indian employers to manage employees' stress the growing recognition among employers that the workplace experience can both contribute to and reduce employee stress. In Asia Pacific more focus given by the employers is Education and awareness campaigns, flexible working options etc.

Few other changes that organizational changes that can be made are:

Improve communication

- Share information with employees to reduce uncertainty about their jobs and futures.
- Define the roles and responsibilities of employees clearly
- Make communication friendly and efficient, not mean-spirited or petty.

Consult your employees

- Give workers opportunities to participate in decision the making process
- Consult employees about scheduling and work rules.
- Be sure the workload is suitable to employees' abilities and resources; avoid unrealistic deadlines.
- Show that individual workers are valued.
- Offer rewards and incentives.
- Praise good work performance, both verbally and officially, through schemes such as Employee of the Month.
- Provide opportunities for career development.
- Promote an "entrepreneurial" work climate that gives employees more control over their work.

Cultivate a friendly social climate

- Provide opportunities for social interaction among employees.
- Establish a zero-tolerance policy for harassment.
- Make management actions consistent with organizational values.

Good employment practice includes assessing the risk of stress amongst employees

This involves:

- looking for pressures at work which could cause high and long lasting levels of stress
- deciding who might be harmed by these
- deciding whether you are doing enough to prevent that harm.

Success in managing and preventing stress will depend on the culture in the organization. Stress should be seen as helpful information to guide action, not as

weakness in individuals. A culture of openness and understanding, rather than of blame and criticism, is essential. Building this type of culture requires active leadership and role models from the top of the organization, the development and implementation of a stress policy throughout the organization, and systems to identify problems early and to review and improve the strategies developed to address them. The policy and its implementation should be negotiated with the relevant trade unions and health and safety committees.

STRESS MANAGEMENT AS KEY ISSUE

People in India are more likely to be motivated by knowing that what they are doing is contributing to organization's overall goals. Also, empower them to share their opinions and feedback, and remember that religion and family can play an important role in Indian culture. Managing work-related stress successfully is one of the most challenging employee well-being issues currently facing employers. Majority of workers in every industrial sector claim to be stressed. No matter what job you do, the likelihood is that it stresses you. Of course, different people handle stress differently and so one individual may perform poorly under stress while another views it as driving them on to work even better. Stress can still be a difficult issue to discuss openly. It is important to try to build a culture that supports openness in identifying and acknowledging stress. However, there are many sources of stress that the individual is likely to perceive as outside his or her power to change, such as the structure, management style or culture of the organization. It is important to note that stress management approaches that concentrate on changing the individual without changing the sources of stress are of limited effectiveness, and may be counter productive by masking these sources. For example, breathing deeply and thinking positively about a situation causing stress may make for a temporary feeling of well being, but will allow a damaging situation to continue, causing persistent stress and, probably, stress to others.

Most importantly, this approach remains focused on the problems, and on generating and implementing realistic and achievable solutions with distinct objectives against which the impact of the intervention can be evaluated and monitored on an ongoing basis. It is this understanding, and remaining focused on specific a problem that is essential. Because stress has become such a big issue in itself, and such a confused issue in terms of definition, the concept can get in the way of looking at what is actually going on in organizations and at what is, for want of a better term, good stress management practice. The primary aim of the individual approach should be to develop people's skills and confidence to change their situation, not to help them adapt to and accept a stressful situation. Occupational stress has become an everyday feature of working life. It is referred to constantly in the media and, as general understanding of the concept has grown, is used frequently to describe the way we feel about the jobs that we do. Inevitably, evidence of stress in the workplace has grown; both anecdotally and in research terms,

stress is a big issue. It becomes the vital role of the management to take care of the employees' health rather providing only the monetary benefits, which is not so in practice of the fullest.

Stress management is becoming a challenging task for HR persons now a day because many sources of stress in organizations cannot be changed. These might include situations like a prolonged recessionary period, new competitors, or an unanticipated crisis. Employers generally have little control over these kinds of stressors, and they can create extended periods of high-stress situations like irritability, mood changes and short temper which sometimes lead to extreme measures like heart attack, suicide. Suicide is a multifaceted problem and hence suicide prevention programs should also be multidimensional. Collaboration, coordination, cooperation and commitment are needed to develop and implement a national plan, which is cost-effective, appropriate and relevant to the needs of the community. Although there's no quick-fix cure for stress, and no single method will work for everyone. Employer responsibility (and liability) for their employees' psychological well-being is becoming ever more clearly defined, but what is it exactly that they are trying to manage?

Companies are going global due to which the workforce diversity is increasing. Managing these people with different religious, cultural, moral background is a challenging task for the HR Managers in 21st Century. Indian employers lead their regional counterparts in developing strategies to manage work-related stress; as a top priority of their health and productivity programs. This signals a vast scope for improvement in strategic initiatives aimed at tackling stress among Indian employees. The organizations engaged in stress management for at least a year and in some cases a significant length of time. When asked whether they had been able to see any concrete outcomes from their engagement with stress management and the Management Standards, many found it difficult to pinpoint concrete impacts. This was often due in part to incomplete data collection. Further, in some cases, recorded absence due to stress had actually increased because of previous under-reporting. In terms of less tangible impacts, many organizations pointed to a greater awareness of, and confidence in, stress management. Many had also reviewed stress policies and stress training, both for line managers and for the overall workforce. All of these issues were key to changing the culture of an organization in a positive way.

Conclusion

Stress management cannot be successfully completed over the short term – it requires engagement and sustained commitment. However, there is no alternative but to engage seriously with the issue of stress if organizations want to improve staff well-being and remain competitive. A wide variety of training courses may help in developing active coping techniques—for example, assertiveness, communications skills, time management, problem solving, and effective management. Organization must begin to manage people at work differently, treating them with respect and valuing their contribution. If we enhance the psychological well being and health

of the employees, in the coming future the organization would make more revenue as well as employee retention. Research continues to show that our satisfaction with various aspects of work, especially workplace relations and communication at work, is very much related to how work makes us feel, and this is even more so than how much we get paid or what we believe our career prospects to be.

Latest studies revealed that main reasons for intense psychological stress among working parents can be their jobs and it has nothing to do with the demand of time and energy from other people.

According to some researchers at the university of Iowa, Employees who hold jobs viewed by the society as aggressive, weak or impersonal are likely to be more stressed out than parents whose jobs are seen in a light similar to parenting good, strong and caring. Professional profiles that create more psychological pressure or unrestful state include-Salesperson, receptionist, attorney, police officer, politician. Those that align better in terms of those that align better in terms of societal perception; with parenting include physician, nursery teacher, and professor, principal.

Mark Walker a doctoral student in sociology at university of Iowa said that many working parents experience, but could not quite put a finger on and identifies the issue as a social problem rather than an individual one, or even worse – an imaginary problem. Though the result of the study might appear gloomy, researchers say the bright side is identifying this new layer of stress could be the first step in helping harried parents find relief. It could help shape policy and work place changes designed to reduce the psychological strain of juggling the roles parent and worker. Walker says that if employers are aware that working parents in a given occupation are more at risk of experiencing psychological strain, they could potentially provide more targeted mental health resources for those in “at risk” occupation.

With stress being ranked as 1 lifestyle risk factor in India, this number is likely to grow," the report said. Some organizations even employ counsellors to deal with stress related problems of employees. Activities like picnics, outdoor sports, stress management seminars and lectures are also undertaken by organizations to reduce stress levels among their staff. The best suggestion for employers is to find the specific triggers that impact employee wellness, engagement and in turn productivity, and take action to reduce this as to the type and size of problems that exist in their workforce. It is important for employers to recognize work-related stress as a significant health and safety issue.

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OVERALL PERFORMANCE APPRAISAL: SPECIAL EFFECTS ON EMPLOYEE APPROACH, EFFICIENCY & PRESENTATION

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Abstract

When selecting performance evaluation and development tools, Organizational leaders clearly have many choices. One tool that has gained popularity and has become a growing trend in recent years is the over all performance review. This popularity is based on the perceptions of organizational leaders that over all reviews establish a vulture for continuous learning and provides more global feedback for employees, which leads to improved performance According to Human Resource Consultant, William M. Mercer, forty percent of American companies used over all feedback in 1995; by 2000 this number had jumped to sixty-five percent. In 2002, 90% of Fortune 500 companies were using a overall performance review process. (Lineman, 2006) Conducting performance reviews in general, provides a number of valuable functions for organizations. They allow an organization to:

Translate department/organizations mission into specific achievable goals. Perform rather than react to it. Reduce overlap of job duties and ineffective, inefficient use of employee skills. Provide written acknowledgment of completed work new information and ideas from staff. Discuss skill and career development Protect organization from unfounded charges of discrimination Reduce stress for the supervisor – Managing rather than reacting Reduce stress for the employee – What is expected is made clear.

Key words:-Performance reviews, Major problems in reviews, over all feedback process, employee attitudes, Effectiveness and performance

Critical analysis raises the question of the relative effectiveness of the over all performances review, compared to other forms of feedback, in bringing about performance improvement through individual behavioral change.

Examination inquiry:

How do overall performance reviews affect employee attitudes, effectiveness and performance?

Significance of this query:

The process of conducting any type of employee review can be costly to an organization. Organizational leaders anticipate the cost of performance review to include the labor for supervisor to gather information to complete an evaluation and the time it takes to compose and deliver the feedback to the employee. Overall feedback is the most comprehensive and costly type of appraisal. Important hidden costs, employers may not be considering, are embedded in the employee's affective and behavioral reaction to the feedback. Negative reactions to feedback can be evident in behavioral changes in the employee, such as withdrawal, a display of mistrust and decreased level of commitment, unwillingness to communicate or interact with colleagues and general defensiveness. These reactions should be of particular concern to organizations. An employee's affective and behavioral reaction to feedback can land anywhere on the spectrum of negative to positive. Negative behavioral reactions can add to the cost for an organization since productivity can be negatively impacted as employees travel through the stages of receiving feedback which typically include, sadness, anger, rejection and finally acceptance. (Computer Sciences Corporation, 2004) Employees may become pre-occupied with their negative reaction to the feedback and their focus and normal productivity levels at work may become interrupted. Overall reviews are intended to give an employee the opportunity to understand and remedy any friction points or issues that may exist between themselves and the rest of the organization. Friction points often times include issues in the areas of interpersonal relationships, teamwork, communication and management style. The true ability of overall review to remedy these types of issue is in question. While positive feedback serves to reinforce desired behaviors and motivate employees, negative feedback can contribute to a reduced level of job satisfaction, and a decreased ability or desire to contribute to an organization. This paper will examine how the 360 process affects employee attitudes in the workplace, as well as their professional effectiveness and general work performance.

How do overall appraisals differ from more commonly used review processes?

Correctness of criticism

The generally appraisal process is purported to be superior to traditional forms of evaluation and feedback because it provides more complete and accurate assessment of the employee's competencies, behaviors and performance outcomes. A traditional performance review, where one supervisor assesses a subordinate, is no longer seen as an effective means of obtaining accurate feedback for employees. With traditional reviews, employees are rated by

a single person, who may be biased or have an incomplete view of their work. Normal presentation evaluations have been criticized for being ineffective for a variety of reasons such as the potential biases of the rater and the potential subjectivity of ratings. Overall feedback is viewed as more accurate because, by nature of the process, it offers feedback on observed behaviors and performance from a circle of raters as opposed to subjective viewpoints from a single individual. Multiple raters offering similar feedback will send a reinforced message to the learner about what is working well and what needs to be improved. Feedback is more difficult to ignore when it is repeatedly offered by multiple sources. Generally, traditional reviews are good at identifying either excellent performers or poor performers, but don't differentiate well among the performers in the middle. Managers struggle with evaluations of employees who fall within the middle group and this becomes a problem when reviews are used as the basis for salary adjustment and bonuses. Rater carelessness; use of appraisals for political or personal reasons; the halo effect, where an employee's strengths in one area are spread to other areas, are all additional problems with traditional reviews. A multi-rater process like the 360 review can help avoid this problem as any skewed data is likely to appear as an anomaly when the feedback trends for that individual are examined. Part of a feedback coach's role is to assist the learner in examining common threads within the feedback, looking for reinforced messages. A feedback coach's role is to assist the learner in examining common threads within the feedback, looking for reinforced messages. Three-sixty degree reviews provide feedback on a learner's cooperation with people outside their department, helpfulness towards customers and vendors etc. which may not be reviewed by other types of appraisals. This alternative method can provide a more balanced view. The overall performance review process intends to provide a more global and accurate view of the employee's performance. The accuracy of the overall process depends on whether the respondents interact regularly with the learner and whether the learner reveals him/herself to others. Because a learner can be different with each person, it would follow that there is an advantage to having many respondents concerned. The fundamental assumption of the overall technique is that the accuracy and scope of the assessment of the individual increases when consulting a full circle of daily business contacts, as opposed to one supervisor. The view of most practitioners is that the use of more raters leads to more accurate results for the individual. In order for an overall process to be successful, participants must feel the survey instruments is reliable and valid. An advantage to having an electronic system is that rater reliability can be more easily managed. For instance, if a rater used the same rating for all the survey questions, the system would flag the rater to consider if the ratings were accurate or simply careless. This feature serves to point out unusual trends in responses and might encourage the rater to be more thoughtful in their responses. It is possible that such a feature may increase the validity of the overall feedback process over a paper process. A soundness caution such as this is not of a paper procedure.

Appraisal criticism influence:

EMPLOYEE ATTITUDES EFFECTIVENESS AND PERFORMANCES

“The majority of theorists believe that behavior is a result of a complex combination of or conflict between, cognitive and affective processes.” (Scholl, 2002) In understanding how over all feedback influences behavior, we must consider the theory of Emotional Intelligence. This theory deals with how individuals respond to felt emotions with behavioral responses, like those emotions evoked by receiving corrective feedback. The theory describes how a trigger or situation can evoke an emotional response, which leads to a behavioral response. This theory explains the reaction an overall review process provokes in learners. Individuals possess differing levels of Emotional Intelligence Skills which allow them to deal with their own emotions as well as with the emotions of others. Some individuals have the motivation or ability to control behavioral effects of negative emotions such as anger, fear and anxiety, and still perform in a positive way even when their emotional state is negative. According to some theorists, individuals high in this skill are likely to react to negative or disconfirming feedback by attempting to diagnose the causes of low performance and actually increase their effort directed at improving performance. (Scholl, 2002) These types of individuals react to over all reviews as organizational leader’s hope, motivated to change behavior and improve performance. Others with low skill development in this area are likely to quit at the first sign of failure or invalidation, negatively impacting productivity and the organization. These individuals are the most likely to reject and discontinue the overall process. In cases where the learner has low skill development, sometimes the feedback can cause the learner to react poorly. While some level of defensiveness is a generally understandable, some learners react in a more extreme manner.

As was stated earlier in this paper, the group of raters is selected by the learner, but the author of the specific feedback is anonymous. some learners will attempt to identify who has given the specific feedback and that can lead to the learner seeking out the rater and challenging them on the accuracy of their feedback. The learner may become aggressive and confrontational. These types of conversation can be very destructive to the process as well as to the relationship between the rater and the learner and the harmony within the organization. The role of the feedback coach is to guide the learner through the process and to help them understand identifying the specific author is not important, the offering of feedback and its message is what is important. If the learner becomes hostile towards the raters and the process, they are clearly not ready to accept feedback. In this type of situation, the learner’s performance may suffer because they become too pre-occupied with the specifics of the feedback and are not focusing on quality performance. The organization experiences the loss in terms of employee productivity and commitment.

Although some organizations report success in their ability to positively affect the performance behaviors and performance outcomes of their employees by implementing a over all review process, true measurement supporting those improvements is virtually nonexistent. Many organizations claim this process is of benefit to them, but true metrics do not exist beyond the occasional narrowly focused study. The documented effect that a over all feedback process actually has on employees is quite limited and usually anecdotal at best. In theory, the concept of a overall program is solid but evidence of specific results are lacking. The limited empirical analysis information that is available, reveals that 360-degree programs; unfortunately, have at best, mixed reviews. (Luthrans, Peterson, 2003) What these analysis do show is the major advantages of this process are:

1. They provide rates with information on how they are perceived by others;
2. They provide more information for improvement (by addressing weaknesses) than other technique; and
3. Ratings and feedback from different group with special insights can be obtained.

Main problems comprise:

- 1) They provide an overwhelming amount of information, making it difficult for the rate to effectively process all the information;
- 2) It is difficult to reconcile the differences between self rating and others ‘ratings and
- 3) There is need for a coach to figure out what to do with the conflicting information.

Although these systems are extremely popular, their effectiveness is unknown. (Denise, Griffin, 2001) Jai Ghorpadi, a professor of management at San Diego State University, wrote in the Academy of Management Executive that “while it delivers valuable feedback, the over all concept has serious problem relating to effectiveness.” Ghorpadi Reported that out of more than 600 feedback studies, one third found improvements in employee performance, one third reported decreases in employee performance and the rest reported no impact at all. John Sullivan, a professor of human resource management at San Francisco State University says “There is no data showing that over all feedback actually improves productivity, increases retention or decreases grievances.” (Paul, Kay, 2002) One reason for the apparent lack of metrics is that typically, when over all feedback is used for development the learner “owns” the data. The data is presented to the learner first, acknowledging the importance of complete confidentiality. The learner is often the only person to see the data, unless there is a feedback coach or the data is willingly a tool that allows for shared with a supervisor. Occasionally Human Resources have access to the data, but not always. The upside of this is that the learner has a perceived safety net as they know the data is purely developmental. The downside is that the development is left completely up to learner, which may or

may not lead to change, and this accounts for the absence of measurable data. (Marlette, Ribald, 2006)

Winding up:

While behavioral change and performance improvement may be common outcomes of the cover all process, this desired outcome is not always achieved and the process can backfire on an organization in terms of an employee's affective and behavioral reaction, impacting their motivation and commitment. Most employees dread receiving over all feedback, but all are undoubtedly curious about it. The anticipated moment of reviewing what others have said about you is an emotionally stressful time. The learner is generally very interested in the overall program at the beginning. The interest level in the process can wane however, negatively affecting the program's success. There can be multiple factors affecting the learner's commitment to the program including; the quality of the learner/feedback coach relationship; the learner's comfort level with the process; the learner's acceptance of the feedback; the time commitment the learner is willing and able to make to the process and the learner's motivation to change behavior and improve performance. Without the commitments of the organizational leaders, the learner, and the feedback coach, the program will be ineffective.

Feedback is a vital part of performance growth and development. Understanding ourselves, and how we interact with others, helps us to understand what impact we have on those around us. The perceptions of other within our circle of influence, whether those perception are accurate or inaccurate determine, to a large degree, our level of success. Regardless of the accuracy of these perceptions, our interactions with others both influences and is influenced by the perceptions of others. This is the value of aover all feedback program. (Marlette, Ribald 2006) In order to be persistently successful, people and organizations need to adapt continually to their environment. This requires information from the environment. The more active and open the feedback loops, the more effective the adaptation and change can be A overall process can support this. This process, even without available meaningful metrics, still offers the potential to deepen employee's understanding of their own performance. Organizational leaders who choose to use such a program must be accepting of the fact that some employees will reject feedback and development for those employees will be limited or nonexistent. If leaders in an organization can accept the fact that implementing a overall process is only likely to improve the performance behaviors and performance outcomes of those learners who can be moved from the pre contemplation stage to the contemplation stage, and that this program will only benefit a certain percentage of participating employees, than the over all process may be the right tool for them. The best performance reviews, regardless of the tool used, allows managers and employees to communicate, provide feedback, and share ideas, information and opinions. Organizations would benefit from any performance tool that allows for better communication with management,

honest feedback from those they interact with regularly and an opportunity to understand specifically how they can improve their own performance. Clearly the over all feedback process is popular. The perceived benefits of implementing such a program will only be realized if it is utilized in the right organizational climate with the appropriate expectations for success. In the wrong environment, without the presence or proper training of feedback coaches and raters, the results can be detrimental. Organizations should carefully weigh all the costs, including process related as well as the cost of behavioral outcomes. Success of such a program is predicated on implementing and sustaining long term behavioral change and development. Careful consideration should be given to the design of the process as well as to the implementation in order for the process to drive performance behaviors and performance outcomes.

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